



**City of Biddeford
City Council**

June 16, 2026 at 6:00 PM
City Hall Council Chambers & Teams

[Join Teams Meeting](#)

Microsoft Teams Meeting

Meeting ID: 245 050 825 885 60

Passcode: Lt7Lh3NW

Dial in by phone

+1 872-242-8054

Phone conference ID: 703 667 973#

[Teams Instructions](#)

1. Roll Call
2. Pledge of Allegiance
3. Adjustment(s) to Agenda
4. Recognition
5. Proclamation
 - 5.a Juneteenth-PROCLAMATION
6. Appointments
 - 6.a 2026.93 Approval -Mayoral Appointments to the Charter Review Commission
 - 6.b 2026.95 Approval of Interim City Manager Appointment
 - 6.c 2026.102 Re-Appointment of Harry B. Center, II Esq. of Woodman Edmands as City Solicitor
7. Presentation
 - 7.a Maine DOT Presentation Elm Street Project
 - 7.b Lester B. Orcutt Right of Way Boundary Survey Presentation
8. Public Hearing
 - 8.a City of Biddeford Comprehensive Plan- Second Public Hearing

9. Liquor License Consideration
10. Public Addressing the Council
(3 minute limit per speaker for up to a total of 15 minutes)
11. Consideration of Minutes
12. Second Reading
 - 12.a 2026.53 Approval of Solar Ordinance
13. Orders of the Day
 - 13.a 2026.94 River Jam Special Event Permit
 - 13.b 2026.105 Approval- Chapters of the Biddeford Comprehensive Plan
 - 13.c 2026.69 Approval Airport Fund FY27
 - 13.d 2026.70 Approval Ambulance Fund FY27
 - 13.e 2026.73 Approval Recreation Fund FY27
 - 13.f 2026.71 Approval Mooring Fund FY27
 - 13.g 2026.74 Approval Sewer Operations Fund FY27
 - 13.h 2026.72 Approval Pool Beach Permit Fund FY27
 - 13.i 2026.101 Approval Public Access Fund FY27
 - 13.j 2026.55 Approval of Capital Committee Recommendations for 5-year CIP Projects
 - 13.k 2026.99 Approval Business Impact Fee Payment Plan Ordinance
 - 13.l 2026.103 Approval- Search Firm for City Manager
 - 13.m 2026.104 Approval -Authorization Regarding University of New England Permit Extension Request (SRCC Permit #20-491 — Research Pier and Float System
 - 13.n 2026.97 Approval- Amendment to Council Rules
 - 13.o 2026.98 Approval- Amendment to Council Rules- Executive Session
14. Public Addressing the Council
(5 minute limit per speaker)

15. City Manager Report
16. Committee Updates by Council
17. Other Business
18. Council President Addressing the Council
19. Mayor Addressing the Council
20. Executive Session
 - 20.a 1 MRS 405 (6) E- Legal Matters
21. Adjourn

City of Biddeford



PROCLAMATION

WHEREAS, the Emancipation Proclamation signed on January 1, 1863 declared "that all persons held as slaves" within the rebellious states "are, and henceforward shall be free"; and

WHEREAS, more than two years later, on June 19, 1865, the last group of enslaved Americans, located in the City of Galveston, Texas, learned that the Civil War had ended, and that they were free from bondage; and

WHEREAS, Juneteenth commemorates the day that all Black Americans were first recognized as citizens of this country and celebrates the accomplishments, inventions, triumphs, and resiliency of Black Americans; and

WHEREAS, the legacy of Black American resistance to systemic inequality, including suppression of the Black vote, redlining, police violence, and institutional racism, is a testament to the struggle, courage and hope of the Black community while reminding us that the struggle is not yet over; and

WHEREAS, Juneteenth reminds us that while we are moving toward equity, equality and justice, we still have more collective work to do as a community and society to advance true equity in all aspects of civic life, and that we must always strive for a better future; and

WHEREAS, the City of Biddeford reaffirms its commitment to our Black community and the fight against injustice; and

WHEREAS, in honor of Juneteenth, Biddeford's Diversity, Equity and Inclusion Committee, Heart of Biddeford, and the Maine Black Chamber of Commerce are sponsoring a celebration which will take place on June 19, 2026 at 3pm at Rotary Park in Biddeford;

THEREFORE, be it resolved, that I, Liam LaFountain, Mayor of the City of Biddeford, do hereby recognize June 19, 2026 as Juneteenth in Biddeford and invite residents of Biddeford to join in celebrating how far we have come since the abolition of slavery, while actively engaging in the ongoing struggle for equity, equality, and justice both today and every day.

*In Witness Whereof, We the undersigned have herewith affixed
our signatures this 16th day of June 2026.*



Mayor



City Clerk

City of Biddeford



2026.93 IN BOARD OF CITY COUNCIL... , JUNE 16, 2026

BE IT ORDERED, that I Liam LaFountain, Mayor of Biddeford, do hereby appoint:

Elyse Oliver
Ward 1
To the Charter Review Commission

Steven Ellis
Ward 6
To the Charter Review Commission

Attest by: _____
City Clerk

Charter Revision Commission Application

Application

Name Steven Ellis

Pronouns Field not completed.

Ward 6

Need to find your Ward?

[Click here to find your Ward on a map or a list of streets.](#)

Why are you interested in serving the City of Biddeford? I've always believed in the importance of citizens being civically engaged in their community, through voting and other civic work. Civic engagement is core to democracy, so this is yet another my way of being involved in the democracy where I live.

Please list any experience that may be pertinent to your desired role on the Charter Revision Commission. My professional life currently has be working as a federal contractor/technical assistance provider to governments regarding federal housing programs, namely homeless and HIV/AIDS housing programs. In this work, I balance an understanding of rules that govern programs against the persons and systems that administer these programs. I spend most of my time helping governments, namely states and cities, work through and understand their own policies and procedures, making sure they align with any federal laws, and helping these governments understand how these are operationalized, good or not so good. If not being operationalized well, I help communities think through changes and how potential changes will effect not just the government entity administering the funds, but also the organizations tied to the government and the participants who are (or might be) part of the program. So I help communities think through and see the different levels of how rules are operationalized to make sure any updates or changes are optimized for all persons affected.

Please list any prior experience serving on any public Boards, Commissions or Committees (and approximate dates). I am currently President of the City Theater Board of Directors. In a previous professional career, I helped run the City of Portland's Oxford Street Shelter. As part of that job, I helped run the City of Portland's Emergency Shelter Committee.

What current strengths and weaknesses do you see in Biddeford's Charter in its current form? At this moment, the charter definitely needs an update for our more current form of governance and city structure. The charter also may need some additional flexibilities to give the City, whether elected or its citizens, opportunity to make other changes necessary in our current world.

What changes would you like to see in the Charter? Besides updates to reflect some of our more current practices, especially around elections, my opinions on changes are pretty neutral.

If appointed to this Commission, how would you engage Biddeford residents to ensure their voices are heard during the Charter revision process? As I consider myself a regular citizen (not elected or involved in politics, someone folks see in their daily lives, etc.), I would hope to engage other citizens through a few methods. Overall, I would try to make sure any information shared is as clear and simple as it can be. While the process and updates might be technical, information must be shared in a way that non-technical persons can understand. Regarding methodology, I would love to get feedback from residents in chunks on different topics re: parts of the charter so residents have the time to weigh in on parts of the charter instead of everything at once. I would love to have open sessions for folks to give feedback (in my professional life, I love when I get questions/concerns/spicy disagreements/etc.).

Charter Revision Commission Application

Application

Name Elyse Oliver

Pronouns she/her/hers

Ward 1

Need to find your Ward?

[Click here to find your Ward on a map or a list of streets.](#)

Why are you interested in serving the City of Biddeford? I am interested in serving on the Charter Revision Commission because Biddeford is the community that raised me, and I have a deep, personal investment in its future. Having grown up here, I've witnessed both the challenges and the resilience that define our city, and I believe we are at an important inflection point where thoughtful change can have lasting impact.

I see encouraging momentum in our local leadership; a willingness to move beyond the status quo and embrace new approaches to governance. However, momentum alone isn't enough. A charter revision offers a rare opportunity to thoughtfully examine the foundational structures that guide our city's decision-making, accountability, and representation. I want to contribute to ensuring that these structures reflect the needs and aspirations of all Biddeford residents, not just those who are already most engaged.

My goals for this work are twofold: first, to think boldly about how our city government can be more responsive, efficient, and forward-looking; and second, to help increase public awareness and participation in civic life. Too often, charter revisions happen without broad community input. I believe transparency and accessibility are essential—if we're going to rebuild the framework of our local government, residents should understand what's being proposed and have meaningful opportunities to weigh in.

Ultimately, I want to serve because I believe Biddeford deserves a charter that empowers its people, strengthens its institutions, and sets a clear path for sustainable growth. This

commission is not just about revising documents—it's about shaping the kind of city we want to live in for generations to come.

Please list any experience that may be pertinent to your desired role on the Charter Revision Commission. My professional background spans strategic planning and city and regional planning, providing me with a solid foundation to contribute to the Commission. I hold a Master in City Planning from the Massachusetts Institute of Technology and I currently work with rural New England towns on identifying and implementing place-based economic development strategies. This work requires a deep familiarity with the constraints facing small-to-mid-sized municipalities in the region and an understanding of how governance structures inform development and administration.

Prior to this role, I worked as a public sector consultant specializing in strategic planning and operational assessments. I have extensive experience evaluating existing governance frameworks to identify inefficiencies, gaps in accountability, and opportunities for structural improvement.

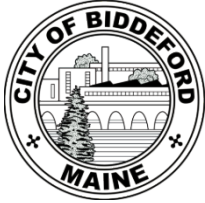
Lastly, I am particularly passionate about participatory planning and how to increase community involvement in planning processes in productive and representative ways. My experience includes designing engagement frameworks that move beyond traditional town halls to ensure diverse voices are heard and integrated into the planning process. I can bring these methodologies to the Commission to ensure the revision process itself is inclusive and transparent.

Please list any prior experience serving on any public Boards, Commissions or Committees (and approximate dates). Between 2012-2013, I was a student representative on the Biddeford School Board. Other board (non-public) positions in Biddeford are: Board of Directors for Congregation Etz Chaim (September 2021 - present) and the Advisory Board for Art of Biddeford (January 2026 - present).

What current strengths and weaknesses do you see in Biddeford's Charter in its current form? I see strengths in the current language that prohibits financial conflicts of interest for elected officials. One weakness that I see is delineation between mayoral and city council authority. While specific duties are outlined for the mayor, duties are not listed clearly for the city council. It is also unclear who the city manager ultimately reports to because the mayor and city council jointly appoint the city manager.

What changes would you like to see in the Charter? I would like to see the Charter and the duties of the mayor, city council, and city manager tied to long-term planning documents (e.g., comprehensive plan) as a way to better connect operations to vision and ensure consistency toward Biddeford's overall growth goals. I would also like to explore how to increase transparency in city governance through the Charter. For example, specifying a more comprehensive approach to public engagement when it comes to ordinance changes, requiring specific analyses for budget discussions and development opportunities, requiring a public data dashboard / open data portal, etc. I'd also be interested in exploring how to proactively ensure clean and fair elections via Charter provisions.

If appointed to this Commission, how would you engage Biddeford residents to ensure their voices are heard during the Charter revision process? I would work with other commission members to develop a "Charter 101" presentation that can be viewed on-demand. I would also make myself available to attend meetings of local community groups to deliver the presentation live and encourage other commission members to do the same. We could set up a presentation request form in addition to direct outreach to organizations within each of our wards.



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item No: 6.b
Item Description: 2026.95 Approval of Interim City Manager Appointment
Submitted By:

Key Terms:

Order Appointing Cornell F. Knight as Interim City Manager and authorizing the Mayor to enter into an employment contract

Executive Summary:

As announced on June 3, Mayor Liam LaFountain has nominated Cornell Knight of Bar Harbor to be appointed as the Interim City Manager. This Order appoints the Interim City Manager to serve in that role until the permanent City Manager is appointed and authorizes the Mayor to execute an employment contract.

Detailed Review:

With the resignation of City Manager Truc Dever, the City needs to appoint a City Manager as required by the Biddeford Charter of the City of Biddeford. The Interim City Manager, like the Permanent City Manager, is employed by the Mayor and City Council.

As Interim City Manager, Cornell Knight will perform all duties and functions specified in the City Charter and Code of Ordinances, as well as perform all other legally permissible and proper duties and functions as the Mayor and City Council assigns. The term of appointment is from the effective date of the appointment until the appointment of a permanent City Manager, and they take office. The position of Interim City Manager is considered a temporary part-time employee.

The Interim City Manager will be paid at an hourly rate of one hundred fifteen dollars (\$115) for hours worked and half-rate for commuting time. It is anticipated that the number of work hours will average approximately thirty (30) hours a week. Since the Interim City Manager does not live within commuting distance, the City will pay for overnight accommodations at the government rate. The Interim City Manager will use his own vehicle for City business and

commuting. The City shall reimburse the Interim City Manager for City-related travel at the current IRS rate for mileage reimbursement.

Funding Source:

Staff Recommendation:

Approve the appointment of Cornell F. Knight of Bar Harbor as the Interim City Manager and authorize the Mayor to enter into an employment agreement with him.

Next Steps:

Attachments:

- 1. 2026.95 Approval Appointment Interim City Manager -ORDER
- 2. Resume Cornell Knight 20260527

City of Biddeford



2026.95

IN BOARD OF CITY COUNCIL...JUNE 16, 2026

BE IT ORDERED, that Mayor Liam P. LaFountain is hereby authorized by the Biddeford City Council to enter into an agreement with Cornell Knight to engage said Cornell Knight to serve as Interim City Manager for the City of Biddeford. Upon full execution of said agreement, Cornell Knight shall serve as Interim City Manager for an indeterminate period beginning June 17, 2026. Pursuant to the City of Biddeford Charter, Article IV, Section 2, Cornell Knight shall perform all duties as City Manager, as set forth therein.

Attest by: _____
City Clerk

Cornell F. Knight

Work Experience:

May 2025 to January 2026, Acting City Manager, Waterville, ME
January 2025 to February 2025, Interim Town Manager, Pittsfield, ME
December 2023 to July 2024, Interim Town Manager, Orono, ME
August 2023 to November 2023, Interim Town Manager, Bar Harbor, ME
February 2023 to August 2023- Interim Town Manager, Farmington, ME
June 2022 to September 2022- Interim County Administrator, Hancock County, ME.
June 2022 to August 2023- Eaton Peabody Consulting, Augusta, ME-, manager recruitments and interim manager work.

October 2014 to January 2022 (retired)- Town Manager, Town of Bar Harbor, Maine. Population 5,235, 75 full-time employees, Town Council/Town Meeting form of government. \$18 million budget. Town owned sewer and water utilities. Additional revenue from cruise ship operations, parking meter program and ferry terminal lease.

- Improved fund balance 5x fold and maintained AAA S & P credit rating,
- Instituted parking program which generates \$3+ annual revenue.
- Was part of the negotiating team to purchase the ferry terminal lot and lease, to return the CAT (international ferry) to town.

February 2011 to March 2014- Town Manager, Town of Topsham, Maine. Population 9000, 46 full-time employees, Board of Selectmen/Town Meeting form of government. Municipal Budget was \$8.7 million.

September 1998 to January 2011- Town Manager, Town of Winthrop, Maine. Population 6500, 32 full-time employees, Council/Manager form of government. Municipal budget was \$4.9 million.

October 1991 to September 1998- Town Manager, Town of Jay Maine. Population 5080. 37 full-time employees. \$4.6 million budget. Primary responsibilities included overseeing daily operations of town government for Board of Selectmen; budget preparation, labor negotiations and economic development.

September 1989 to October 1991, Stockbroker, Livada Securities. Licensed Registered Representative Series 7, selling stocks, bonds, options, mutual funds; nightly stock report.

August 1981 to September 1989, City Manager, City of Hallowell, Maine. Population 2502. 13 full-time employees. \$1,200,000 annual budget. Mayor and 7 member City Council.

August 1985 to May 1987 Administrator Hallowell Water District. This was a contractual arrangement with the City of Hallowell to handle administrative duties for 3-member Board of Trustees, on a part-time basis while serving as City Manager.

January 1979 to August 1981 Town Manager Town of Baileyville, Maine. 16 full-time employees. \$2 million budget, 5 member Town Council with Town Meeting.

June 1978 to November 1978 Handworker, Atlantic Sails, Portland Maine.
Summer 1977 Municipal Intern, City of Saco, Maine.

Professional Associations:

Member International City Management Association

Member and Past President of the Maine Town and City Managers Association

2012 received the Linc Stackpole Manager of the Year award by the MTCMA

Past President of Rotary Club.

Education:

B.A. Public Management, University of Maine, Orono, 1978

Cape Elizabeth High School, 1974

City of Biddeford



2026.102 IN BOARD OF CITY COUNCIL... JUNE 16, 2026
BE IT ORDERED, that Mayor Liam LaFountain's appointment of:

Harry B. Center, II, Esq. of Woodman Edmands
as City Solicitor for a term to expire on June 30, 2027,
in accordance with the Charter of the City of Biddeford be confirmed.

Attest by: _____
City Clerk



Formal Public Meeting
Biddeford

Work Identification Number (WIN):
25653.00

BIDDEFORD: ELM STREET IMPROVEMENTS

PROJECT INTRODUCTION

Roadway improvements for the Elm Street (Route 1) roadway section in Biddeford

Improvements to the intersections of Elm Street



PROJECT LOCATION

- Northwest of Biddeford
- West of Saco
- Begins at Saco River Bridge (BR 3080)



PROJECT LOCATION

- Begins at the southerly joint of Saco River Bridge (BR 3080)
- Extends southwesterly 1580 ft. to the Elm Street / Main Street Intersection

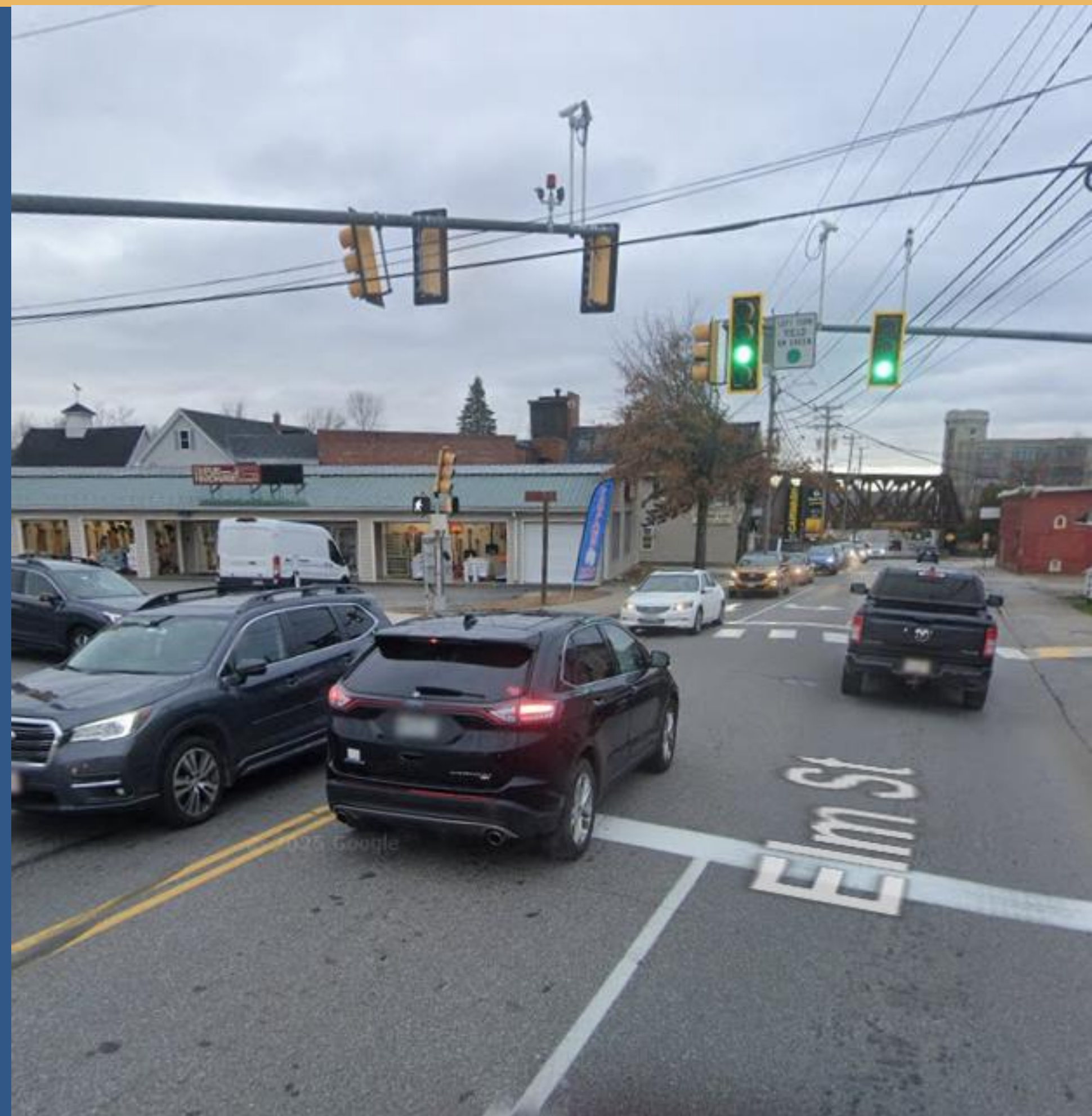


EXISTING CONDITIONS

Connected Side Streets

- Diamond Street / Upper Falls Road
- Hooper Street
- Lincoln Street
- Thronton Avenue
- Spruce Street
- Pearl Street
- St. Mary's Street
- Main Street

Signalized intersections at
Spruce Street and Main Street



PURPOSE & NEED OF PROJECT

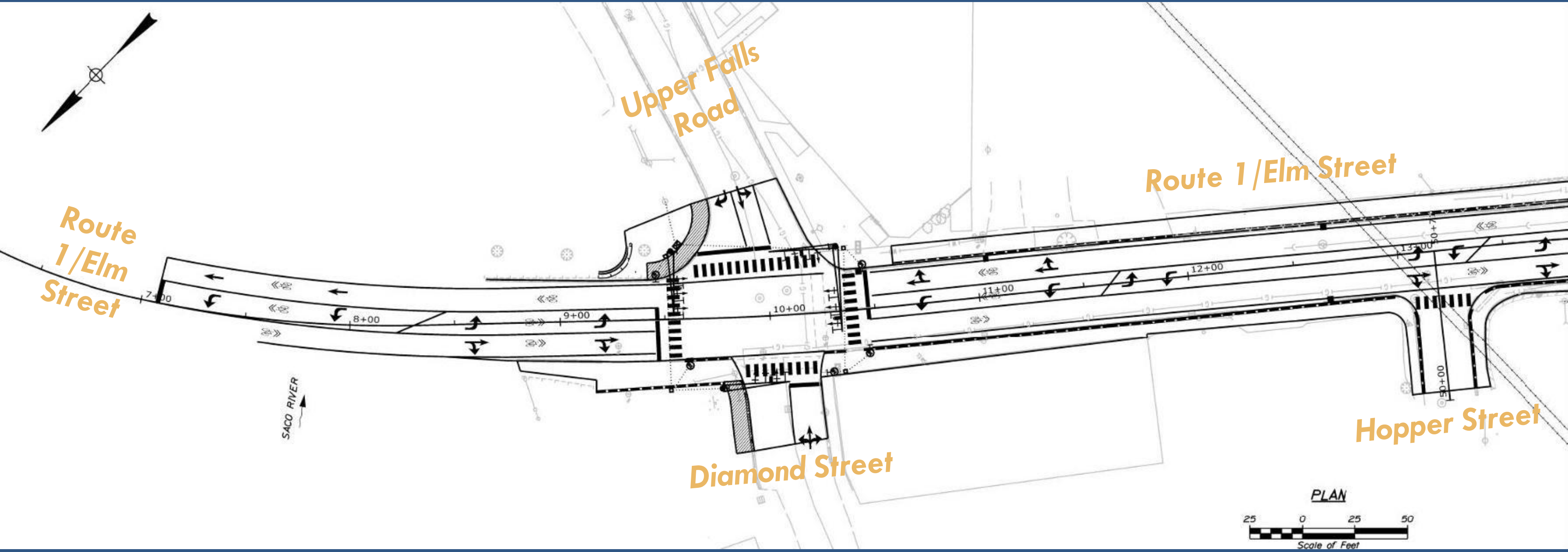
Need: A historic high crash location near the existing intersection of Lincoln Street and Elm Street poses risks to public safety, welfare and mobility. Increased traffic volumes contribute to congestion and vehicular delay, impacting local commuters and regional travel.

Purpose: Address safety concerns, particularly at the historic high crash location, enhance overall safety for motorists, pedestrians, and cyclists by implementing targeted improvements to mitigate existing hazards, while considering mobility, bicycle and pedestrian use.

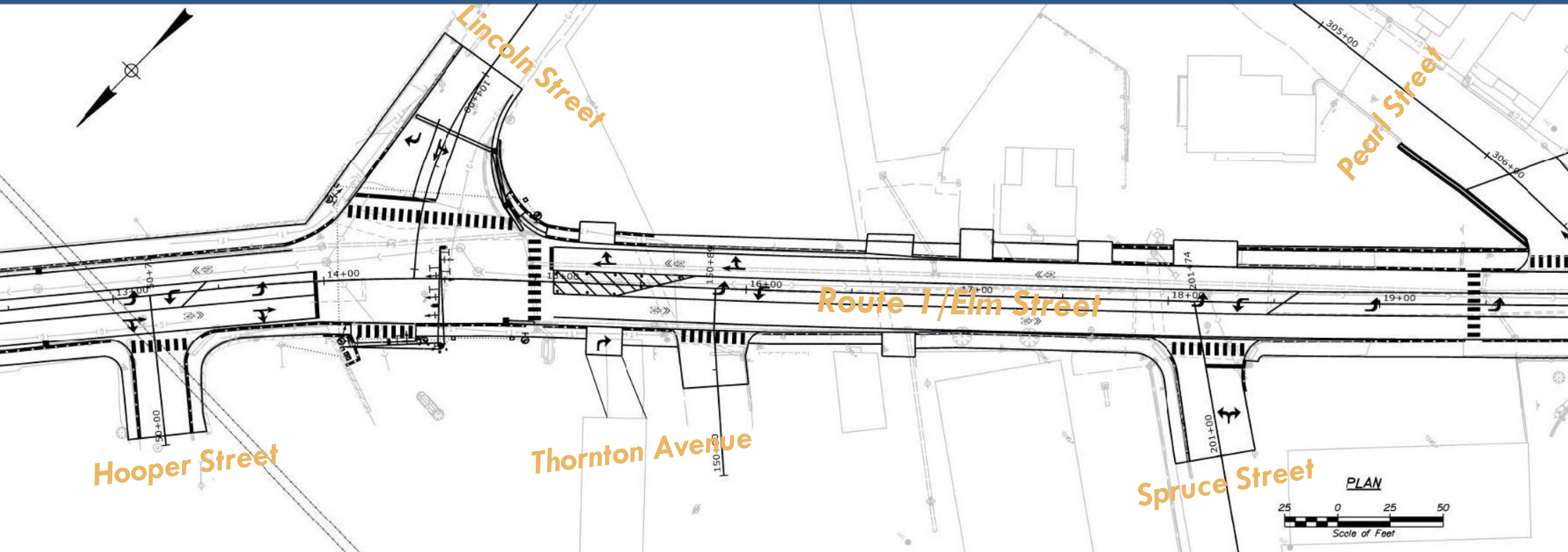
PROPOSED DESIGN

- Milling and overlay
- Continuous center lane along Elm St.
 - Dedicated left turns and two-way left turns
 - New granite curb & concrete sidewalk
- Existing drainage structure adjustments
- Access management improvements
- Upgrades to signing and pavement markings
- New signalized intersections
 - Elm St. / Lincoln St.
 - Elm St. / Upper Falls Rd. / Diamond St.
- Removal of signalized intersection
 - Elm St. / Spruce St.
- Pearl Street to be converted to One-way (Entering from Elm Street).

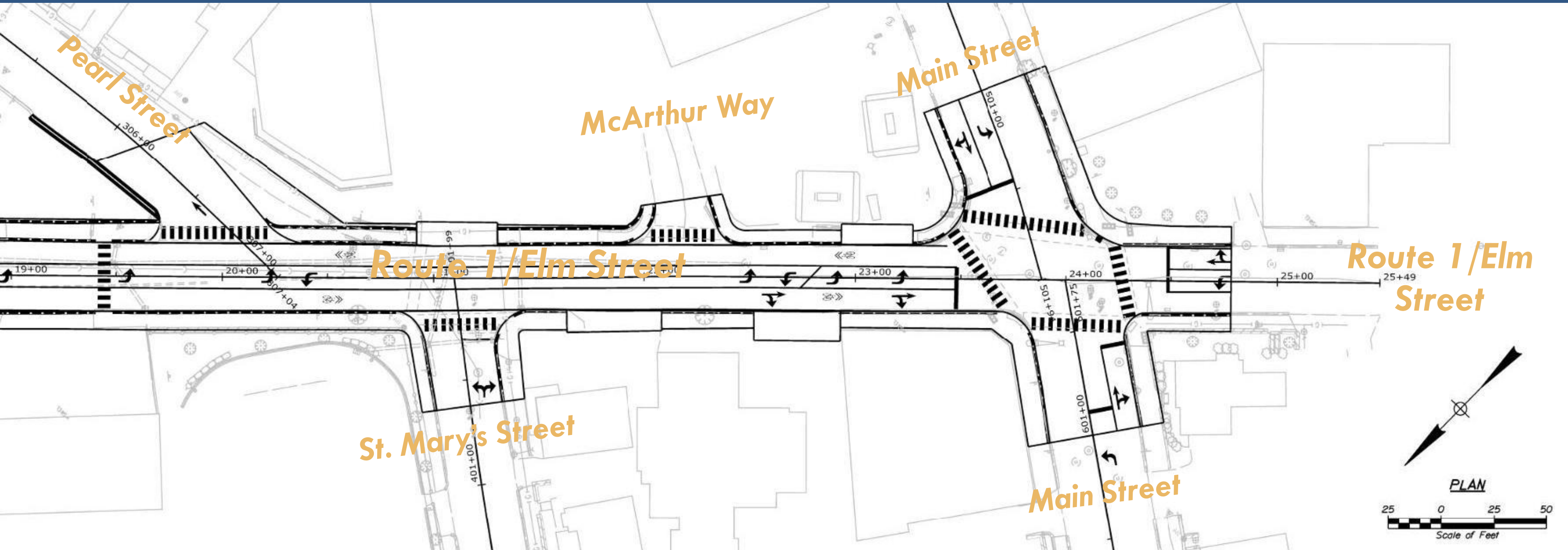
PRELIMINARY PLAN



PRELIMINARY PLAN – CONT.



PRELIMINARY PLAN – CONT.



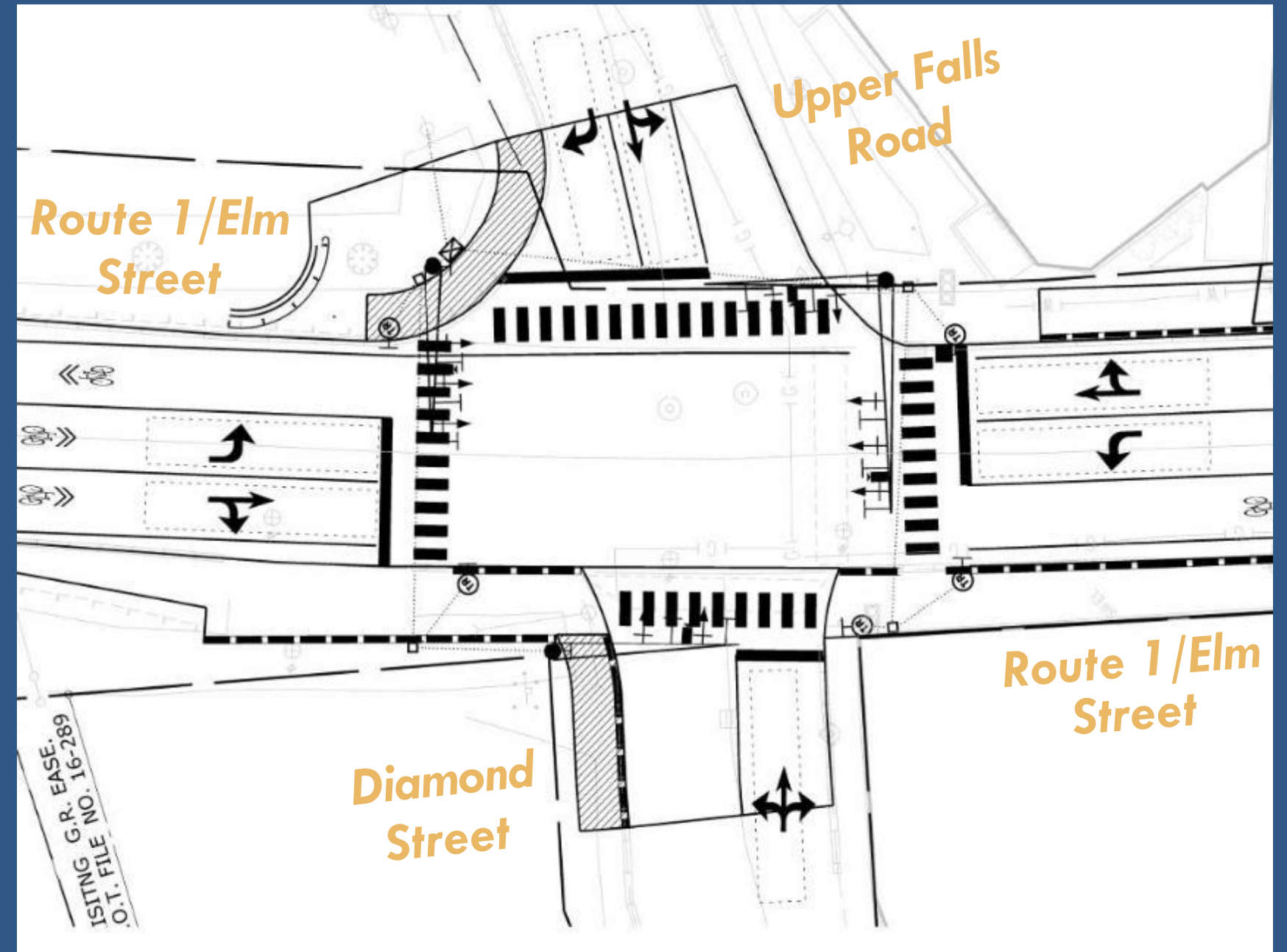
NEW SIGNALIZED INTERSECTION

Elm Street / Upper Falls Road / Diamond Street

Upper Falls Rd / Diamond St intersection looking SW on Elm St.



Image View
Direction →



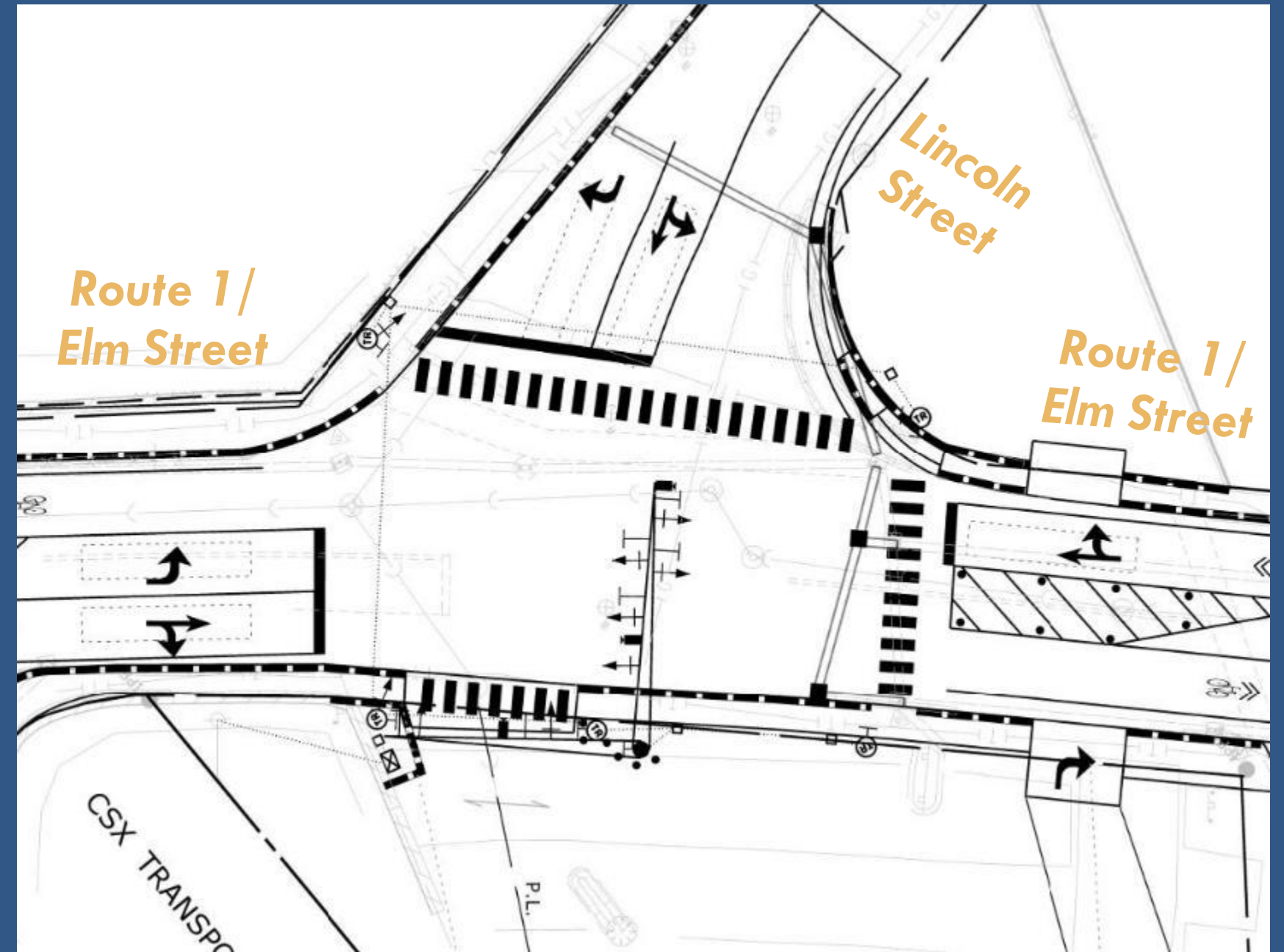
NEW SIGNALIZED INTERSECTION

Elm Street / Lincoln Road

Lincoln St. intersection looking SW on Elm St.



Image View
Direction →



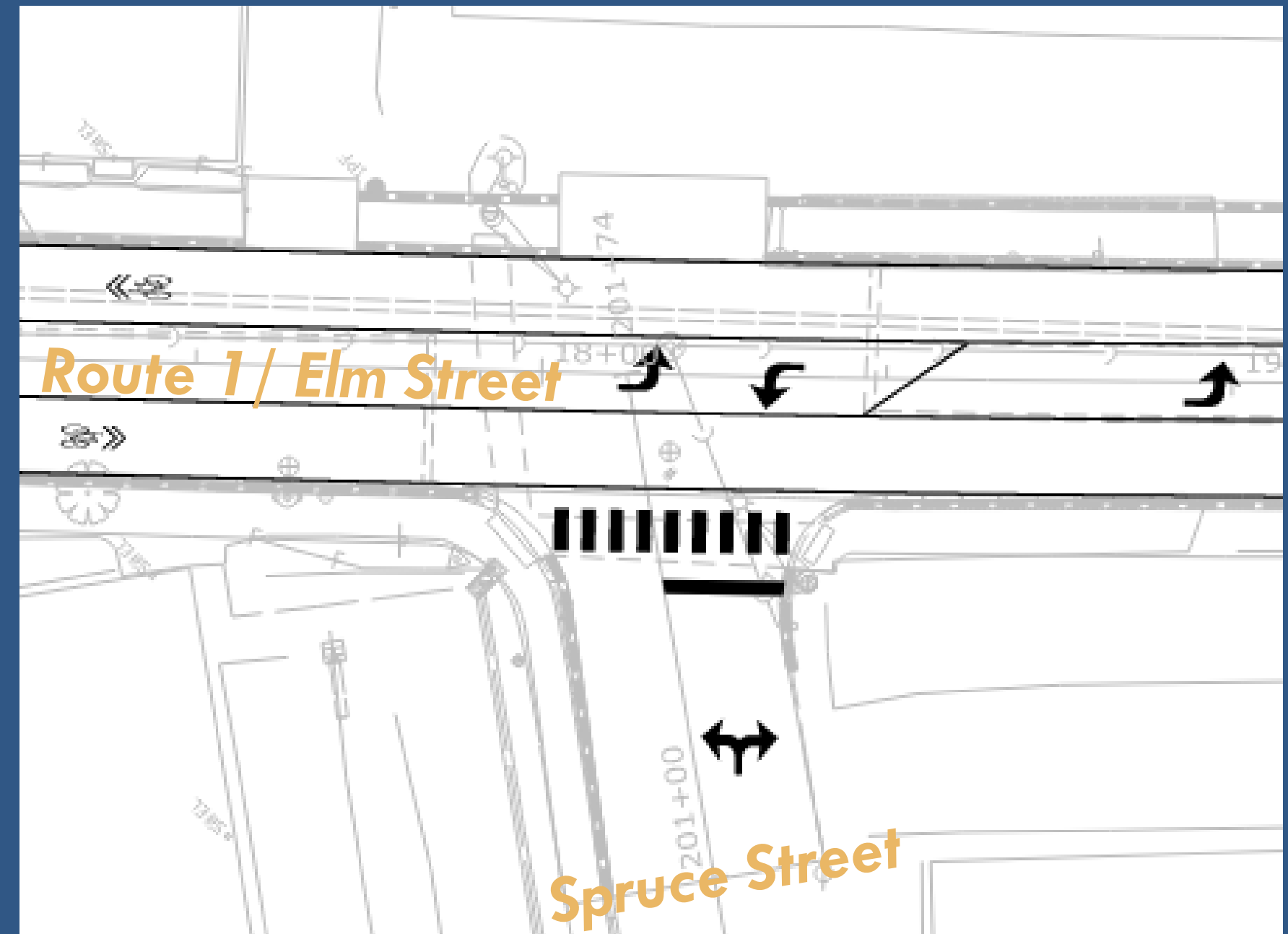
SIGNALIZED INTERSECTION REMOVAL

Elm Street / Spruce Street

Existing Spruce St. signalized intersection looking SW on Elm St.



Image View
Direction →



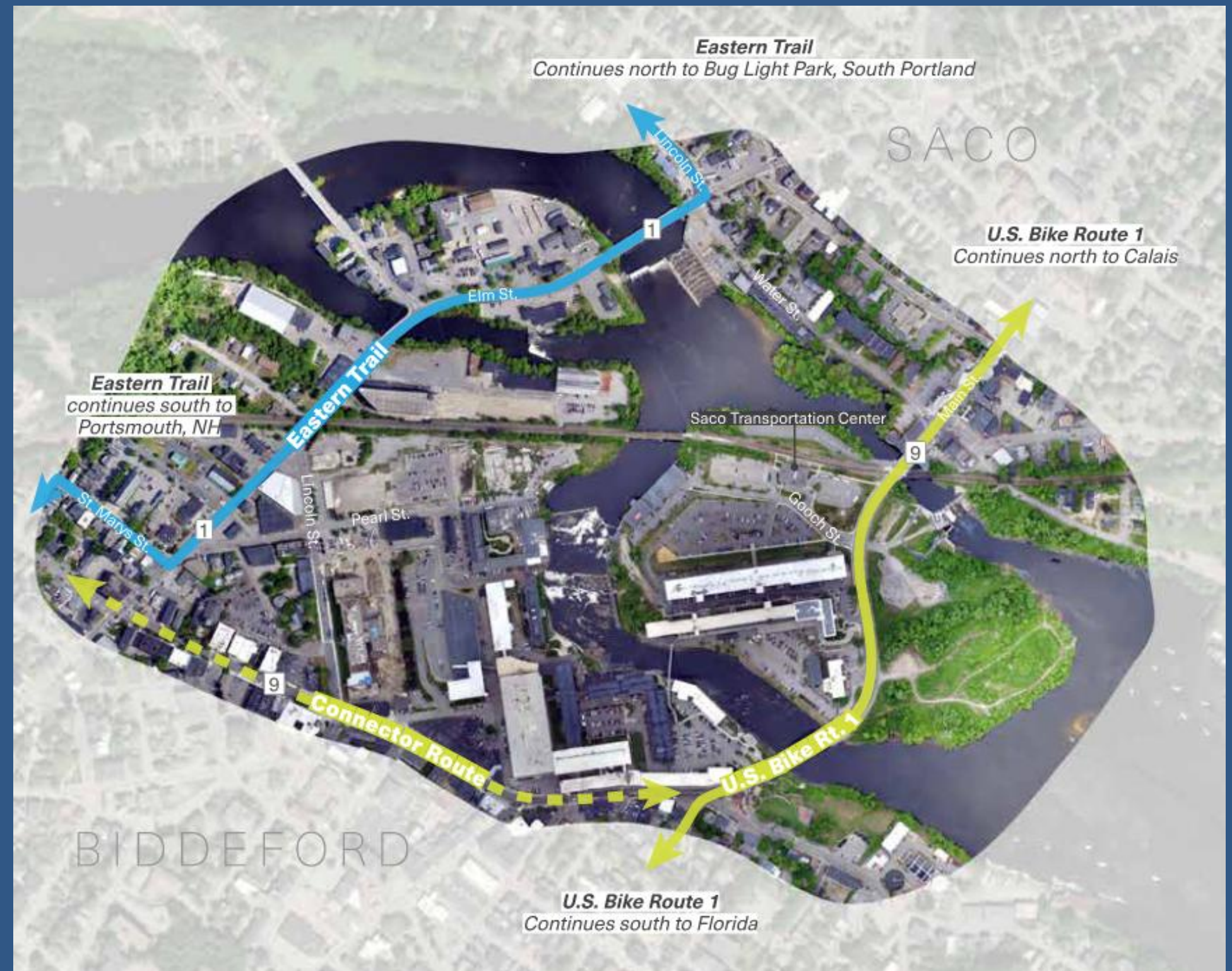
BICYCLE ACCOMMODATIONS

Sharrows will be added with this project to improve bicycle access throughout the project limits.

Vehicular mobility was evaluated to determine lane assignments. No dedicated bicycle facilities will be added due to spatial constraints (buildings and ROW).

There are other concurrent and not yet final efforts, separate from this project, which are looking at bicycle routing and wayfinding (see next slide).

Existing bike route
(Biddeford-Saco Transit Oriented Development Study, 2023)



BICYCLE ACCOMMODATIONS

B6/
S1

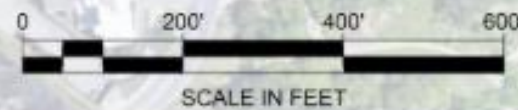
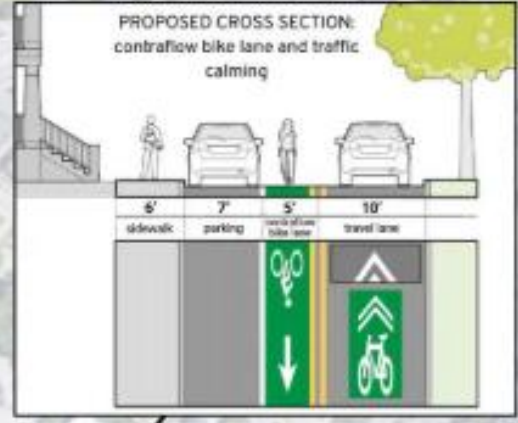
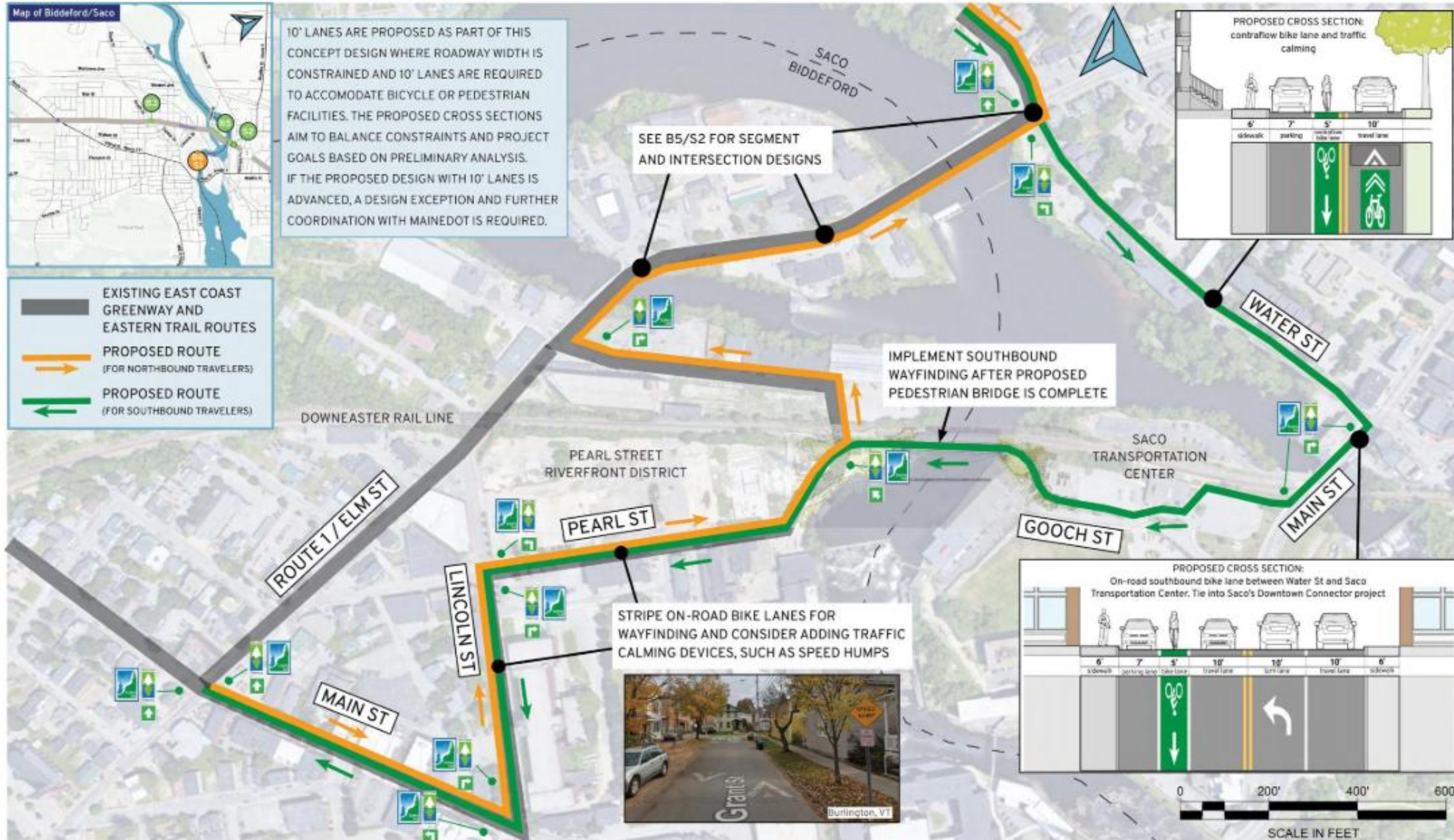
Eastern Trail Wayfinding BIDDEFORD/SACO · DOWNTOWN STREET

January 2026 Draft



10' LANES ARE PROPOSED AS PART OF THIS CONCEPT DESIGN WHERE ROADWAY WIDTH IS CONSTRAINED AND 10' LANES ARE REQUIRED TO ACCOMMODATE BICYCLE OR PEDESTRIAN FACILITIES. THE PROPOSED CROSS SECTIONS AIM TO BALANCE CONSTRAINTS AND PROJECT GOALS BASED ON PRELIMINARY ANALYSIS. IF THE PROPOSED DESIGN WITH 10' LANES IS ADVANCED, A DESIGN EXCEPTION AND FURTHER COORDINATION WITH MAINEDOT IS REQUIRED.

- EXISTING EAST COAST GREENWAY AND EASTERN TRAIL ROUTES
- PROPOSED ROUTE (FOR NORTHBOUND TRAVELERS)
- PROPOSED ROUTE (FOR SOUTHBOUND TRAVELERS)



MAINTENANCE OF TRAFFIC

Maintenance of Traffic Determined by MaineDOT using Traffic Analysis Management and Evaluation (TAME).

No Detours are anticipated.

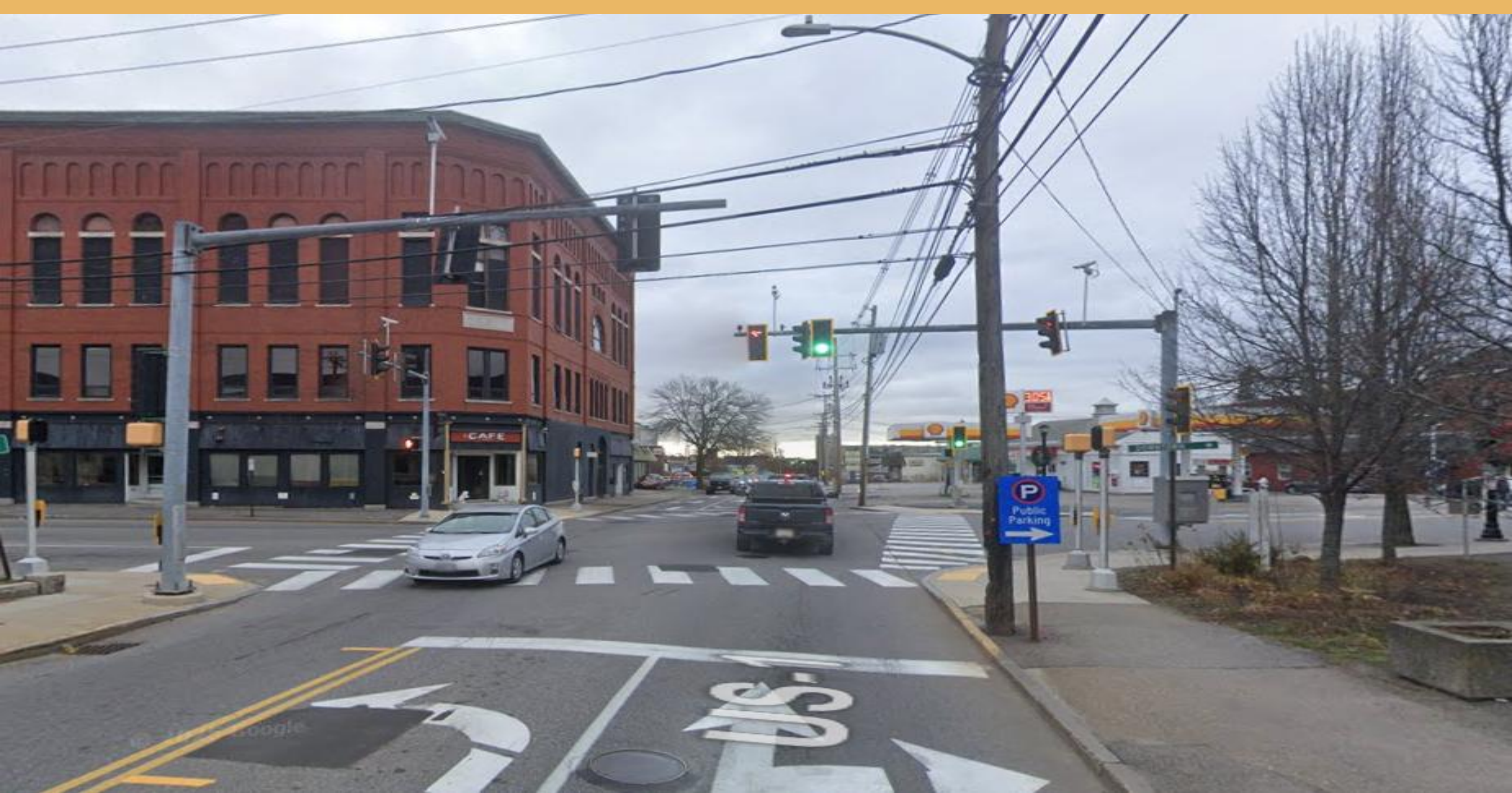
Construction is anticipated to be done utilizing alternating one way traffic with predominantly night work.

SCHEDULE

Project Advertisement -
September 2026
(Anticipated).

Construction to Begin -
Spring 2027 (Anticipated).





CONTACT ME



(207) 624-3381



mainedot.gov

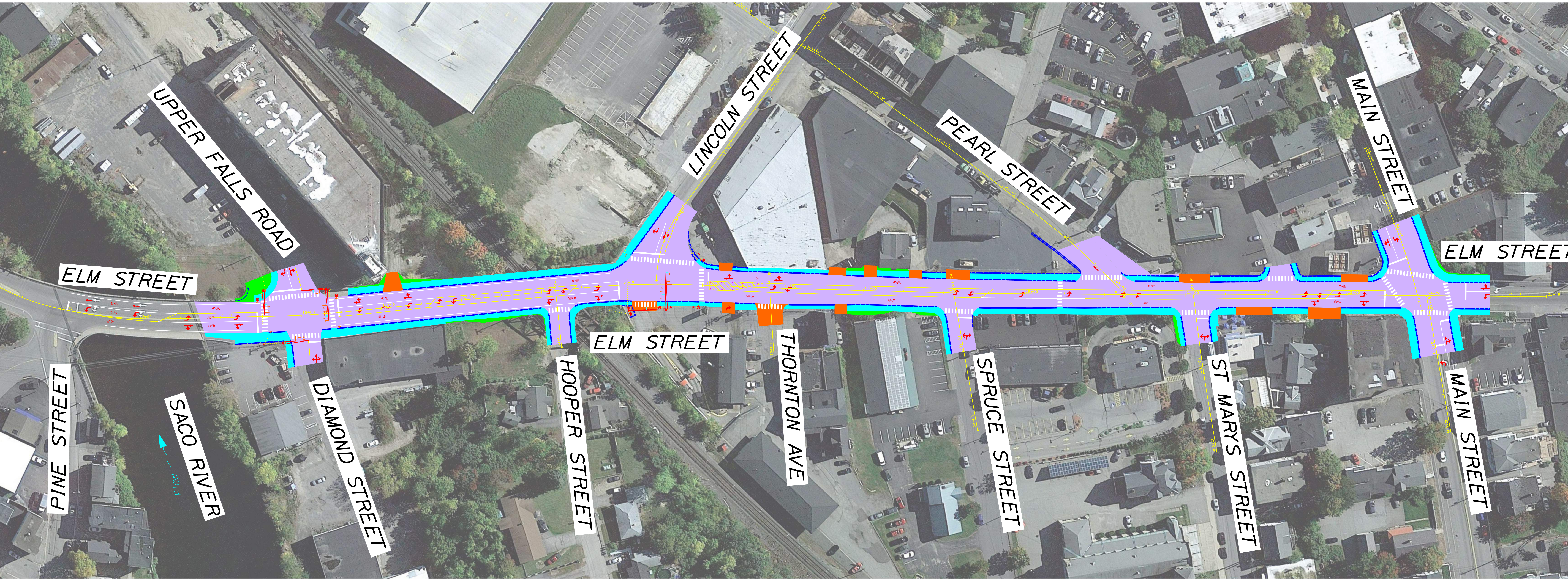


ernest.martin@maine.gov

Ernie Martin

Senior Project Manager

BIDDEFORD, ELM STREET, WIN-25653.00 PROJECT



LEGEND:

- | | | | | | |
|--|--------------|---|----------|---|---|
|  | NEW PAVEMENT |  | DRIVEWAY |  | NEW GRANITE CURBING |
|  | NEW SIDEWALK |  | GRASS |  | NEW TRAFFIC SIGNAL
MAST ARM AND FOUNDATION |

BIDDEFORD, ELM STREET, WIN 025653.00, PROJECT
INFORMATIONAL MEETING

Location: Biddeford City Hall Council Chambers
205 Main Street
Biddeford, ME 04005

Date: Tuesday, January 16th, 2026

Time: 6:00pm

Purpose of Meeting: Informational meeting to present the project to the City Council.

INFORMATIONAL MEETING TALKING POINTS

1. PROJECT OVERVIEW

- MaineDOT is advancing roadway and intersection improvements along Elm Street (Route 1) in Biddeford.
- Project extends approximately 1,580 feet from the southerly end of the Saco River Bridge to the Elm Street/Main Street intersection.
- The corridor serves as a critical gateway between Biddeford and Saco and connects several local neighborhoods and business areas.

2. WHY THE PROJECT IS NEEDED

- The corridor contains a documented high-crash location, particularly in the vicinity of the Elm Street/Lincoln Street intersection.
- Traffic volumes have increased over time, creating congestion, delay, and operational challenges.
- Existing roadway geometry and access patterns contribute to safety concerns for motorists, pedestrians, and cyclists.
- The project seeks to improve safety while maintaining mobility for all users.

3. PROJECT GOALS

- Reduce crash potential and improve overall roadway safety.
- Improve intersection operations and traffic flow.
- Enhance pedestrian accessibility and connectivity.
- Provide better accommodations for bicyclists within existing corridor constraints.
- Modernize roadway infrastructure and traffic control systems.

4. DESIGN - MAJOR PROPOSED IMPROVEMENTS

A. ROADWAY ENHANCEMENTS

- This is a pavement preservation project - Mill and overlay the existing pavement surface.
- Add a continuous center turn lane where appropriate.
- Provide dedicated left-turn lanes and two-way left-turn lane treatments.
- Upgrade pavement markings and roadway signing.
- Implement access management improvements to reduce conflict points.

B. PEDESTRIAN IMPROVEMENTS

- Construct new granite curb and concrete sidewalk facilities.
- Improve pedestrian connectivity between neighborhoods and commercial destinations.
- Enhance pedestrian safety at intersections.

C. DRAINAGE AND INFRASTRUCTURE

- Adjust existing drainage structures as needed.
- Coordinate infrastructure improvements with roadway reconstruction activities.

5. INTERSECTION IMPROVEMENTS

A. NEW SIGNALIZED INTERSECTION – ELM STREET / LINCOLN STREET

- Installation of a new traffic signal at one of the corridor's primary safety concern locations.
- Intended to improve traffic control, reduce crashes, and provide safer turning movements.

B. NEW SIGNALIZED INTERSECTION – ELM STREET / UPPER FALLS ROAD / DIAMOND STREET

- New signalized control to better manage traffic entering and exiting Route 1.
- Improves operations and safety for multiple approaches at this complex intersection.

C. REMOVAL OF SIGNAL – ELM STREET / SPRUCE STREET

- Existing traffic signal will be removed.
- Operational analysis indicates traffic can be managed more effectively through revised corridor traffic control.

6. TRAFFIC CIRCULATION CHANGES

- Pearl Street will be converted to one-way operation entering from Elm Street.
- This change is intended to simplify traffic movements and improve safety.

7. BICYCLE ACCOMMODATIONS

- Shared lane markings ("sharrows") will be installed throughout the project limits.
- Dedicated bicycle lanes are not proposed due to physical constraints, including limited right-of-way and adjacent development.
- The project remains coordinated with broader local bicycle routing and wayfinding initiatives underway in the community.

8. CONSTRUCTION AND TRAFFIC MANAGEMENT

- No roadway detours are currently anticipated.
- Traffic is expected to be maintained using alternating one-way traffic operations.
- Construction activities are anticipated to occur primarily during nighttime hours to minimize impacts to the traveling public and local businesses.

9. SCHEDULE

- Anticipated advertisement for construction bids: **September 2026**.
- Anticipated start of construction: **Spring 2027**.

10. CLOSING THOUGHTS

- This project represents a targeted investment in one of Biddeford's most heavily traveled corridors.
- The design focuses on addressing documented safety issues while improving traffic operations, pedestrian access, and overall corridor functionality.
- Public input remains an important part of refining the final design and ensuring the project meets community needs.



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item No: 7.b
Item Description: Lester B. Orcutt Right of Way Boundary Survey Presentation
Submitted By: Craig Chekan, P.E., City Engineer

Key Terms:

Executive Summary:

On October 28, 2025, the Traffic Committee made a formal recommendation to the City Council to add parking restrictions near Ocean Ave. to the City Ordinance. In November 2025, the Council adopted no parking restriction on Lester B. Orcutt Blvd. near Ocean Ave. (Ordinance Section 42-90). The Council then directed staff to provide documentation on the existing right of way for potential vehicle and pedestrian improvements. This presentation will review the results of the boundary survey work that was conducted to assess the right-of-way.

Detailed Review:

Funding Source:

N/A

Staff Recommendation:

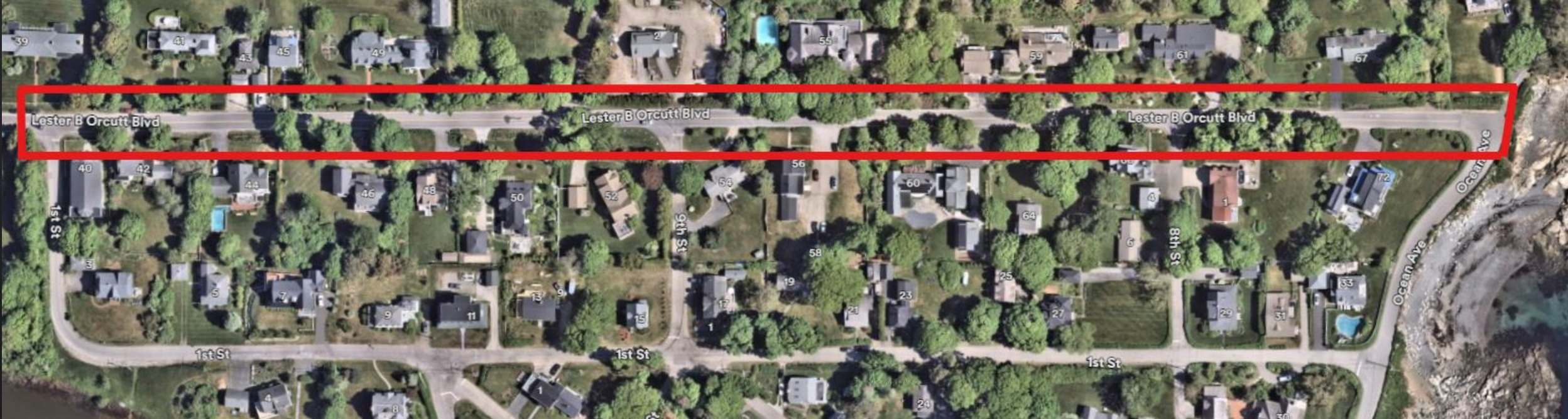
Next Steps:

Attachments:

1. 2026-06-16_LBO Blvd Presentation
2. 2026-04-21_Lester B Orcutt Boundary Survey

LESTER B. ORCUTT BOULEVARD

RIGHT-OF-WAY STUDY



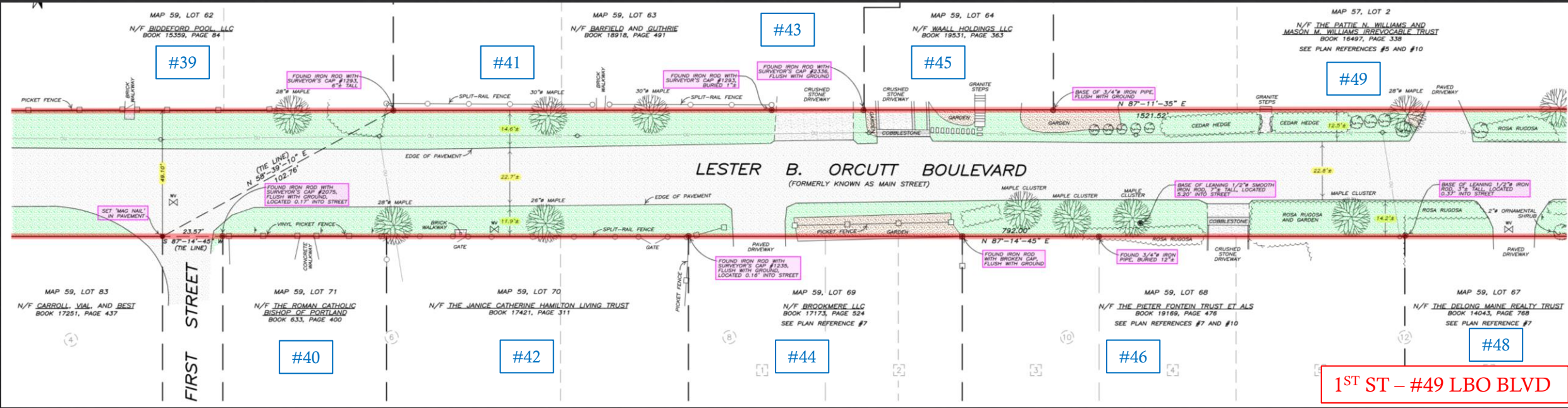
LESTER B. ORCUTT BLVD - TIMELINE

- ◇ February 25th, 2025
 - ◇ Traffic Committee reviewed existing parking on Lester B. Orcutt (LBO) Blvd near Ocean Ave
- ◇ March 25th, 2025
 - ◇ Traffic Committee recommended parking restrictions near Ocean Ave
- ◇ June 15th, 2025
 - ◇ Per Traffic Committee direction and Ordinance Sec. 42-2.1, Chief of Police enforced a 90-day parking restriction near Ocean Ave
- ◇ July 19th, 2025
 - ◇ Biddeford Pool Improvement Association (BPIA) noted an improvement in pedestrian & vehicle during their public meeting
- ◇ October 28th, 2025
 - ◇ Traffic Committee made a formal Council recommendation to add parking restrictions near Ocean Ave to the City Ordinance
- ◇ November 6th, 2025 & November 18th, 2025
 - ◇ Council adopts no parking restrictions on LBO Blvd near Ocean Ave; Ordinance Section 42-90 updated
 - ◇ **Council requests Staff provide documentation on existing right-of-way for additional potential vehicle & pedestrian improvements**
- ◇ November 25th, 2025
 - ◇ Traffic Committee recommended 2-3 parking spaces be reserved for employees of the East Point Audubon Sanctuary
- ◇ March 3rd, 2026
 - ◇ City Staff gave Council a public presentation on upcoming boundary survey work needed to fulfill their right-of-way assessment request
- ◇ March 4th, 2026
 - ◇ City Staff held a virtual community meeting with residents to provide project update and notice of upcoming boundary survey
- ◇ March 16th, 2026 – April 14th, 2026
 - ◇ After Staff issued a formal survey RFP, Dow & Coulombe performed a formal boundary survey of LBO Blvd from 1st Street to Ocean Avenue

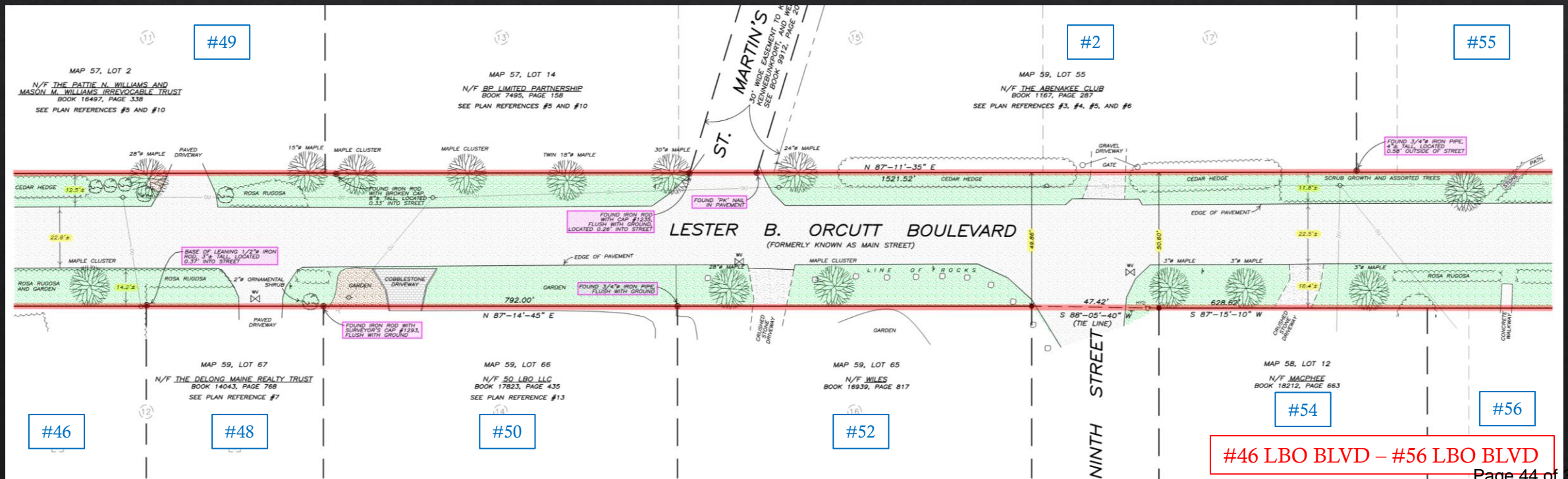
BOUNDARY SURVEY RESULTS

(SHOWN ON NEXT SLIDES)

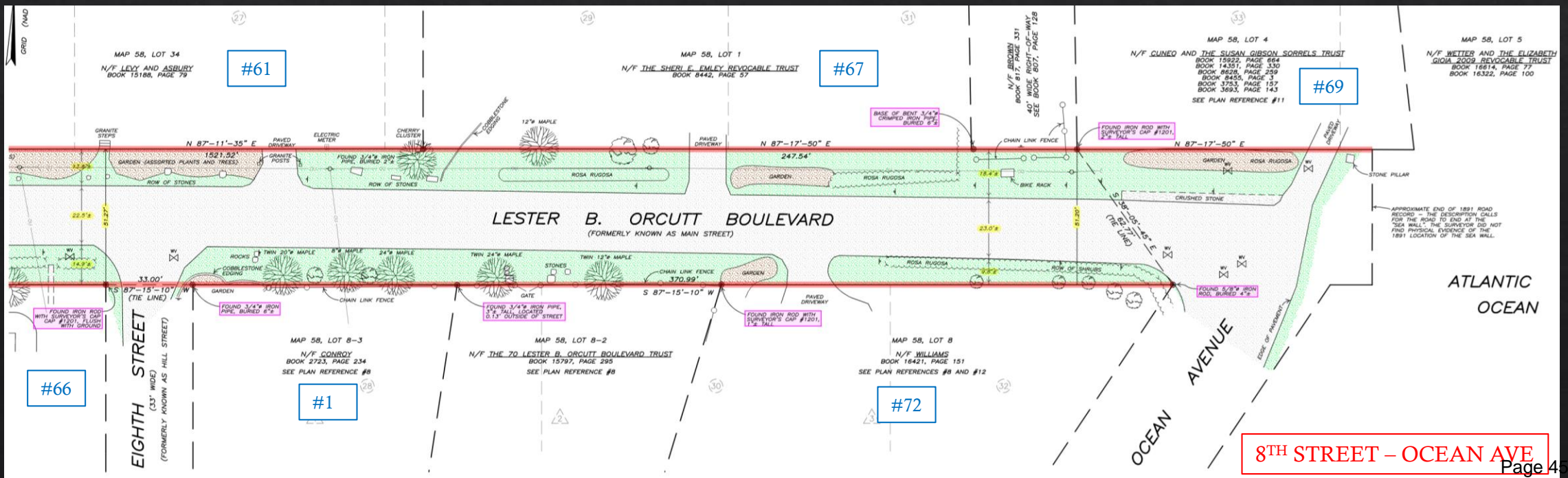
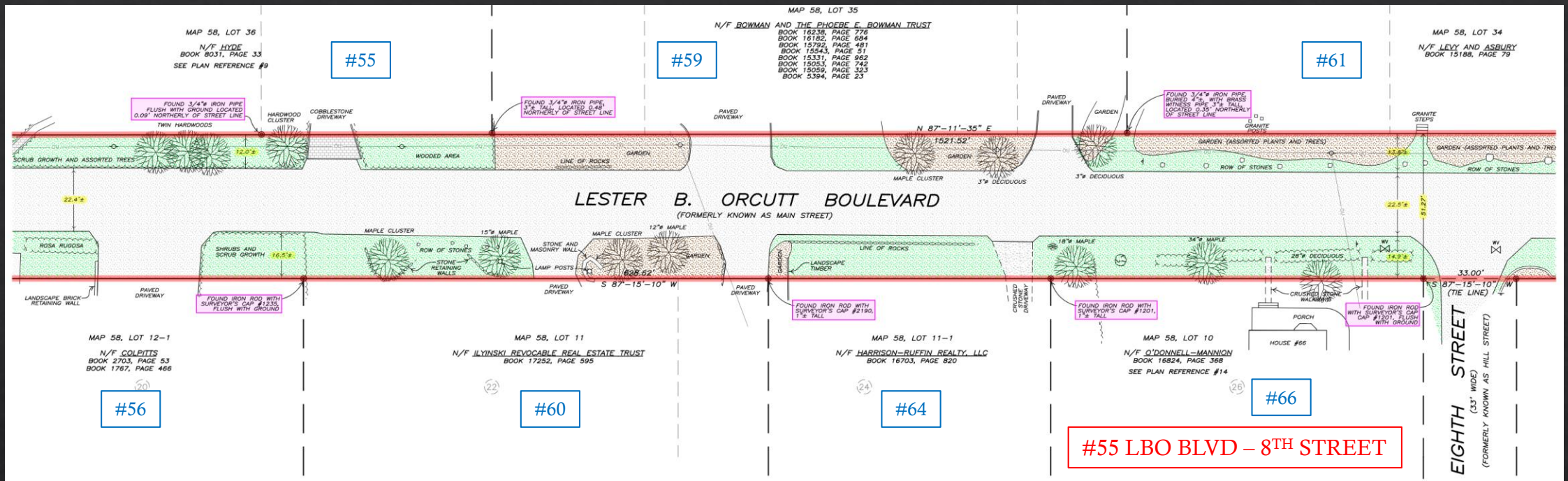
- ◆ Dow & Coulombe provided a very detailed boundary survey of LBO Blvd (1st Street to Ocean Ave)
 - ◆ 29 existing survey pins/monumentation found; 15 record drawings referenced
- ◆ All infrastructure within the right-of-way identified (trees, vegetation, boulders, gardens, fencing, etc.)
- ◆ The City's Right-of-Way width ranges between 49-FT to 51-FT
- ◆ The existing road pavement width ranges between 22-FT to 23-FT
- ◆ Right-of-way shoulders range between 10-FT to 18-FT on either side of existing road



1ST ST – #49 LBO BLVD



#46 LBO BLVD – #56 LBO BLVD



FIRST AVE
LOOKING EAST



#48 LBO BLVD

LOOKING EAST



NINTH AVE
LOOKING EAST



#60 LBO BLVD

LOOKING EAST



#64 LBO BLVD

LOOKING EAST



EIGHTH AVE
LOOKING EAST



#61 LBO BLVD

LOOKING EAST



#67 LBO BLVD

LOOKING EAST



#72 LBO BLVD

LOOKING EAST

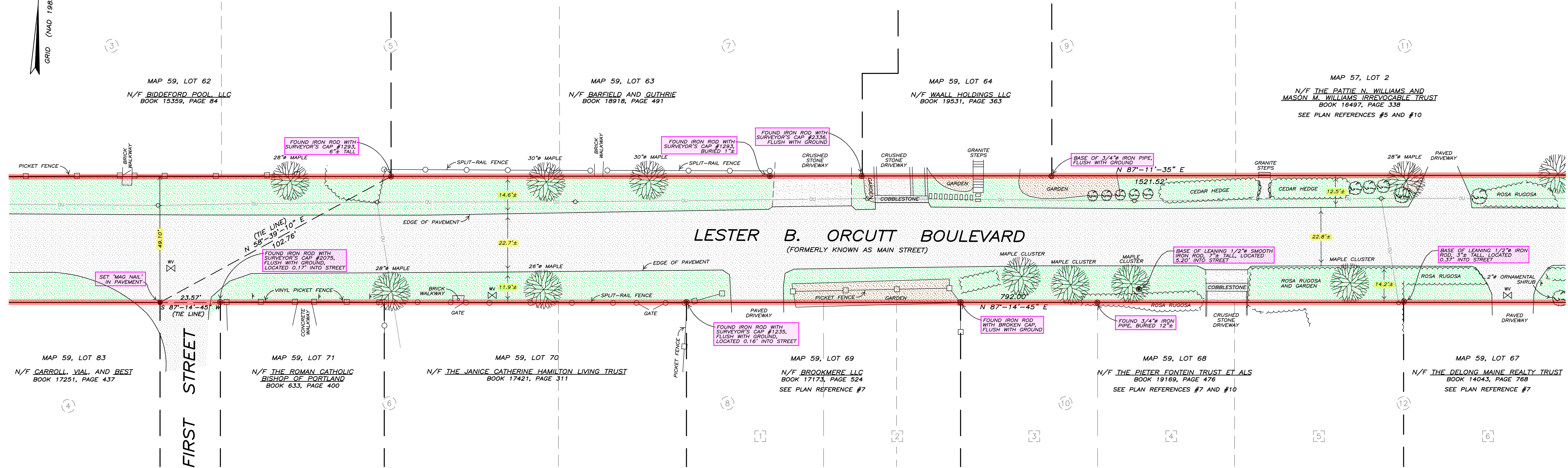


OCEAN AVE
LOOKING WEST



COUNCIL DISCUSSION

GRID (NAD 1983) - SEE NOTE #4



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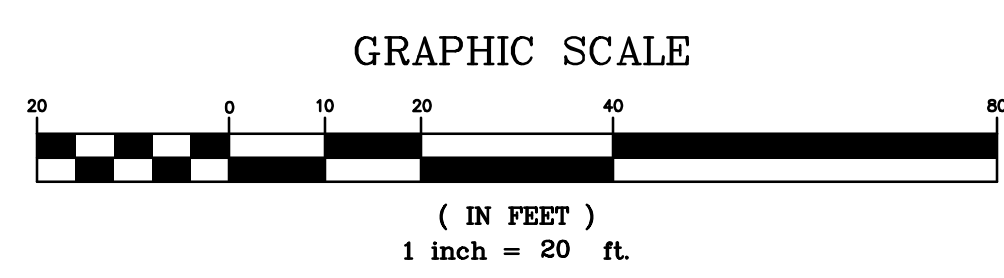
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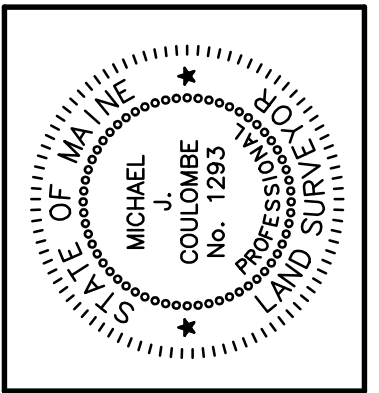
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 C/O CRAIG CHEKAN, P.E.
 (MAILING ADDRESS : P.O. BOX 586, BIDDEFORD, ME 04005)
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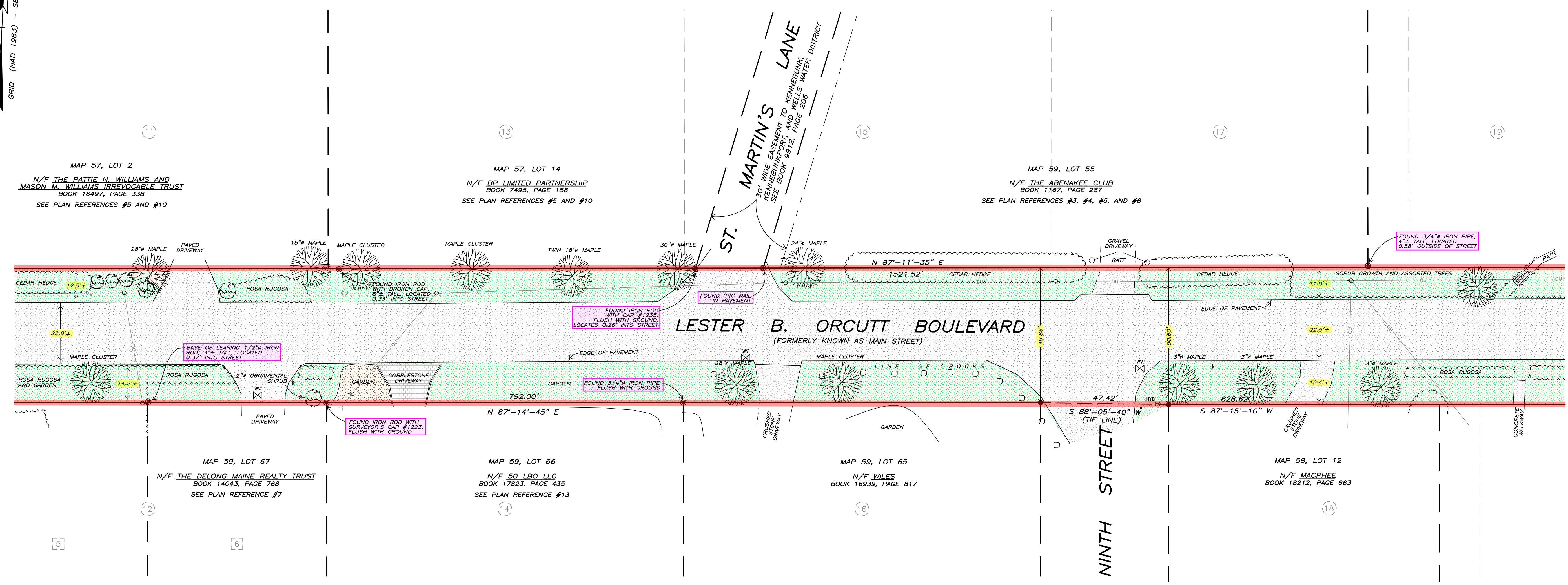
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Date:	April 14, 2026
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Chk'd by:	Appv'd by:
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SHEET 1 OF 4	

ZONE-18
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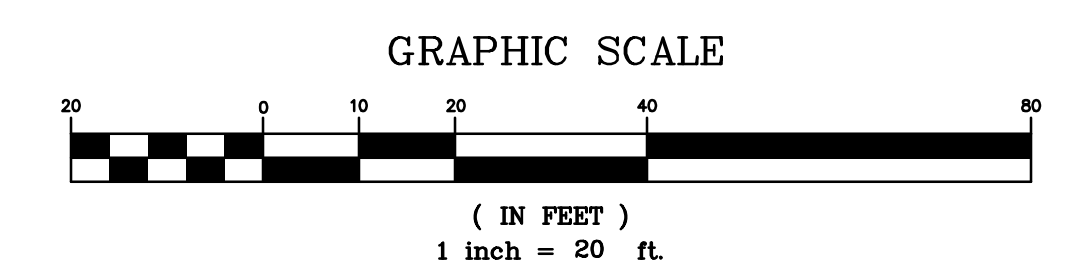
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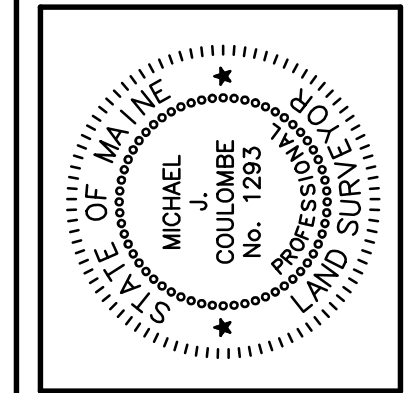
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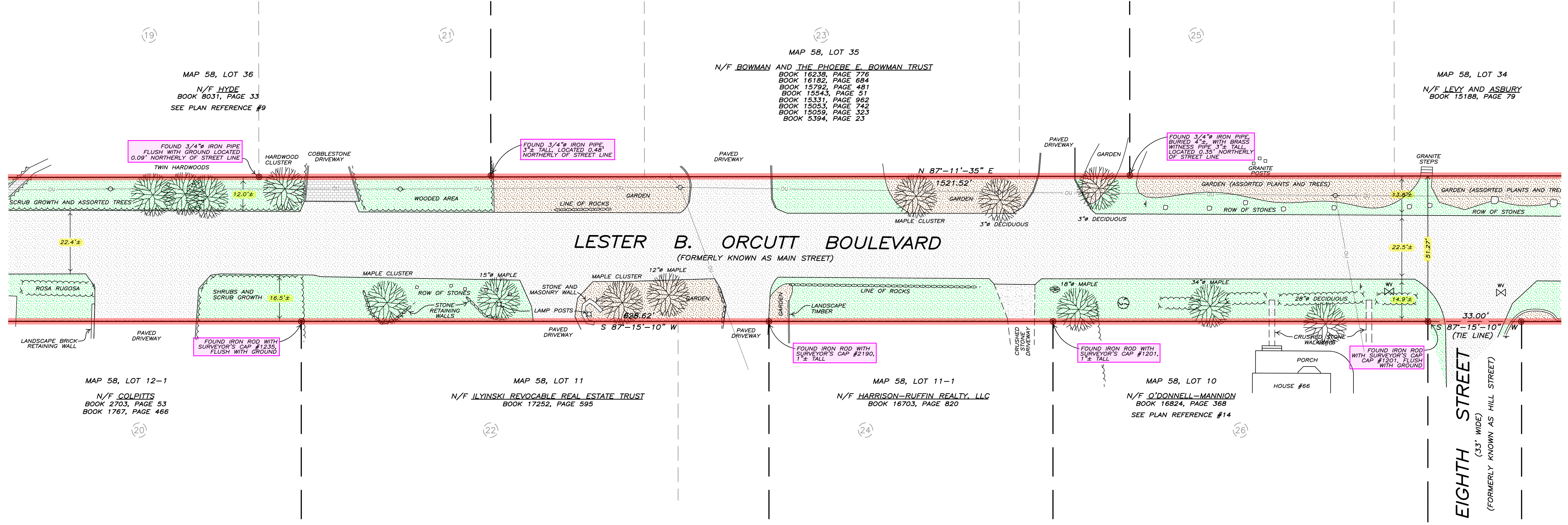
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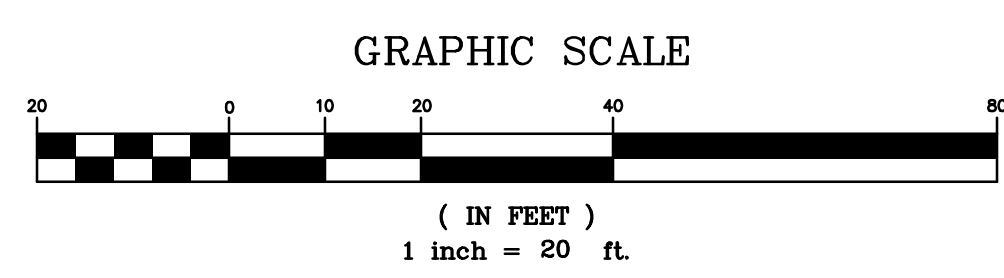
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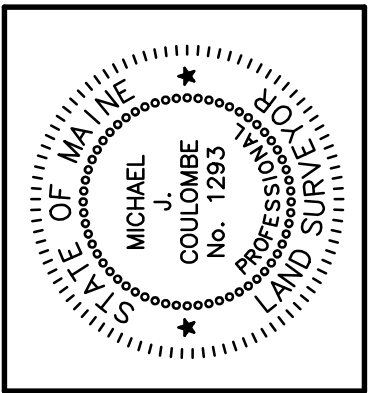
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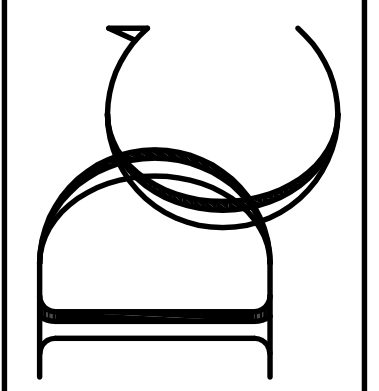
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- 3B. LOT NUMBERS (12) REFER TO PLAN REFERENCE #8.
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6. THE TIE LINES SHOWN ON THIS PLAN DO NOT REPRESENT BOUNDARY LINES. THE PURPOSE OF THE TIE LINES IS TO SHOW THE MATHEMATICAL RELATIONSHIP BETWEEN THE MARKERS AT THE ENDPPOINTS OF THE TIE LINES.
7. TREES SHOWN WERE LOCATED AT THE APPROXIMATE CENTER OF THEIR BASE AND DIAMETERS MEASURED AT CHEST HEIGHT.



No.	Revision	Date
1.	PREPARED FOR THE CITY OF BIDDEFORD	04-27-2026



PLAN SHOWING A BOUNDARY SURVEY OF A PORTION OF LESTER B. ORCUTT BOULEVARD MADE FOR THE
CITY OF BIDDEFORD
 C/O CRAIG CHEKAN, P.E.
 (MAILING ADDRESS : P.O. BOX 586, BIDDEFORD, ME 04005)
BIDDEFORD MAINE

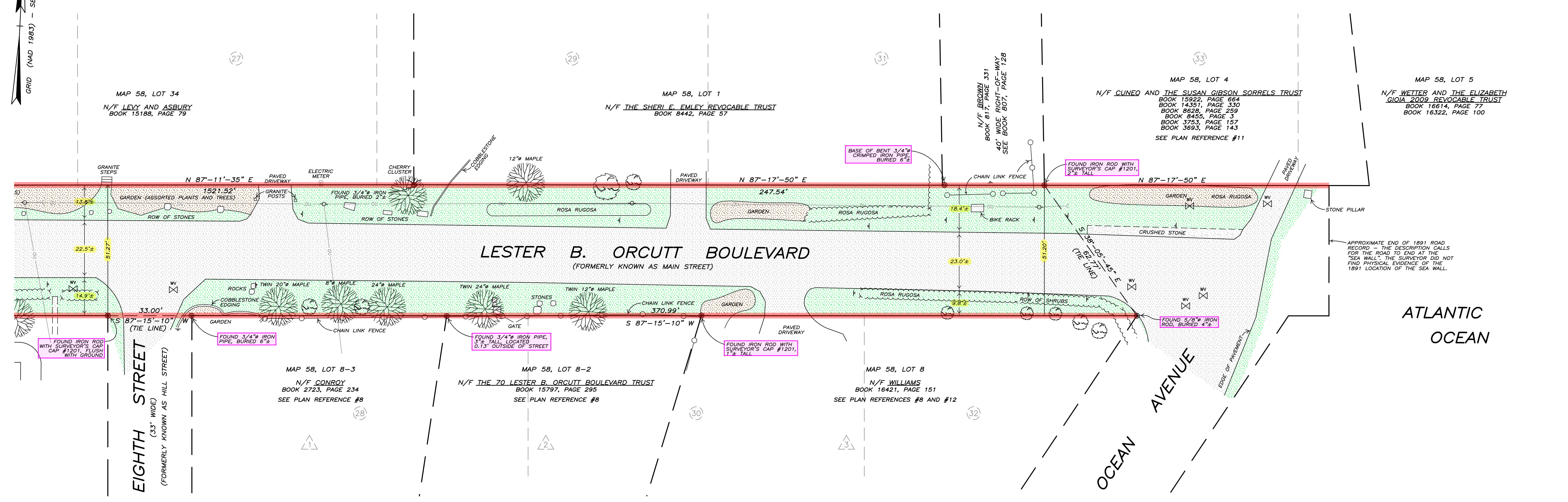


Dow & Coulombe, Inc.
 Land Surveyors & Land Planners Since 1864
 13 Park Street, Saco, Maine 04072
 Telephone: (207)284-4521 * Fax: (207)284-4522
 info@dowcoulombe.com * www.dowcoulombe.com

Date:	April 14, 2026
H. Scale:	Drawn by:
1" = 20'	JMS
Chk'd by:	Appv'd by:
PDD	MJC
SHEET 3 OF 4	

ZONE-18
 CDwgs2026/LB018r1

GRID (NAD 1983) - SEE NOTE #4



LEGEND :

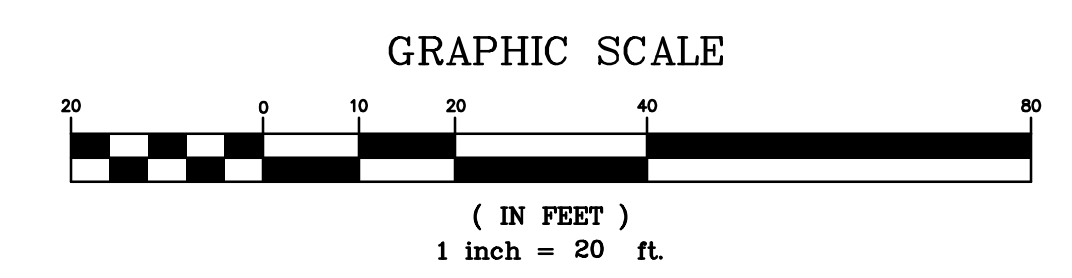
- SET IRON ROD WITH CAP (UNLESS OTHERWISE NOTED)
- ⊙ FOUND IRON ROD (AS LABELLED)
- ⊙ FOUND IRON PIPE (AS LABELLED)
- ⊙ HYDRANT
- ⊙ WATER VALVE
- ⊙ LAMP POST
- ⊙ UTILITY POLE
- ⊙ DECIDUOUS TREE (SEE NOTE #7)
- ⊙ CONIFEROUS TREE (SEE NOTE #7)
- ⊙ SHRUB OR BUSH
- ⊙ DIAMETER
- ⊙ NOW OR FORMERLY
- APPARENT LIMIT OF RIGHT OF WAY
- ABUTTING PROPERTY OR STREET LINE
- - - - - OLD SUBDIVISION LOT LINE PER PLAN REFERENCE #1
- - - - - OLD SUBDIVISION LOT LINE PER PLAN REFERENCE #8
- [] — PICKET FENCE AS LABELLED
- [] — SPLIT RAIL OR CHAIN LINK FENCE AS LABELLED
- [] — OVERHEAD UTILITY LINES
- [] — STONE WALL
- [] — STREET SIGN
- [] — GUY WIRE AND ANCHOR
- [] — EDGE OF WOODY AND SCRUB GROWTH

PLAN REFERENCES :

1. "A PLAN OF LAND OF ISAAC BICKFORD OF BIDDEFORD, LAND SITUATED AT THE POOL BEING THE SOUTH POINT FIELD SO CALLED, SURVEYED AND LOTTED IN JULY, 1872", BY DOMINICUS JORDAN.
2. "PLAN SHOWING THE EAST POINT PASTURE, BIDDEFORD POOL, MAINE, OWNED BY THE DEVEISES OF CAROLINE V. BROWN", DATED OCTOBER, 1928 BY LIBBY & DOW, AS REVISED NOVEMBER 19, 1937 AND RECORDED AT THE YORK COUNTY REGISTRY OF DEEDS IN PLAN BOOK 12, PAGE 12.
3. "PLAN OF A PART OF LAND OF DEVEISES OF CAROLINE V. BROWN, BIDDEFORD POOL, BIDDEFORD, MAINE", DATED OCTOBER 13, 1928 BY LIBBY & DOW AND RECORDED AT THE YORK COUNTY REGISTRY OF DEEDS IN PLAN BOOK 14, PAGE 24.
4. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR THE ABENAKEE CLUB", DATED FEBRUARY 20, 2002 BY DOW & COULOMBE, INC.
5. "PLAN SHOWING LANDS OF ROBERT L. BLACK AND MARGARET B. MOULINIER, BIDDEFORD POOL, MAINE", DATED MAY, 1929 BY LIBBY & DOW.
6. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR THE ABENAKEE GOLF CLUB", DATED APRIL 25, 2008 BY DOW & COULOMBE, INC.
7. "PLAN SHOWING PROPERTY OF ARMAND J. PAULHUS, BIDDEFORD POOL, MAINE", DATED AUGUST 13, 1949 BY LIBBY & DOW AND RECORDED AT THE YORK COUNTY REGISTRY OF DEEDS IN PLAN BOOK 15, PAGE 29.
8. "PLAN SHOWING LAND OF T. EDWARD ANUSZEWSKI ET. AL., BIDDEFORD POOL, BIDDEFORD, MAINE", DATED APRIL 11, 1968 BY LIBBY & DOW, AS REVISED APRIL 18, 1968.
9. "PLAN SHOWING LAND OF ESPY, BIDDEFORD POOL, BIDDEFORD, MAINE", DATED MARCH 15, 1972 BY LIBBY & DOW.
10. "STANDARD BOUNDARY SURVEY PLAN SHOWING ANNA S. BLACK LOTS, LESTER B. ORCUTT BLVD., BIDDEFORD POOL, MAINE", DATED JULY 24, 1991 BY WILLIAM PIERCE AND RECORDED AT THE YORK COUNTY REGISTRY OF DEEDS IN PLAN BOOK 203, PAGE 20.
11. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR KENNETH A. CUNEO", DATED APRIL 7, 2006 BY DOW & COULOMBE, INC.
12. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR DAVID WILLIAMS", DATED SEPTEMBER 10, 2012 BY DOW & COULOMBE, INC., AS REVISED APRIL 17, 2017.
13. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR 50 LBO LLC", DATED FEBRUARY 4, 2019 BY DOW & COULOMBE, INC.
14. "PLAN SHOWING A BOUNDARY SURVEY MADE FOR MARGUERITE O'DONNELL-MANNION", DATED MARCH 23, 2026 BY DOW & COULOMBE, INC.

NOTES :

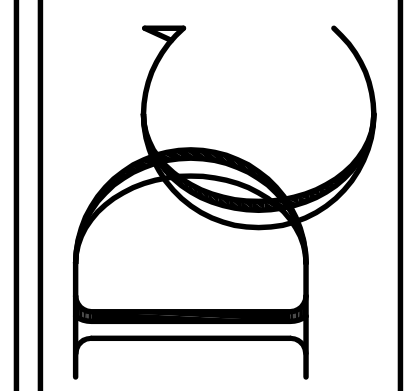
1. TO THE BEST OF MY KNOWLEDGE AND BELIEF, THIS SURVEY CONFORMS TO STATE OF MAINE BOARD OF LICENSURE FOR PROFESSIONAL LAND SURVEYORS' STANDARDS, CHAPTER 90, ADOPTED APRIL, 2001. EXCEPTIONS: A PROPOSED LEGAL DESCRIPTION WAS NOT PREPARED. A SURVEYOR'S REPORT WAS NOT PREPARED.
2. INFORMATION IN PARENTHESES COPIED FROM DEED AND PLAN REFERENCES.
3. LOT NUMBERS (10) REFER TO PLAN REFERENCE #1.
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No.	Revision	Date
1.	REVISION ENGINEERING DEPARTMENT COMMENTS	04-27-2026



PLAN SHOWING A BOUNDARY SURVEY OF A PORTION OF LESTER B. ORCUTT BOULEVARD MADE FOR THE
CITY OF BIDDEFORD
 C/O CRAIG CHEKAN, P.E.
 (MAILING ADDRESS : P.O. BOX 586, BIDDEFORD, ME 04005)
BIDDEFORD MAINE



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Date:	April 14, 2026
H. Scale:	Drawn by:
1" = 20'	JMS
Chk'd by:	Appv'd by:
PDD	MJC
SHEET 4 OF 4	

ZONE-18
 CDwgs2026/LB018r1

York County
Biddeford Planning Board
Public Hearing Notice
Date of Public Hearing: June 16, 2026 & June 23, 2026
Time: 6:00 PM
Location: Biddeford City Hall, City Council Chambers & Remote Access

On behalf of the City Clerk and the Biddeford City Council provides notice that they will hold a Public Hearing and take comments for the City of Biddeford on June 16, 2026 & June 23, 2026
Topics being discussed:

The Planning Board will review and vote on the following chapters for the Comprehensive Plan:

- The Natural Resources Chapter
- The Natural Water Resources Chapter
- Existing Land Use Chapter
- Future Land Use Chapter
- Historic Archeological Resources Chapter
- The Marine Resources Chapter

Information on how to view and/or participate in the meeting will be available after June 15, 2026, at <https://biddefordme.portal.civicclerk.com/> by selecting the Agenda or Agenda Packet. For detailed information about the above items please e-mail nan.whitten@biddefordmaine.org, or go to www.biddefordmaine.org/planning.

City of Biddeford
City Council Meeting
June 2, 2026 at 6:00 PM
Minutes

1. Roll Call – Mayor LaFountain

All Councilors present, with Councilor Lessard via remote.

Council President Beaupre
Ward 1 Patricia Boston
Ward 2 Abigail Woods
Ward 4 Dylan Doughty
Ward 5 David Kurtz
Ward 6 Jacob Pierson
Ward 7 Brad Cote
At-Large Lisa Vadnais
At-Large Marc Lessard

2. Pledge of Allegiance

3. Adjustment(s) to Agenda

Request to take item 13.h 2026.91 (Approval Clarification Letter to Joint Development Agreement with Biddeford Riverwalk Community 1 LLC) out of order. The Mayor said it would be taken up after item 13.e 2026.83

4. Recognition

4.a Employee Recognition

Mayor LaFountain Noted that on the first meeting of the month the City recognizes City employees. This month, the City recognized the following employees:

Police Officer Jason Pelletier, the School Resource Officer for the City of Biddeford, has been named a Hometown Hero by the State of Maine’s Juvenile Community Corrections Officers.

The City recognized employees who achieved milestone employment anniversaries and welcomed 5 new employees who joined the City of Biddeford in May.

5. Proclamations

5.a Biddeford as a Purple Heart City - Proclamation

Mayor LaFountain read a Proclamation recognizing the City of Biddeford as a Purple Heart City and encouraged the residents of Biddeford to show their appreciation for the sacrifices made by the Purple Heart recipients.

5.b Pride Month-Proclamation

Mayor LaFountain read a Proclamation recognizing June as Pride Month in Biddeford and encouraged all residents to recognize the importance of fostering a city where all people are treated with dignity, respect, and fairness.

6. Appointments

6.a 2026.88 Approval- Mayoral Appointment to a Committee

Brian Clark, Economic & Community Development Director, as a member of the Tri-City Transit Committee for a term to expire May 31, 2029

Motion to approve by Council President Beaupre; Second by Councilor Doughty

Vote: Unanimous

Motion passed

6.b 2026.89 Confirmation of City Manager's Nomination of City Assessor - April J. Buchanan

Motion to approve by Council President Beaupre; Second by Councilor Doughty

Vote: Unanimous

Motion passed

7. Presentations

7.a Presentation: Maine Coast Heritage Trust - "The Biddeford Forest"

Representatives of the Maine Coast Heritage Trust (MCHT) and the Maine Water Company provided an update about the "Biddeford Forest." The two entities are working together to protect 257 acres of forest and open space in Biddeford.

Councilors thanked the groups for their efforts.

Mayor LaFountain asked MCHT to keep the Council updated on its efforts.

7.b Review of Comprehensive Plan

Assistant City Planner David Galbraith made a presentation regarding the progress on updating the City's Comprehensive Plan which includes sections about the City's history, natural resources, and updated maps. The Planning Board will be considering it and holding a public hearing. No action by the Council was required at this time. The Plan will be brought back to the City Council later this month for acceptance.

Councilor Kurtz thanked the members of the Conservation Commission for this assistance with the document.

Councilor Vadnais noted that the Comprehensive Plan is a blueprint for the City that helps the Council, Planning Board and others make sound land use decisions.

Councilor Boston commented that the Comprehensive Plan contains a lot of good information about Biddeford as is a good learning tool about the community.

8. Public Hearings

9. Liquor License Consideration

9.a 2026.86 Sacred Profane LLC Biddeford-Saco Chamber of Commerce Beach Bash

Motion to approve by Councilor Boston; Second by Councilor Woods

Vote: Unanimous

Motion: Passed

10. Public Addressing the Council

A citizen from Ward 7 addressed the Council with concerns about contract zone violations.

11. Consideration of Minutes

11.a Council Minutes 05-19-2026

Motion to approve the Minutes made by Council President Beaupre; Second by Councilor Boston

Vote: Unanimous

Motion: Passed

12. Second Reading

12.a 2026.78 - Approval of Article 3 Fire Prevention Bureau, Div. 3 Open Burning, Sec. 30-160 through Sec. 30-163 Ordinance Update

A proposed ordinance amendment recommended by the Fire Department would update the City's open burning ordinance to bring it in line with the State open burning rules.

Motion by Councilor Beaupre; Second by Councilor Boston

Councilor Woods noted that number 8 in the amendment needs to be amended to read "The permit for the campfires outlined in number 8 must be obtained online or in person from the City Fire Department."

Motion to approve by Councilor Woods; Second by Councilor Pierson

Vote on amendment: Unanimous

Vote on the motion to approve updates to the Open Burning Ordinance as amended:
Unanimous

Motion: Passed

12.b 2026.66 Approval to Establish Veterans Committee in Ordinance

This Order establishes the Veterans Committee as a permanent committee in the City Code of Ordinances (Chapter 2, Article IV Boards, Committees, Commissions, Division 18 Veterans Committee)

Motion to approve by Council President Beaupre; Second by Councilor Woods

Council President Beaupre noted that prospective Charter Commission Member Sam Pecor had contacted him to point out there is a conflict between the City Ordinance and the City Carter regarding committee appointments. (*See Charter provisions below*)

The City Solicitor was asked to comment on how the Council should handle this. City Solicitor Harry Center said that there is an apparent conflict that will affect all committees that has apparently existed since 2016. He said that the Council should make an amendment in the Order for this appointment at this meeting, and address other committee appointments accordingly in the future.

City Solicitor Center suggested the motion be amended to state that this appointment to the Veterans Committee would be filled in accordance with Article 2, Section 2.A of the Charter.

The Council President made the motion as recommended by the City Solicitor; Second by Councilor Doughty.

The amendment passed 8 to 1 (Councilor Boston)

Vote on the motion as amended: Unanimous

Motion: Passed

13. Orders of the Day

13.a 2026.87 Approval - Biddeford Saco Chamber of Commerce Beach Bash Special Event Permit

Motion by Councilor Woods; Second by Councilor Boston

Vote: Unanimous

Motion: Passed

=====

The City Charter states in Article 2, Section 2a:

2a Appointments of Citizens.
[Added 11-8-2016]

In the event of a City board, commission or committee member vacancy, the Mayor and Chairperson of the board, commission or committee may each, within 30 days, nominate an individual to fill the vacancy and the City Council shall select a person to fill the vacancy from the two nominations; and to further provide that if the Mayor has not nominated a replacement within 30 days, the City Council President may present a nomination for the City Council’s consideration.

13.b 2026.36 Approval of Manufactured Housing Mobile Home Parks Ordinance

This proposed ordinance would regulate mobile home lot fees including the number of times fees can be increased and the amount of the increase.

Motion to approve by: Councilor Cote; Second by Councilor Woods

Three members of the public spoke on this item.

After public comments, the Council discussed the merits of the proposal, how it would be administered, and other aspects of the proposal.

Councilor Cote made a motion to amend section C.1 to state that rents can't be raised more than once a year, rather than twice as proposed; Second by Councilor Woods

Vote: 7 in favor (Beaupre Boston, Cote, Doughty, Kurtz, Vadnais, Woods); 2 opposed (Councilors Pierson and Lessard)

Motion: Passed

Councilor Cote made a motion (Division 3, c. 4a) to cap the rent increase to CPI plus 1%; Second by Councilor Woods

Vote: 7 in favor; 2 opposed (Councilors Lessard and Vadnais)

Motion: Passed

Motion by Councilor Cote (Division 3, c. 4b) to limit base rent or fee increase to 4%; Second by Councilor Woods

Vote: 3 in favor (Councilors Cote, Kurtz and Woods); 6 opposed

Motion: Failed

Motion made by Councilor Pierson to Table Indefinitely the proposed ordinance; Second by Council President Beaupre.

Vote: 6 in favor (Councilors Beaupre, Boston, Doughty, Kurtz, Lessard, Pierson, Vadnais) and 3 opposed (Councilors Cote, Kurtz, and Woods)

Motion to Table Indefinitely: Passed.

13.c 2026.92 Bid Approval - Lead Hazard Reduction at 158 Cleaves St.

Staff recommended awarding the bid to Ray Corp in the amount of \$238,300 which will be funded through the Lead Hazard Reduction and Healthy Homes Grant and Community Development Block Grant (CDBG).

Motion to approve by Council President Beaupre; Second by Councilor Boston

Councilor Kurtz requested a 5 minute break. The Mayor called for a 5 minute break and called for the Council to reconvene at 7:45 p.m.

When the Council reconvened, the Mayor asked staff to present background on this project. Jessica Wilson Community Development and Grants Manager and Mike Koerner Risk Assessor/Rehab Coordinator provided background and answered questions. Staff noted that this project will address health/safety hazards and ensures that units in this duplex is available to low-income residents are affordable: one unit will be for renters whose income is at no more than 50% of the area median income (AMI) and the other apartment at no more than 80% AMI for three years following the project's completion.

Vote on the motion to approve the bid: 7 in favor (Councilors Beaupre, Boston, Doughty, Kurtz, Pierson, Vadnais, and Woods); 2 opposed (Councilor Cote and Lessard)

Motion: Passed

13.d 2026.53 Approval of Solar Ordinance

Brad Favreau, Economic Development Coordinator and Staff Liaison to the Sustainability Commission explained the background of this proposal which was initiated by the Mayor's Ad Hoc Sustainability Commission in 2024. The purpose of this proposal is to allow solar development in Biddeford that meet certain criteria.

The proposed ordinance was approved by the Sustainability Commission. It was discussed and reviewed by the Planning Board and the Conservation Commission. The Planning Board approved it on February 19, 2025. The proposal was reviewed and amended by the City Council's Policy Committee

Motion to approve made by Councilor Doughty; Second by Council President Beaupre

Vote: 9 in favor; none opposed

Motion: Passed unanimous

13.e 2026.83 Approval of Public Works Paving Bids

The City of Biddeford Public Works Department advertised a Request for Proposals (RFP) for the City's Capital Paving Program on April 8, 2026. The City received two proposals from local paving contractors. The bids were reviewed by the Finance Committee. The Finance Committee accepted Public Works Director Jeff Demers' recommendation to award the bid for a 3 year contract to Shaw Brothers.

Motion to award the bid to Shaw Brothers by Councilor Pierson; Second by Councilor Doughty

Vote: Unanimous

Motion: Passed

NOTE: The following item was taken out of order as noted during adjustments to the agenda

13.h 2026.91 Approval Clarification Letter to Joint Development Agreement with Biddeford Riverwalk Community 1 LLC

Motion to approve by Councilor Boston; Second by Councilor Doughty

Attorney Seth Perruzza from Woodman Edmands law firm explained the background and purpose of this . Biddeford Riverwalk Community 1 LLC is the developer of the Parking Garage on Pearl Street. The purpose of this order is to clarify some of the terms. This change will allow the City to have greater control over the maintenance of the adjacent surface parking areas. These changes will not create additional costs to the City.

One citizen commented on the development in that area and Biddeford's quality of life

Councilor Cote asked if approving this would be a net positive for the City. The Public Works Director confirmed that it would be.

Vote: Unanimous

Motion: Passed

Attorney Perruzza noted that issues related to Joint Development Agreements require two readings, but the second reading on a separate day may be waived by a two-thirds vote.

Motion to waive second reading by Council Beaupre; Second by Councilor Doughty.

Vote: Unanimous

Motion: Passed

13.f 2026.85 Approve Review of Ordinances as it Relates to Data Centers

Motion to approve by Councilor Doughty; Second by Councilor Woods

3 members of the public commented on the proposal

The Mayor recognized Assistant Planning Director David Galbraith to provide background on the item. David Galbraith said this proposal would amend the City's Land Use Code to incorporate a definition of Data Centers and/or AI Data Centers in addition to amending Table A (Table of Land Uses) concerning Data Centers the Planning Board for discussion. Following Planning Board review and public hearing on the matter the Board would forward a recommendation to the Council for final action.

Councilor Doughty said we should make it clear in the ordinance that Data Centers are currently not allowed. He asked what the process would be if the City decided to make data centers a permitted or conditional use. David Galbraith explained land use ordinance amendment process.

At 9:00 p.m., Council President Beaupre made a motion to extend the meeting past 9:00 p.m. Second by Councilor Boston.

The motion passed unanimously to extend the meeting to 10:00 p.m..

Councilor Woods asked how the public process would work for people to be able to comment on any proposals or changes.

Councilor Kurtz said he is looking forward to this work being done and learning more about data centers.

Councilor Pierson made a motion to amend the proposed Order as follows: ... “incorporate a definition for Data Centers and/or AI Data Centers in addition to amending Table A (Table of Land Uses) ~~potentially prohibiting~~ concerning said use, to the Planning Board for discussion...”

He said the original wording “potentially prohibiting” is weighing the conversation in one direction and it should be more neutral.

The motion to amend was seconded by Councilor Lessard.

The Mayor asked for public comment.

1 citizen commented on the amendment

Several Councilors commented on the amendment

Vote on the amendment: 2 in favor (Councilors Pierson and Lessard); 7 opposed (Councilors Beaupre, Boston, Cote, Doughty, Kurtz, Vadnais and Woods)

Motion to amend: Failed

Vote on the main motion: 8 in favor (Councilors Beaupre, Boston, Doughty, Kurtz, Lessard, Vadnais, and Woods); 1 opposed (Councilor Pierson)

Motion: Passed 8 to 1

The Mayor asked Assistant City Planner David Galbraith to provide periodic updates on this topic as the Planning Board works on this issue.

13.g 2026.90 Approval of and Extension of the Institutional Zone and University Use Moratorium

This Order would extend the Moratorium passed by the City Council on January 20, 2026. At that time the Council also created the Institutional Zone Review Committee. That Committee has not completed its work therefore the Moratorium needs to be extended.

Motion to approve by Council President Beaupre; Second by Councilor Doughty

Public comments

A Ward 1 resident made comments

A Ward 3 resident made comments

Councilor Cote commended the Committee for the amount of time and effort the members are putting in to ensure this issue is reviewed thoroughly and done properly in the best interest of all of Biddeford.

Councilor Kurtz said that he had heard from residents about this issue. He made a motion to table this item until the June 16 meeting so the Council can be briefed by the City Solicitor in Executive Session; Second by Councilor Woods.

The Mayor called for a vote on the motion to table which has no discussion.

Vote: 3 in favor (Councilors Pierson, Kurtz, and Woods); 6 opposed (Councilors Beaupre, Boston, Cote, Doughty, Lessard, and Vadnais)

Motion to Table: failed 3 to 6

Councilor Kurtz made a motion to go into Executive Session in accordance with 1 MRS 405 (6) E Legal Matters to discuss this with the City Solicitor before the Council votes on the Order; Second by Councilor Woods

Vote: 2 in favor (Councilors Kurtz and Woods); 7 opposed (Councilors Beaupre, Boston, Cote, Doughty, Lessard, Pierson, Vadnais)

Motion to go into Executive Session: Fails 2 to 7

Councilor Kurtz raised a point of privilege and asked whether in accordance with Roberts Rules of Order, if a Councilor makes a motion to go into Executive Session the Council, is obliged to do so.

The City Solicitor responded that the State's Freedom of Access Law requires a 3/5 majority vote to go into Executive Session.

Councilor Kurtz asked if a lawsuit had been filed against the City. The City Solicitor explained that the University of New England had filed a Rule 80-B Appeal to the District Court regarding the Zoning Board of Appeal's decision.

Councilor Boston provided an update on the work of the Institutional Zone Committee. She said the Committee had held 13 meetings and completed its review of the ordinance, and now the Committee and staff need more time to complete its work, then it will be considered by the Planning Board, and then it will come to the City Council. Therefore the Moratorium needs to be extended to complete this process.

Councilor Doughty noted that the Moratorium is not in effect indefinitely.

The Mayor called for a vote on the main motion. Councilor Kurtz asked for a voice vote. The Mayor asked the City Solicitor to call the roll:

Vote on the main motion:

7 votes in favor: Councilors Beaupre, Boston, Cote, Doughty, Lessard, Pierson, Vadnais

2 votes opposed: Councilors Kurtz and Woods

Motion: Passed

14. Public Addressing the Council (5 minute limit per speaker)

One citizen spoke about the Solar Ordinance as being beneficial. He also said he said he appreciated the efforts to protect the City's natural resources.

One citizen expressed concerns about the environment and climate change.

Another citizen expressed that all AI is not bad and there have been for positive outcomes such as a cure for cancer. He also thanked the Council for all their work on the City Budget

15. City Manager Report

City Manager Truc Dever thanked and congratulated Deputy Public Works Director Joey Lovejoy for successfully applying for and receiving a Safety Grant from the Maine Municipal Association.

The City Manager announced that the City staff would be hosting a "Media Day" on June 3 where members of the media were invited to meet with City staff, tour city facilities and learn more about City operations.

16. Committee Updates by Council

Councilor Kurtz, the liaison to the Biddeford Housing Authority, noted that the Biddeford Housing Authority will be hiring a new Executive Director. Councilor Kurtz also thanked the DEI Committee and others for organizing and participating in the City's Pride event held at the City Hall plaza on June 1. He also reported that they would be presenting a Juneteenth event, with details to follow.

17. Other Business

Councilor Pierson commented that he would like the Council to follow through on its goal to hold quarterly Budget Committee meetings. He formally requested that it be scheduled on the Council calendar.

Councilor Kurtz commented that as part of the budget process the Council discussed improving the Municipal Social Services application process. He suggested that the Council could refer that to the Policy Committee. He also asked that the Council be informed about any legal matters regarding the University of New England so the Council can make informed decisions.

18. Council President Addressing the Council

Council President Beaupre reported that he had participated in the Memorial Day Parade and he was very heartened by the turnout and enthusiasm of the people all along the parade route despite the rainy weather. He commended the featured speaker at the Memorial Day event, Kayla Lewis, who gave a very inspirational speech.

The Council President thanked Sam Pecore for pointing out the inconsistency in the Charter and ordinance regarding committee appointments.

The Council President agreed with Councilor Kurtz regarding changing Council rules regarding motions to extend the meeting time when it goes beyond 9:00 p.n. when they are already in executive session.

Finally, the Council President noted that the Council is at the half-way mark of the year, and needs to meet to assess its progress on its goals and make any necessary changes.

Council President Beaupre then commented that the time was 9:51 p.m. and made a motion to extend the Council meeting beyond 10:00 pm. The motion was seconded by Councilor Boston.

Motion: Passed unanimously

19. Mayor Addressing the Council

Mayor LaFountain congratulated and commended the Biddeford High School Seniors who are graduating this coming weekend.

He reported that he and Councilor Cote had received an e-mail from a resident who thanked the Public Works employees for their diligent work and complimented their sanitation work. He reminded people that demolition debris is being collected this weekend and residents could get details on the website.

The Mayor attended an event regarding Girl Scout Troop1049 which created a lending library for dogs at the dog park. These are 7th grade students who did this project for their Girl Scout Silver Award. He also thanked the City's Recreation Dept. and the Dog Park Volunteers for their work.

The Mayor reminded people that on Tuesday June 9 the Council would be holding a workshop on impacts of climate change on beaches, and the need for a Beach Management Plan.

The Mayor encouraged people to get their Absentee Ballots for the June elections, or vote in person. In addition to the School budget and state elections, the City will be electing members to the Charter Commission.

The Mayor also reported that he conducted a tour of City Hall for a class of 2nd Grade students which introduced them to the City's history and local government.

The Mayor announced that June 11 is the kick-off of holding public tours of City Hall, including the Clock Tower. Communications Director Danica LaMontagne, Ray LaRose, and Rene O'Neil have been working with the Mayor to organize this. He said details could be found on the website.

The Mayor thanked the Council for a very productive Council Meeting.

The Mayor asked for a motion to enter into Executive Session and noted there would be no further business or votes after the Executive Session.

20. Executive Session

Motion by Councilor Doughty; Second by Councilor Woods to go into Executive Sessions in accordance with State law:

1 MRS 405 (6) E-Legal Matters

MRS 405 (6) A – Personnel Matters

Vote: Passed unanimous

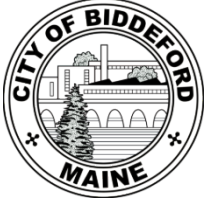
The Council went into Executive Session at 10:06 p.m.

Motion to come out of Executive session by Council President Beaupre; Second by Councilor Boston

Motion: Passed unanimous

Motion to Adjourn: Council President Beaupre; Second by Councilor Wood

Meeting adjourned at 10:59 pm.



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item No: 11.a
Item Description: 2026.53 Approval of Solar Ordinance
Submitted By: Brad Favreau, Staff Liaison, Sustainability Commission

Key Terms:

Executive Summary:

Encouraging renewable energy is a priority action in Biddeford’s Climate Action Plan as approved by Council in 2023. This proposed ordinance will help Biddeford (and Maine) transition away from fossil fuel use and reduce our overall carbon emissions.

This proposal was initiated by the Mayor’s Ad Hoc Sustainability Commission in 2024, approved by the Sustainability Commission, reviewed by two workshops of the Planning Board and Conservation Commission, and approved by the Planning Board on February 19, 2025. The draft seen in the agenda packet was reviewed and amended by the Policy Committee on March 23, 2026, and approved, with these changes, unanimously by Council on June 2, 2026.

Detailed Review:

The purpose of this proposal is to allow small- to large-scale solar development in Biddeford while protecting public safety and Biddeford’s natural resources.

This ordinance divides solar development into four categories:

- Rooftop Solar Development - allowed by right, provided it meets all safety and dimensional requirements. This category may also include other building-mounted systems. Intended for on-site use.
- Small-scale Solar Energy Development – 2,000 square feet or less of developed area, primarily intended for single residential, on-site use.
- Medium-scale Solar Energy Development – Up to 20,000 square feet of developed area, primarily intended for commercial or industrial on-site use;

- Large scale Solar Energy Development – Greater than 20,000 square feet of developed area, primarily intended to supply power to the “grid.”

For context, five acres (217,800 square feet) are needed to produce 1 mega watt of electricity. One mega watt will power approximately 400 to 600 homes here in Maine.

Requirements for approval of solar development by the Planning Board are tiered, depending on the size of the development.

Rooftop or building-mounted arrays are allowed by right with all applicable permit requirements met.

Small-scale solar development must comply with all Land Development Regulations and meet specific dimensional requirements of this proposed ordinance.

Medium and large-scale solar development must comply with Land Development Regulations and dimensional requirements but must also meet additional requirements for a Conditional Use Permit (CUP) as approved by the Biddeford Planning Board. Applications for a CUP for medium-scale systems must include:

- Construction drawings
- Erosion control plan
- Detailed site plan
- Landscape plan (vegetated buffers)
- Operations and maintenance plan
- Decommissioning plan
- Visual impact assessment
- Environmental assessment
- Decommissioning plan

In addition to those requirements for medium-scale developments, large-scale developments must also submit the following as part of a CUP application:

- Evidence of applicant’s capacity to operate a large-scale solar development
- Environmental impact study
- Site plan(s) identifying “Prime Farmland” and “Farmland of Statewide Importance”

Other Performance Standards for medium-scale solar developments include:

- Development is directed to previously disturbed lands
- No electromagnetic interference is produced by the array
- No undue adverse effect on wildlife habitat
- No undue adverse effect on unique natural areas defined by the Maine Natural Areas Program or Biddeford’s comprehensive plan
- No undue adverse effect on historic or archaeological resources
- Disturbed groundcover must be re-vegetated
- Development must have minimal visual impact on surrounding areas
- Developments must have security fencing installed

In addition to the Performance Standards for medium-scale development, large-scale solar development must also:

- Not be constructed on “Prime Farmland” or “Farmland of Statewide Importance.”
- Be sited on lands that have not been deforested within the previous ten (10) years
- Place all transmission lines and connections underground as far as practicable

Dimensional requirements for solar development are:

Must be no greater than 25 feet in height,

Front lot line setback: 125 feet

Side and rear lot line setback: 125 feet

Street right-of-way setback: 150 feet

The intent of this ordinance is to direct solar development, as far as is practicable, toward “previously disturbed land” and away from land with “Prime Farmland,” and “Farmland of Statewide Importance,” as well as away from forested land. These requirements will allow the development of solar energy systems (helping Biddeford reach greenhouse gas emission goals) while minimizing adverse effects on sensitive areas, including wildlife habitats.

Funding Source:

N/A

Staff Recommendation:

Staff recommends this proposed ordinance to provide renewable energy in Biddeford while protecting natural lands and wildlife habitat. This ordinance is another important step toward implementing the 2023 Biddeford Climate Action Plan.

Next Steps:

N/A

Attachments:

1. SECTION 79 Solar Energy Systems Ordinance JUN 16 2026
2. 2026.53 Solar Energy Systems Ordinance-ORDER

Article VI. Performance Standards Section 79. Solar Energy Systems

A. Purpose

1. The purpose of this ordinance is to allow and regulate, in the public interest, the development and use of Solar Energy Systems and to increase local renewable energy production, to decrease our reliance on fossil fuels to produce electricity, and to reduce carbon emissions.
2. The allowance of solar photovoltaic installations is to be accomplished pursuant to the standards set forth herein for the placement, design, construction, operation, monitoring, modification and removal of such installations that address public safety, scenic, natural resources, especially the protection of wildlife habitat and significant wildlife corridors, and historic resources, and provide adequate financial assurance for the eventual decommissioning of such installations.

B. Definitions

1. **Agrivoltaics** – Dual use of land for both solar energy production and agriculture.
2. **Building-Integrated Photovoltaic (BIPV) Systems**. A Solar Energy System that consists of integrating photovoltaic modules into the building structure, such as the roof or the façade and which does not alter the relief of the roof.
3. **Electricity Generation** (production, output). The amount of electric energy produced by transforming other forms of energy, commonly expressed in kilowatt-hours (kWh) or megawatt-hours (MWh).
4. **Electrical Equipment**. Any device associated with a Solar Energy System, such as an outdoor electrical unit/control box, that transfers the energy from the Solar Energy System to the intended location.
5. **Mounting**. The manner in which a solar PV system is affixed to the roof or ground (i.e., roof mount, ground mount, pole mount).
6. **Pole-Mount System**. A Solar Energy System that is directly installed on specialized solar racking systems, that are attached to pole, which is anchored and firmly affixed to a foundation in the ground, and wired underground to an attachment point at the building's meter. Pole-mounted systems can be designed to track the sun (with single-axis or dual-axis tracking motors) and maximize solar output throughout the year.
7. **Power**. The rate at which work is performed (the rate of producing, transferring, or using energy). Power is measured in Watts (W), kilowatts (kW), Megawatts (MW), etc.
8. **Solar Array**. Multiple solar panels combined together to create one system.

9. **Solar Collector.** A solar PV cell, panel, or array, or solar thermal collector device, that relies upon solar radiation as an energy source for the generation electricity or transfer of stored heat.
10. **Solar Energy System.** A device or structural design feature, a substantial purpose of which is to provide for the collection, storage and distribution of solar energy for space heating or cooling, electricity generation, or water heating.
11. **Solar Energy System, Ground-Mounted.** An Active Solar Energy System that is structurally mounted to the ground and is not roof-mounted; may be of any size (small-, medium- or large-scale).
12. **Solar Energy System, Large-Scale.** An Active Solar Energy System whose physical size based on total airspace projected over the ground is equal to or greater than 20,000 square feet.
13. **Solar Energy System, Medium-Scale.** An Active Solar Energy System whose physical size based on total airspace projected over the ground is equal to or greater than 2,001 square feet but less than 20,000 square feet.
14. **Solar Energy System, Roof-Mounted.** An Active Solar Energy System that is mounted on the roof of a building or structure; may be of any size (small-, medium- or large-scale).
15. **Solar Energy System, Small-Scale.** An Active Solar Energy System whose physical size based on total airspace projected over the ground is 2,000 square feet or less.
16. **Solar Glare.** The potential for solar panels to reflect sunlight, with an intensity sufficient to cause annoyance, discomfort, or loss in visual performance and visibility.
17. **Solar Photovoltaic (Solar PV) System.** Solar systems consisting of photovoltaic cells, made with semiconducting materials, that produce electricity (in the form of direct current (DC)) when they are exposed to sunlight. A typical PV system consists of PV panels (or modules) that combine to form an array; other system components may include mounting racks and hardware, wiring for electrical connections, power conditioning equipment, such as an inverter and/or batteries.
18. **Solar Panel (or module).** A device for the direct conversion of sunlight into useable solar energy (including electricity or heat).
19. **Solar Thermal System (Solar Hot Water or Solar Heating Systems).** A Solar Energy System that directly heats water or other liquids, or air, using sunlight.
20. **Tilt.** The angle of the solar panels and/or solar collector relative to horizontal. The optimal tilt to maximize solar production is perpendicular, or 90 degrees, to the sun's rays at true solar noon. True solar noon is when the sun is at its highest during its daily east-west path across the sky (this is also known as 0° Azimuth). Solar Energy Systems can be manually or automatically adjusted throughout the year. Alternatively, fixed-tilt systems remain at a static tilt year-round

c. Applicability

1. Notwithstanding the provisions of 1 M.R.S.A. § 302 or any other law to the contrary, the requirements of this Section shall apply to all roof-mounted, small-, medium-, and large-scale ground-mounted Solar Energy Systems modified or installed 30 days after the approval of this ordinance.
2. All Solar Energy Systems shall be designed, erected and installed in accordance with all applicable codes, regulations and standards.
3. Any upgrade, modification or structural change that materially alters the size, placement or output of an existing Solar Energy System shall comply with the provisions of this Section.

d. Performance Standards

1. Roof-mounted and building-mounted Solar Energy Systems and equipment are permitted by right unless they are determined by a Code Enforcement Officer, with consultation from the City Engineer and/or the City Fire Chief to present one or more unreasonable safety risks including, but not limited to the following:
 - a. Weight load;
 - b. Wind resistance;
 - c. Ingress or egress in the event of fire or other emergency, or;
 - d. Proximity to ground mounted systems relative to buildings.
2. Roof-Mounted Solar Energy Systems must comply with the Dimensional Requirements applicable to structures within the zoning district in which such systems are to be located and the standards in Part III Article III Official Zoning Map and Article V Establishment of Zones of this Ordinance.
3. Small-Scale Ground Mounted Solar Energy Systems must comply with the Dimensional Requirements applicable to structures within the zoning district in which such systems are to be located and the standards in Part III Land Development Regulations of this Ordinance.

In addition to the standards in Part III of this Ordinance, Small-Scale Solar Energy Systems shall comply with the following standards:

- a. The Solar Energy System shall be less than 25 feet in height.
- b. The Solar Energy System shall be operated and located such that no disruptive electromagnetic or radio frequency interference with signal transmission or reception is caused beyond the property lines of the site.
- c. The Solar Energy System shall be located and designed to avoid, minimize, or mitigate any glare onto abutting properties or roadways.

- d. The Solar Energy System shall be located and designed to consider the visual character of the neighborhood in which it is constructed.
 - e. The Solar Energy System shall not be located within the property setbacks.
4. Medium-Scale Ground-Mounted Solar Energy Systems shall comply with all requirements as stated in Part III Land Development Regulations of the Code of Ordinances. Such developments shall also require a Conditional Use Permit and Site Plan Review approval by the Planning Board. In addition to submission requirements in Article VII, Conditional Uses; Article XI Site Plan Review; and Article XII Floodplain Management, an application for medium-scale Solar Energy System development must also include:
- a. Written confirmation from the Utility to which the Solar Energy system will be connected confirming the solar operator has conditional or final approval to interconnect the Solar Energy System to the Utility Grid.
 - b. A description of the major components of the Solar Energy System proposed to be used, including manufacturer’s specifications and cut sheets, and construction drawings showing all dimensions.
 - c. Erosion and sedimentation control narrative with plans and details.
 - d. Site plan(s) indicating all proposed construction and alteration of the project site, including changes to the landscape of the project area, filling, grading, earthmoving, vegetation clearing and planting, screening, fencing, Solar Energy System components, utilities (above and/or below ground) and all other aspects of the project.
 - e. Site plan(s) indicating water bodies, wetlands, flood hazard areas, and vernal pools.
 - f. A landscaping plan, prepared by a landscape architect or landscape designer, demonstrating compliance with all applicable landscaping and vegetated buffering requirements. At minimum, the landscaping plan must specify the locations, elevations and height above finished grade of all vegetation, berms, and plantings, and must identify the plant species and other materials that will comprise the elements used to establish any vegetated buffers and substantially screen the Solar Energy System from view by abutting residential properties, public roads, and public vantage points.
 - g. A long-term operations and maintenance plan providing for ongoing monitoring and inspections of all site improvements, soils, and surrounding habitat. The plan must provide a method for maintaining sufficient financial resources for performing ongoing maintenance, mitigation, and repair of the Solar Energy System project.
 - h. A proposed decommissioning plan for the removal of the Solar Energy System, disposal of system components, and stabilization of the site, which meets the requirements in Section

79 (D) (10) of this Ordinance, and a written statement of the applicant’s intent concerning the following:

- i. Physical removal of any Solar Energy System components, structures, foundations, supports, fencing, or security barriers from the site.
 - ii. Disposal of all solid and hazardous waste in accordance with local, state, and federal waste disposal laws and rules.
 - iii. Stabilization or re-vegetation of the site as necessary to minimize erosion and substantially return the site to its pre-construction state.
-
- i. A description of any proposed dual-use or co-location of the property, including but not limited to agrivoltaics. If no dual-use is proposed or intended on the property, an explanation as to why such dual-use or co-location is not practicable.
 - j. A visual impact assessment that includes a line-of-sight profile analysis that illustrates what is visible and what is obstructed along a straight line running from the Solar Energy System and each Public Vantage Point. The Planning Board may require additional visual impact assessments, including digital view shed maps, if it determines in its sole discretion that such assessments are necessary for the Planning Board to evaluate the Solar Energy System’s compliance with the scenic impact standards in Section 79 (D) (6) (h) of this Ordinance.
 - k. An Environmental Impact Assessment and/or habitat impact assessment shall be created for the installations planned to be sited on or near areas noted within Biddeford’s Geographic Information System (GIS) maps to include deer wintering areas, vernal pools, wetland habitat, and rare or threatened species habitat. Findings of adverse impacts to the habitat of threatened or endangered species shall preclude development of those areas.
5. In addition to the application requirements for Medium-Scale Ground Mounted Solar Energy Systems for Site Plan Review and to obtain a Conditional Use Permit, the application for Large-Scale Ground Mounted Solar Energy Systems shall also include:
- a. Evidence of financial capacity to construct, operate, and decommission the Solar Energy System.
 - b. Applicant shall provide environmental impact study by a qualified environmental professional to determine all impacts on the environment, including, but not limited to wetlands, native vegetation, wildlife habitat, water quality, and the presence of any and all species invasive to Maine. The City, at its sole discretion, may choose to have the study peer-reviewed by a third-party qualified consultant, paid for by the applicant.
 - c. Site Plan(s) clearly identifying soil type and location of existing “Prime Farmland,” and “Farmland of Statewide Importance,” as well as locations of local or National Historic Districts or landmarks. These requirements shall be certified by a qualified professional.

6. In addition to Conditional Use application requirements for Medium-Scale Solar Energy Systems, other standards for Medium-Scale Ground-Mounted Solar Energy Systems are:
 - a. Siting of Solar Energy Systems on previously disturbed land to the greatest extent possible shall be recommended, with the intent of preventing or reducing the conversion of current and former agricultural land or forests to solar installations. A priority hierarchy for siting solar systems should follow:
 - i. Priority 1: Former landfills, roof-mounted systems, former industrial or extractive sites, areas along highway corridors, parking lots, and other heavily disturbed parcels.
 - ii. Priority 2: Parcels with existing cleared land (older than 10 years) that is not agricultural in its history, and municipal lots.
 - iii. Prohibited Areas: Unforested areas of Prime Farmland and Farmland of Statewide Importance as designated by the Maine Department of Agriculture, Conservation, and Forestry deer wintering areas, vernal pool complexes, and other significant habitat as identified by the Maine Department of Inland Fisheries and Wildlife.
 - b. The Solar Energy System shall be operated and located such that no disruptive electromagnetic or radio frequency interference with signal transmission or reception is caused beyond the property lines of the site.
 - c. The Solar Energy System shall be located and designed to avoid, minimize, or mitigate any glare onto abutting properties or roadways.
 - d. Wildlife Habitat: The Solar Energy System shall have no undue adverse effect on any portion of the property designated by the Maine Department of Inland Fisheries and Wildlife as Rare, Threatened, or Endangered Wildlife, Essential Wildlife Habitat, or Significant Wildlife Habitat. The applicant shall assess the potential impacts of the Solar Energy System on any such designated species or habitat, including any adjacent areas that are important to the maintenance of the affected species or habitat, and shall take measures to avoid, minimize, or mitigate impacts of the Solar Energy System on the habitat and the species that the area supports. The Planning Board shall require the applicant to consult with the Maine Department of Inland Fisheries and Wildlife, or a wildlife biologist preapproved by the Board in conducting such an assessment.
 - e. Natural Areas: The Solar Energy System shall have no undue adverse effect on any portion of the property designated as a unique natural area or a Rare or Exemplary Plant and Natural Community in the City's Comprehensive Plan or by the Maine Natural Areas Program. The applicant shall assess the potential impacts of the Solar Energy System on any such designated natural area or community, including any adjacent areas that are important

to the maintenance of the affected area or community, and shall take measures to avoid, minimize, or mitigate impacts of the Solar Energy System on the natural area or community.

The Planning Board shall require the applicant to consult with the Maine Natural Areas Program in conducting such an assessment.

- f. Historic or Archaeological Resources: The Solar Energy System shall have no undue adverse effect on any portion of the property that has been identified as containing a significant historic or archaeological resource in the City's Comprehensive Plan or on the National Register of Historic Places, or is considered by the Maine Historic Preservation Commission or other pertinent authority as likely to contain a significant historic or archaeological resource. The applicant shall assess the potential impacts of the Solar Energy System on any such resource, including any adjacent areas that are important to the preservation of the resource, and shall take measures to protect these resources, including but not limited to, modification of the proposed location and design of the Solar Energy System, timing of construction, limiting the extent of excavation, physical or legal protection, or by archaeological excavation or mitigation. The applicant shall comply with all requirements of Article XV Historic Preservation Ordinance as applicable. The Planning Board shall require the applicant to consult with the Maine Historic Preservation Commission while conducting such an assessment.
- g. Revegetation: Any disturbed ground cover on the site shall be revegetated with non-invasive vegetation.
- h. The Solar Energy System must be located and designed for minimal visual impact on the surrounding area, particularly when viewed from abutting residential properties or any Public Vantage Point.
 - i. A vegetated buffer comprising native vegetation that is at least half the width of the minimum setback requirement in Section 79 (D) (8) (b) of this Ordinance, and no less than six (6) feet in height from finished grade, shall be maintained along any property boundary line of a Solar Energy System that abuts a residential dwelling or a public road, except where necessary to accommodate a driveway entrance to the site. All vegetation shall be installed in such a manner so as to completely conceal Solar Energy System from view.
 - ii. Existing vegetation must be used to the greatest practical extent. If there is insufficient existing vegetation to create a vegetated buffer, the applicant shall plant and maintain native species of conifers and evergreens to adequately screen the Solar Energy System from view.
- i. Security Fencing: All components of the Solar Energy System, excepting overhead utility and communication lines and poles, shall be completely enclosed by a minimum 6-foot-high fence. The fence shall be elevated to a minimum of 6 inches above the ground to

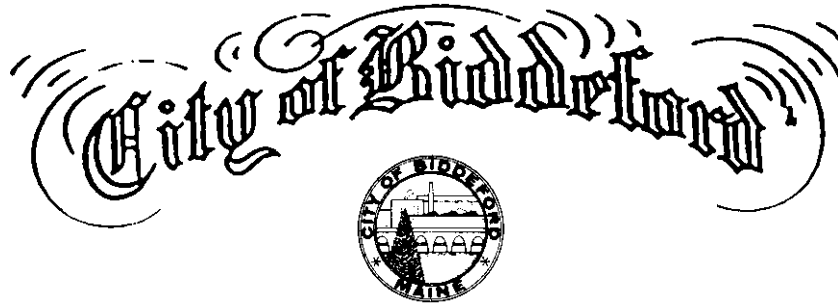
accommodate crossings by small terrestrial animals. Functional alternatives to chain-link style fencing are encouraged.

- j. Operations and Maintenance: The applicant must provide for the long-term operation of the Solar Energy System and maintenance of the Solar Land Area, including ensuring that vegetation buffers are maintained, inspections are performed as needed, new instances of species that are considered invasive to Maine are removed, and the site is accessible to emergency responders in the event of an emergency. This work shall be conducted in accordance with Maine State law.
7. In addition to the standards for Medium-Scale Solar Energy Systems as described above, Large-Scale Solar Energy Systems shall also comply with the following standards:
- a. No solar development shall be constructed on unforested areas of Prime Farmland or Farmland of Statewide Importance as designated by the Maine Department of Agriculture, Conservation and Forestry.
 - b. No application for large-Scale Solar Energy System will be considered if the parcel has been deforested within ten (10) years prior to application unless the applicant can demonstrate that deforestation was completed following a review and approval process by Maine Department of Environmental Protection. This measure will ensure the parcel is maintained in its original state that will enable a thorough review of wildlife habitat, natural areas, and other sensitive areas, or ensure that a previously deforested parcel has undergone a comparable review prior to deforestation or disturbance.
 - c. If a large-scale development is planned, it may not be characterized at the time of application as a medium-scale development, with the intention of later expanding the project in phases until the development meets the definition of large-scale solar development.
 - d. Agricultural Resources: The Solar Energy System shall have no undue adverse effect on any portion of the property containing prime agricultural soils or soils of statewide importance. The applicant shall assess the potential impacts of the Solar Energy System on any such soil and shall take measures to avoid or minimize impacts on such soils. The Planning Board shall require the applicant to consult with the Department of Agriculture, Conservation, and Forestry, Agricultural Resource Development Division, in conducting such an assessment. No topsoil or prime agricultural soil shall be removed from the site for installation of the Solar Energy System. All stockpiled topsoil shall be retained on site and reused in the landscaping plan for the site.
 - e. Utility Connections: All on-site utility transmission lines and piping associated with the Solar Energy System shall be placed underground to the greatest extent practicable. The Planning Board may waive this requirement if the applicant can demonstrate that satisfying this requirement is not practicable based on requirements of the utility provider or specific site conditions.
8. Dimensional requirements for medium-scale and large-scale Solar Energy Systems:
- a. The Solar Energy System shall be less than 25 feet in Height.

- b. Minimum Setbacks: The following minimum setback requirements must be met, regardless of the zoning district in which the Solar Energy System is located, unless the minimum setback requirement in the applicable zoning district is more restrictive, in which case the more restrictive requirement shall apply:
 - i. Front Lot Line 125 feet
 - ii. Side and Rear Lot Line 125 feet
 - iii. Street Right-of-Way 150 feet
 - c. A project proposing to meet the Priority 1 siting description defined in Section 6. (a.)(i.) of this Ordinance may propose to meet the setbacks of the zoning district in which it is located to encourage use of Priority 1 sites. The Planning Board may review the lesser setbacks on a case-by-case basis for location relationships to surrounding uses. The more restrictive setbacks of this Section will be made applicable at the discretion of the Planning Board.
 - d. The land area of a Solar Energy System shall not exceed 50 acres exclusive of required setbacks.
9. All Solar Energy Systems shall comply with regulations as outlined in Part III Article XIV Shoreland Zoning Ordinance as required.
10. Post-Approval Requirement for Medium-Scale Solar Energy Systems and Large-Scale Solar Energy Systems: Prior to the start of construction of a Medium-Scale Solar Energy System or Large-Scale Solar Energy System, the permit holder must submit to the Code Enforcement Officer a decommissioning plan and financial assurance approved by the Maine Department of Environmental Protection, in accordance with the requirements of 35-A M.R.S.A. Sections 3491-3496, as may be amended, for all costs associated with decommissioning the Solar Energy System.
11. Post-Construction Requirements for Medium-Scale Solar Energy Systems and Large-Scale Solar Energy Systems: After completion of construction and prior to commercial operation of a permitted Medium-Scale Solar Energy System or Large-Scale Solar Energy System, the permit holder must:
- a. Submit to the Code Enforcement Department as-built drawings prepared by a Maine licensed professional land surveyor or engineer. The as-built drawings shall include the actual locations of the Solar Energy System and its components, any structures and their components, above and underground utilities, roads, swales, ditches, detention/retention facilities, areas of filling and grading, vegetated buffers, fencing, land and landscaping alterations, and any other infrastructure and facilities, all as actually constructed on the site. The as-built drawings should also include any documented locations of invasive species, wetland areas, wildlife corridors, or habitat present on the site. The as-built drawings must be accompanied by a letter signed by the surveyor or engineer certifying that the Solar

Energy System had been constructed in accordance with all Planning Board approvals, including any conditions of approval and any accompanying plans and specifications.

- b. Provide a written manual to the Biddeford Fire Department and Code Enforcement Department, which provides clear response information and instructions, including lock box details and disconnection locations necessary for a fire/emergency response at the site.



2026. 53 IN BOARD OF CITY COUNCIL... June 2, 2026

BE IT ORDERED, that the City Council of the City of Biddeford does hereby amend the Code of Ordinances as follows:

Amend Part III: Land Development Regulations, Article VI, Performance Standards, by adding new Section 79 Solar Energy Systems in accordance with the attached document.

June 2, 2026

Motion to approve Councilor Doughty

Second by Council President Beaupre

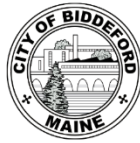
Passed Unanimous

Attest by: _____

City of Biddeford



City of Biddeford



2026. 94 IN BOARD OF CITY COUNCIL... JUNE 16, 2026

BE IT ORDERED, that the City Council of the City of Biddeford does hereby grant approval of a Special Event Permit for River Jam to have their event on August 15, 2026 at Mechanics Park.

BE IT FURTHER ORDERED, that in accordance with the provisions set forth under Ch. 6, Amusements, Article V — Sales, Possession and Consumption of beer/wine at and during Special Events on City Public Property, that the City Council approves beer/wine to be sold and served within clearly defined restricted areas at Mechanics Park that have been approved by the State of Maine Bureau of Alcoholic Beverages and providing that Heart of Biddeford is and remains in compliance with the provisions set forth under Ch. 6, Section 6-178 et seq.

Attest by: _____
City Clerk

3/23/26

APPLICATION NUMBER: 26-03 022

EFFECTIVE 7-18-2024 THE FOLLOWING FEES WILL APPLY:	
B050 Administrative Fee	\$100.00
B051 Tier One	\$100.00
B052 Tier Two	\$200.00
B053 Tier Three	\$500.00

Any person, firm, corporation, business or organization seeking a permit to hold a special event within the City of Biddeford must file an application with the permitting authority at least 30 days prior to the beginning of the event; or in cases related to activities protected by the First Amendment to the United States or Maine Constitution, other than commercial speech, two business days prior to the beginning of the event. Permit applications are available on the City's website or at the City Clerk's Office.

All vendors must obtain proper licenses/permits from the City Clerk's office (207-284-9307). Indemnification agreement/insurance certificate must be attached to this application at the time of submission. Site Plan Sketch may be accompanied by a separate map, if necessary

CITY OF BIDDEFORD SPECIAL EVENT APPLICATION

City of Biddeford
P.O. Box 586
Biddeford, ME 04005

Name of Event River Jam Location of Event Mechanics Park
Date of Event Sat. 8/15/26 Start Time 6am setup Finish Time 10pm cleanup

Organization (Applicant) Information

Name of Organization or Name of Applicant if NOT an Organization
Heart of Biddeford

Physical Address 205 Main St, Suite 103, Biddeford ME 04005

Mailing Address 205 Main St, Suite 103, Biddeford ME 04005

Business Telephone 207-284-8520 Fax _____ E-mail office@heartofbiddeford.org

Income Tax Exempt: Yes No Tax Exempt Number 1201-3255

Contact Person/Event Coordinator

Name & Address
Delilah Poupore, 205 Main St Suite 103, Biddeford ME 04005

Telephone 207-251-5695 Cellular 207-251-5695 E-Mail director@heartofbiddeford.org

Relationship Organization Executive Director

APPLICATION NUMBER: _____

Detailed and specific description of Event (attach separate sheet if necessary)

Annual, free, family-friendly music festival along the Saco River. Music performances until 9:30 in Mechanics Park.

Estimated # of Participants 100 Estimated Attendance 2,500

What impact will this have upon the surrounding neighborhood? (Noise, Traffic, etc.)

Please explain:

Bands will be playing live music, parking spots on Water St will be used for vendors/ food trucks, Water St will be closed at Main/Water St through High St & access to Water St will not be permitted from Sullivan St & Pierson's Lane. Vehicles leaving High St will be able to make a right turn on Water Street, but not left turn.

Describe the means by which the neighborhood (residents and businesses) will be notified of this event and its public hearing:

Social media, posters, mailing to property owners in affected areas, HoB & Biddeford Beat newsletters, TV ads, announcement at City Council, notice in Courier on July 20th.

Type of Event:

Special events may fall under three categories:

- Tier 1** Special Events involve the use of Recreation Department facilities for functions involving 100 or less people. **The Recreation Director or their designee is the permitting authority**
- Tier 2** Special Events include street closure requests, parades, road races, walks or other single-day functions involving 100 or less people. **The Police Chief and Public Works Director or their Designees are the permitting authority**
- Tier 3** Special Events are functions that involve a street closure or the use of a City facility for a single-day function involving 100-999 people. **The Coordinating Committee is the permitting authority**

APPLICATION NUMBER: _____

PLEASE NOTE: The City Council shall be the permitting authority for events to be held in City of Biddeford parks, recreation, public buildings, grounds and streets which it could reasonably be assumed that 1,000 or more persons might gather or participate; or any event which is proposed to last longer than two consecutive days, regardless of the number of persons anticipated to gather or participate.

FURTHER: If alcohol is being sold, or otherwise available, permission must be obtained through application at the City Clerk's Office, and must be approved by the City Council. If alcohol is sold, this requires applicable State of Maine Liquor license to sell alcohol.

List contact name and address of licensee:

Heart of Biddeford is alcohol licensee through state permit/city approval.

General Service Questions

Department of Public Works

Is the use of barricades necessary/requested for this event? YES

If yes, number needed 15

Will it be necessary to cover street and/or parking signs for this event? YES If yes, please note on diagram.

What is your plan for cleanup and debris disposal for this event?

Volunteer and staff clean-up

Is any other Public Works assistance anticipated?

7 trash cans and 3 recycling bins.

We'd like to have 2 sets of bleachers delivered: One set near the stage and one set across the field.

Recreation Department

Will this event take place in a Public Right of Way, Public Way, City Park or athletic field? YES

If yes, where

Mechanics Park & Water Street

APPLICATION NUMBER: _____

Will tenting/staging be utilized for this event? YES If yes, what is your plan to repair any damage caused by stakes, tie-downs, etc.?

No stakes will be used for the stage or tents

Any Parks and Recreation assistance required?

Access to the Gazebo's electrical

Fire Department

Will the Fire Department have access to all sites in the event of an emergency?

YES

Will any fire hydrants be obstructed? NO Will you have access to E 9-1-1?

YES

Will you have First Aid or medical staff present?

NO

******* If First Aid or medical staff is needed, the Biddeford Fire Department may provide for a fee. Please contact the Biddeford Fire Department at 207-282-6632 for details.*******

Police Department

Is traffic control necessary for this event? NO If yes, who will provide it?

HOB will have volunteers in hi-vis vests and paid security assisting with vendor/food truck parking, load-in, and load-out.

Is crowd control necessary for this event? YES If yes, who will provide it?

We have hired Dark Horse Security, whom we have used in past years and for various events.

APPLICATION NUMBER: _____

SITE PLAN SKETCH OF SPECIAL EVENT (Completed by Event Coordinator)

In the space below, please provide the following information. Attach a separate map if necessary.

General Map of Location
Event Coordinator's Booth
Tents/Stages/Grandstands
Rest Facilities

Vender Locations
Garbage Cans
Water Sources

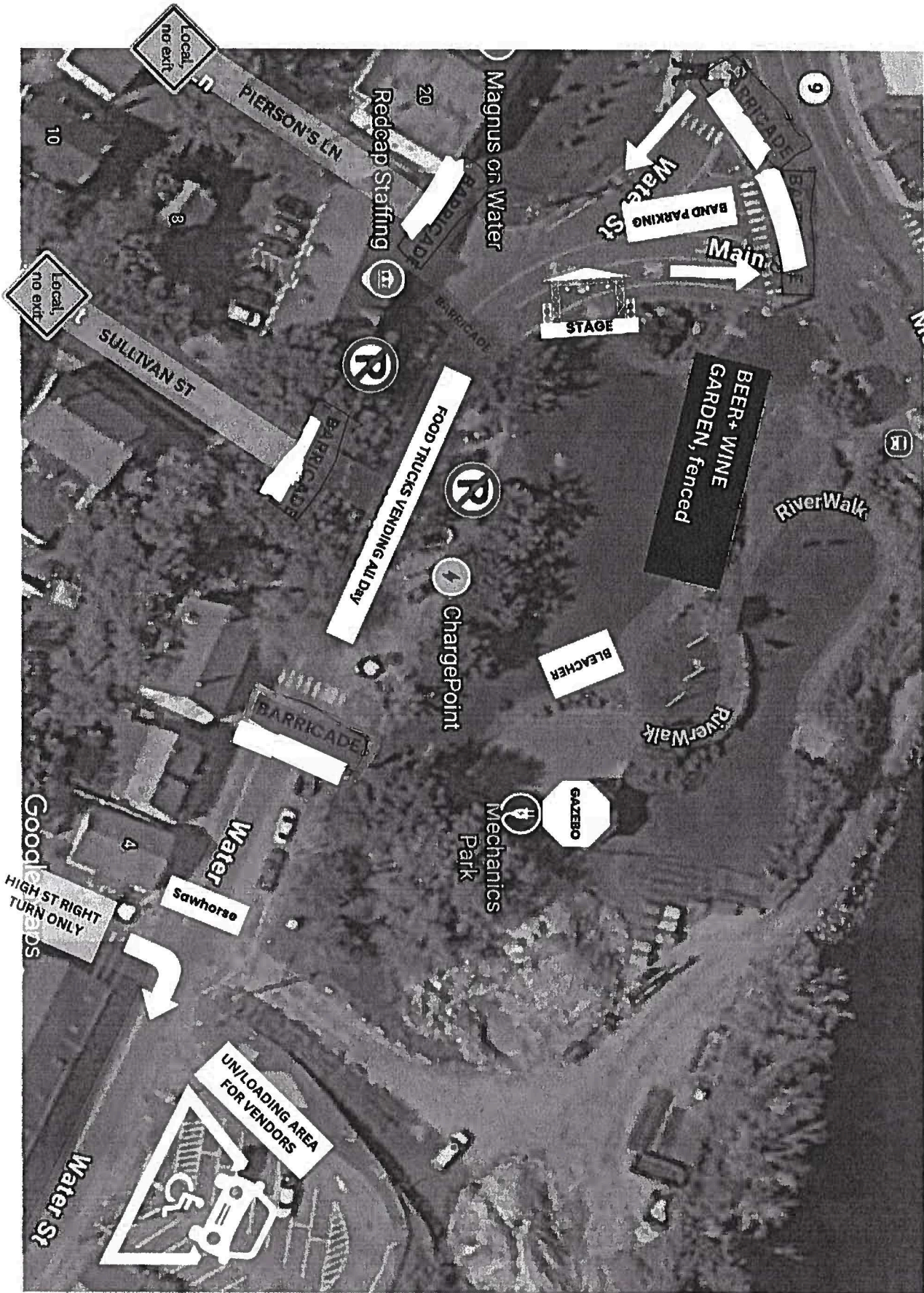
Street Closures/Parking Information
Water/Electricity Sources
Loudspeakers

Please see attached map.

-We will pay a security personnel to monitor the Water + Main St intersection as shown on the map for band parking.

-Small (wood saw horse) blockades for the Water + High St intersection to allow vehicles to turn right only. Large blockade needed by crosswalk as shown on map *to prevent cars from exiting event.*

-Pierson's Lane will have "Local Traffic Only No Exit to Water St" signage at Bacon St intersection



APPLICATION NUMBER: _____

INDEMNIFICATION AND RELEASE PROVISIONS
CITY OF BIDDEFORD SPECIAL EVENT PERMIT

A. In consideration for being permitted to use the facilities and/or rights-of-way of the City of Biddeford, (hereinafter "City"), Heart of Biddeford
(insert name of person/entity seeking permission to use facilities and/or right-of-way, hereinafter "Applicant") agrees to indemnify and hold harmless the City, its officers, employees, and insurers, from and against all liability, claims, and demands, which are incurred, made, or brought by any person or entity on account of damage, loss, or injury, including without limitation claims arising from property loss, or damage, bodily injury, personal injury, sickness, disease, death, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with the use of the facilities and/or rights-of-way, whether any such liability, claims, and demands result from the act, omission, negligence, or other fault on the part of the City, its officers, or its employees, or from any other cause whatsoever.

B. By signing below, Applicant agrees that in the event of damage, loss or injury to the facilities or to any property or equipment therein or to the City rights-of-way, the City may deduct from any damage deposit the full amount of such damage, loss, or injury. Applicant further agrees that if such damage, loss, or injury exceeds the amount of the damage deposit, Applicant will promptly reimburse the City for all costs associated therewith upon billing by the City.

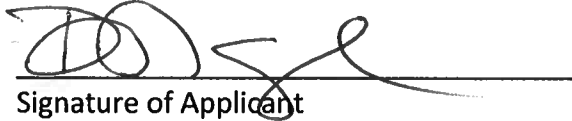
C. In addition, in consideration for being permitted or allowed to use the facilities and/or right-of-way, Applicant on behalf of itself and its officers, employees, members, and participants, hereby expressly exempts and releases the City, its officers, employees, insurers, from and against all liability, claims, and demands, on account of injury, loss, or damage, including without limitation claims arising from property loss or damage, bodily injury, personal injury, sickness, disease, or death, that Applicant may incur as a result of such use, whether any such liability claims and demands result from the act, omission, negligence, or other fault on the part of the City, its officer, or its employees, or from any other cause whatsoever.

D. In addition, Heart of Biddeford has furnished and attached two copies of certificates of insurance with the City of Biddeford named as an additional insured in the amount of \$400,000 unless a greater amount is warranted.

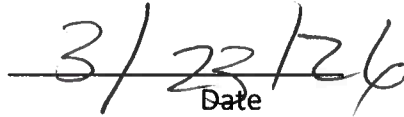
E. In addition, Depending upon the size and nature of the event, the City may require that City employees, including Police, Fire, Public Works, Code Enforcement and/or Parks and Recreation, are present at or assist with the event. The City shall determine the number of personnel necessary to ensure the safety of the public and participants, minimize the inconvenience to residents, and reduce public liability exposure to the event sponsor and the City. The cost associated with the use of any such personnel, including City equipment, is the responsibility of the event sponsor. A deposit of thirty percent (30*%) of the estimated personnel cost for the event will be required with the submittal of the application. The City

APPLICATION NUMBER: _____

shall provide a good faith estimate of the total personnel within 10 days after the approval of the application. The complete fee must be submitted to the City prior to the day of the event. Fees may be waived in whole or in part by the City Council prior to the special event.



Signature of Applicant



Date

Delilah Poupore

Printed Name of Applicant

APPLICATION NUMBER: _____

REVIEW BY SPECIAL EVENTS PERMITTING AUTHORITY:

Having completed a review of the application, the proposal itself, the location of the vent and its impact upon services and resources, this application is:

APPROVED WITH MODIFICATIONS AND/OR RESTRICTIONS **DATE:**

APPROVED AS SUBMITTED **DATE:**

DENIED **DATE:**

Modifications / Restrictions:

REASON(S) FOR DENIAL:

Police Chief

Fire Chief

Public Works Director

Codes Enforcement Officer

Recreation Director



Application Copy

File Number: 140689

Job Type: New Application

LICENSE TYPE / EVENT TYPE Incorporated Civic Organization Special Event	APPLICATION DATE RECEIVED 2026-04-23
LICENSEE LEGAL NAME	LICENSEE TYPE Non-Profit Organization
DOING BUSINESS AS	CORPORATE NUMBER 20040608ND
INCORPORATION DATE 2004-05-17	
CORRESPONDENCE ADDRESS 205 MAIN ST STE 103 BIDDEFORD ME 04005-2440	
MAILING ADDRESS	
PHYSICAL ADDRESS	
CONTACT NAME Delilah Poupore	PREFERRED CONTACT METHOD Email
CONTACT PHONE (207) 284-8520	ALTERNATE PHONE
FAX	EMAIL director@heartofbiddeford.org

CORPORATE STRUCTURE

None selected

NAME

POSITION/TITLE

% Interest



MANAGED BY AGENT No	
------------------------	--

LOCATION Biddeford Mechanics Park	EVENT DATE(S) August 15th, 2026
--------------------------------------	------------------------------------

NUMBER OF EVENT DAYS 1	EVENT HOURS OF OPERATION 12:00-10:00PM
---------------------------	---

EVENT CONTACT INFORMATION
 Delilah Poupore, Heart of Biddeford, Executive Director
 director@heartofbiddeford.org
 Office: (207) 284-8520

EVENT ADDRESS
 45 Water St Corner Main & Water BIDDEFORD ME 04005

Municipality Biddeford	County York
---------------------------	----------------

QUESTIONS

Incorporated Civic Organization

1. What is the type of building and the area in the building to be licensed.
Public Park (Mechanics Park, Biddeford)
2. What is the purpose of the event?
Free community event!
3. Is the event open to the public?
Yes
4. Will the event be outdoors?
Yes
(document uploaded)

5. How many people are expected at the event?

2,500

6. Provide the name and title of the officer of the incorporated civic organization submitting this application.

Delilah Poupore, Executive director, Heart of Biddeford

7. Is everyone serving alcohol at this event employed by a licensed manufacturer/supplier or wholesaler?

Yes

8. Will food be served at the event by someone other than the licensee?

Yes

Food will be served via licensed food trucks and local restaurants who will have their own mobile food/catering licenses including:

-Empanada Club

-Mr. Tuna,

-BK's Fresh Squeezed Lemonade

-Brickyard Hollow

-Fancy Plants

-La Kermesse

-Sweetcream Dairy

-BidDoBanh

9. You must complete this application as a non-profit organization.

Select "Yes" if you have the organization's corporate structure information that will be required in the next step.

Select "No" if you need to gather the information and come back later to complete the application.

Note: If you want to see what information is required for the corporate structure, select "Yes" and review the forms in the Licensee section.

Yes

DOCUMENTS

TYPE	FILE NAME	DESCRIPTION
------	-----------	-------------

Event Area Description and Diagram

Alcohol Map.png

We will have a beer garden that is completely fenced in with 2 security guards checking ID's for the entire duration of the event. Vendors will be selling beer and wine only. Vendors include Banded Brewing, Lucky Pigeon, and Nibblesford (wine only) as of 4/21/26. We are still confirming if Brickyard Hollow will be serving beer. The beer garden will be on the outskirts of the stage viewing area so security can have better control of who enters/exits the fenced area without permission or being ID'd.

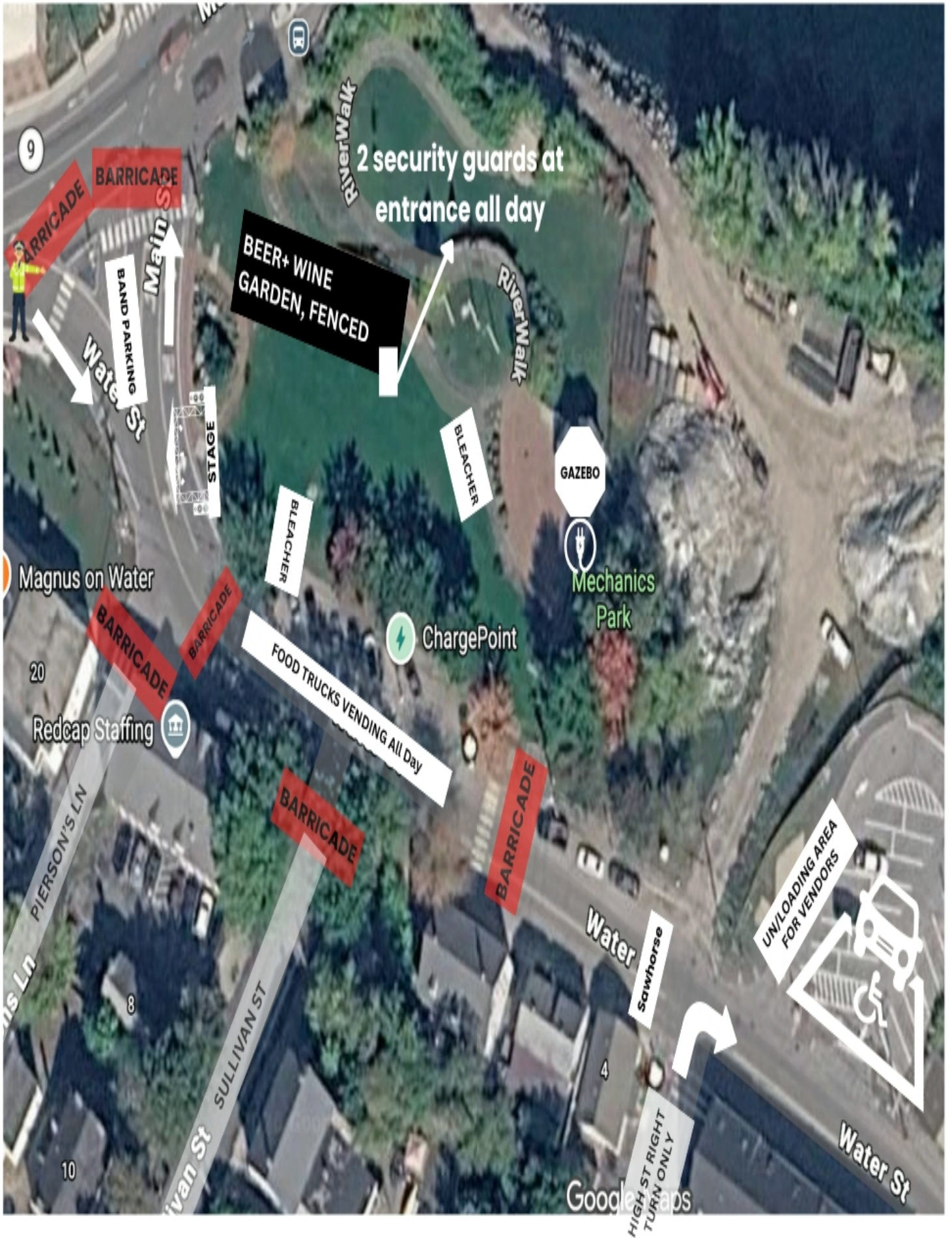
APPLICANT

Laura Lyman

DECLARATION

- I certify that I am the applicant as described in this application, or that I am duly authorized to submit this application on the applicant's behalf.

All information provided in this application is accurate and correct. I understand that false statements made on this application are punishable by law. Knowingly supplying false information on this application is a Class D Offense under Maine's Criminal Code, punishable by confinement of up to one year, or by monetary fine of up to \$2,000 or by both.



City of Biddeford



2026. 105 IN BOARD OF CITY COUNCIL... JUNE 16, 2026
BE IT ORDERED, that the City Council of the City of Biddeford does hereby approve of the following Chapters as part fo the Biddeford Comprehensive Plan:

- Biddeford Water Resources Chapter
- Biddeford Historic Archaeological Resources Chapter
- Biddeford Marine Resources Chapter
- Biddeford Natural Resources Chapter
- Biddeford Exisitng Land Use Plan Chapter
- Biddeford Future Land Use Plan Chapter

Attest by: _____
City Clerk

SECTION 10: WATER RESOURCES

1. Background

Water resources such as lakes, rivers, streams, ponds and groundwater contribute significantly to a community's quality of life. They provide recreational and commercial opportunities, as well as supplying clean drinking water for residential, municipal, commercial, and industrial needs. The quantity and quality of Biddeford's water resources can be affected by factors such as land use including development, non-point source pollution (e.g., increased stormwater runoff), impervious surface expansion, septic system density and failures, agricultural activities, industrial discharges, road salt application, shoreline erosion, and climate-driven changes in precipitation and sea-level rise. How land is changed and used can in turn have effects (positive and negative) on the water resource itself and the people who utilize their benefits.

2. Water Resources at a Glance

Biddeford's water uses reflect the city's strong connection to the Saco River along with its coastal shoreline, groundwater resources, and network of wetlands and estuaries. These uses include public drinking water supply drawn from the Saco River and from groundwater aquifers, marina and working-waterfront activities, recreational boating and fishing, and beach-based recreation at Biddeford Pool, Fortunes Rocks, and Hills Beach. The City's coastal water resources support shellfish habitat, finfish nurseries, other essential ecological functions such as flood storage, and habitat for migratory birds and dune-dependent species. Because these activities rely on clean, resilient waterways and aquifers, protecting Biddeford's water resources is essential for public health, economic vitality, and long-term environmental sustainability.

- There are 3 Public Water Systems (PWS) in the City of Biddeford. This includes:
 - a. One (2) Community Water Systems
 - b. Two (2) Transient, Non-Community (NC) Water Systems.
- There are approximately 6,160 customers in Biddeford that are served by Public Water Supplies from either H2O America (formerly Maine Water) or by the Kennebunk, Kennebunkport and Wells (KKW) Water District.
- Four (4) million gallons of Saco River water filtered per day (on average). *
- No per- and polyfluoroalkyl substances (PFAS) detection in raw water source. (Saco River) *
- 274 homes are served by private wells.

*From H2O America 's 2024 Annual Water Quality Report (Biddeford/Saco Division)

**[Maine Stream Habitat Viewer](#) (IFW)

Water-Dependent Uses

- H2O America's Filtration Plant (Drinking Water Supply)
- Brookfield Renewables Hydroelectric Dams on the Saco River
- Shellfish harvesting (commercial and recreational)
- Commercial boat yards on the river
- Biddeford Pool Yacht Club
- University of New England's Dept. of Marine Sciences
- Other commercial and recreational fishing/processing

Public Access to Water Resources

- Overview of public access in Biddeford
- Boat launch details and images
- Riverwalk
- Map #2 - Public Access Points, Boat Launches, etc.

Threats to Water Resources

- Non-Point Source (NPS) pollution occurs when rainfall or snowmelt moves over and through the ground, picking up and carrying away natural and human-made pollutants before depositing them into lakes, rivers, wetlands, coastal rivers, and underground sources of drinking water, including:
 - Stormwater runoff from roads, parking lots, and rooftops carrying oil, metals, and sediment into streams and wetlands.
 - Fertilizer and pesticide runoff from lawns, athletic fields, and entering surface water and groundwater.
 - Erosion and sediment transport from construction sites impacting nearby rivers, streams, and estuaries.
 - Failing septic systems contributing nutrients, bacteria, and pathogens to groundwater and surface waters.
 - Pet waste left on the ground washing into storm drains and waterways during rainfall events.
 - Salt and sand application from winter road maintenance degrading freshwater quality.
 - Improper disposal of household chemicals, oils, and paints contaminating soils and groundwater.
 - Leachate generation from improperly managed solid waste or debris piles affecting groundwater quality.
 - Atmospheric deposition from vehicle emissions and industrial sources contributing pollutants to water bodies.
 - Runoff from marinas and boat maintenance areas introducing fuels, solvents, and metals into coastal waters.
 - Forestry and land clearing activities increasing sedimentation and altering natural drainage patterns.

Commented [AH1]: These are all great! Wondering if you can define non-point source pollution and then have all NPS sources be sub-bullets? As you'll get into NPS pollution impacting certain waterbodies/watersheds below so the definition and examples will tie into that.

- Inadequate or outdated stormwater infrastructure stressed by more intense and frequent precipitation events associated with climate change.
- Rising water temperatures affecting cold-water fisheries, increasing the likelihood of harmful algal blooms, and reducing overall aquatic ecosystem health.
- Increased groundwater withdrawals in areas without public water service, which can reduce aquifer levels, impact private wells, and diminish baseflow to nearby streams and wetlands.
- Erosion of streambanks, coastal bluffs, dunes, and other vulnerable shorelines, accelerated by land-clearing, storm events, and sea-level rise.
- Spread of invasive aquatic and wetland plant species that displace native vegetation, limit recreation, and impair water quality.
- Legacy contamination and emerging contaminants, such as PFAS, petroleum compounds, road salt, and historical industrial discharges, which continue to pose long-term water quality and public health challenges.
- Habitat fragmentation and loss of riparian buffers, reducing the natural capacity of forests, wetlands, and floodplains to filter pollutants and moderate stormflows.
- State mandated mobile home park overlay zones.
- Changes in State laws that weaken local zoning and land use regulations, particularly increased density requirements, ADU's, and requirements that allow for additional impervious areas.

3. Surface Waters

The Maine Department of Environmental Protection classifies surface water bodies under State law to establish state-wide water quality goals. The DEP Water Quality Classification system is used to manage the state's surface waters. The system establishes water quality goals, assigns all waters a water quality classification, and sets uses and water quality criteria for each class. The classification system includes four classes for freshwater rivers and streams, three classes for marine waters, and one class for lakes and ponds. The Integrated Water Quality Monitoring and Assessment Report or "Integrated Report" (IR) summarizes water quality data collected by the DEP as well as numerous other state, federal and tribal government agencies, volunteer water monitoring organizations and other sources. The Clean Water Act requires states to submit an Integrated Report to EPA every even-numbered year. Monitoring information is analyzed by the DEP to assess the ability of Maine's water resources to meet uses such as drinking water, aquatic life use support, fishing or recreation as established by Maine's Water Classification Laws.

Fresh Surface Waters

The Maine Legislature enacted Standards for Classification of Fresh Surface Waters in Title 38 M.R.S. §465 to define designated uses, set minimum water-quality criteria, and guide the long-term protection and management of Maine's rivers, streams, and lakes. The standards for the classifications of fresh surface waters that are not classified as great ponds are described below.

- **Class AA** - highest classification; applied to waters considered outstanding natural resources, to be preserved because of ecological, scenic, recreational or social importance.
- **Class A** - second-highest classification; intended to support drinking water (after disinfection), recreation, fishing, industrial uses, hydropower, navigation, and habitat for aquatic life.
- **Class B** - third-level classification; suitable for drinking water supply (after treatment), recreation, fishing, industrial uses, hydropower, navigation; supports aquatic life under unimpaired conditions.
- **Class C** - the lowest classification for fresh surface waters; still supports drinking water supply (after treatment), recreation, fishing, industrial uses, hydropower, navigation, and aquatic life though with more modest water-quality criteria compared to higher classes.

Estuarine and Marine Waters

The Maine Legislature enacted Standards for Classification of Estuarine and Marine Waters in Title 38 M.R.S. §465-B, establishing designated uses, discharge limitations, and minimum water-quality criteria for the State's coastal, estuarine, and marine environments."

- **Class SA** – Highest quality estuarine and marine waters designated as the most pristine coastal waters. Must be free of direct wastewater discharges and support habitat for fish and other marine life along with being suitable for recreation in and on the water, shell fishing, aquaculture, fishing, and navigation. Class SA water habitat must be maintained in a natural, unimpaired condition.
- **Class SB** – High-quality estuarine and marine waters that allows restricted wastewater discharges, but water quality must remain good. Supports recreation, fishing, habitat for marine life, and commercial shell fishing, provided the waters meet criteria for bacterial contamination. Aquatic habitat must be of good quality, capable of supporting indigenous species and must meet numerical standards for dissolved oxygen and bacteria, protecting marine life and public health.
- **Class SC** – Lowest classification for estuarine and marine waters that allows treated wastewater discharges when licensed. Class SC waters are suitable for fishing, recreation, and navigation. The habitat must be maintained but is not required to meet the same strict conditions as SA or SB waters. Must still support aquatic life, with dissolved oxygen and bacteria standards appropriate for this class. This standard often applied to working waterfronts, harbors, and estuaries influenced by development.

While Biddeford's coastal waters are primarily classified under state law as Class SB, several localized segments fail to meet these standards and are heavily tracked by the Maine DEP Integrated Report for shellfish-related impairments. Nonpoint source pollution, including stormwater runoff from developed coastal zones, wildlife, and subsurface wastewater disposal, drives elevated bacterial loads in these areas.

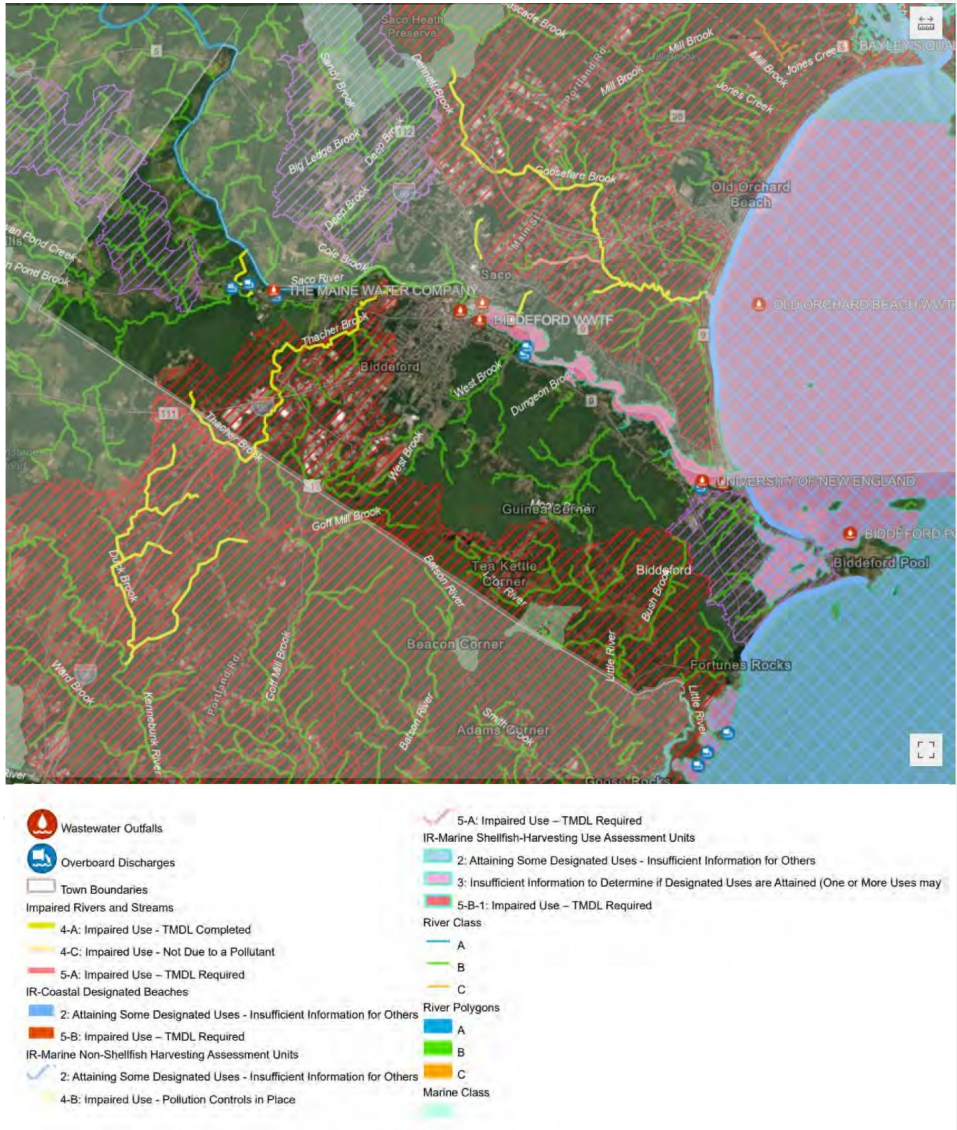
According to the Maine Department of Marine Resources (DMR), the city's intertidal zones fall within Shellfish Growing Areas WF and WG. Due to persistent fecal coliform risks, the state enforces the following harvesting restrictions:

- **Biddeford Pool & Back Bay** – These highly valued commercial and recreational shellfishing flats operate under a Conditionally Approved status. Back Bay features a recurring seasonal pollution closure from September 1st through October 31st, and the broader Biddeford Pool flat triggers an automatic emergency closure following any rainfall event meeting or exceeding 1 inch within a 24-hour period.
- **The Saco River Estuary** – The tidal mouth of the Saco River is subject to a permanent Prohibited classification for all Shellfish harvesting due to upstream point-source concentrations, historical runoff, and heavy marine traffic.

3.1. Lakes and Ponds

The Lakes of Maine organization maintains data pertaining to surface water bodies (Lakes and Ponds) within the State of Maine. According to Lakes of Maine's website, there are currently six (6) freshwater ponds within Biddeford. Information pertaining to water quality

within these ponds was not available. A description of the ponds based on the information available from Lakes of Maine is provided in the table below.



Parameter	<i>Etherington Pond</i>	Great Pond	Lilly Pond	Lords Pond	Reservoir	Wilcox Pond
Area (acres)	17	8	4	4	1	4
Perimeter (miles)	1	0.4	0.4	0.4	0.1	0.5
Mean Depth (feet)	—	—	—	—	—	4
Max Depth (feet)	—	3	—	—	—	7
DeLorme Page	3	3	3	3	3	3
Fishery Type	n/a	n/a	n/a	n/a	n/a	Coldwater
Invasive Aquatic Plant Infestation	None known	None known	None known	None known	None known	None known

Lake Characteristics Source: Lakes of Maine. (2025). *Lake overview and watershed information for [Lake Name]*. Retrieved from <https://www.lakesofmaine.org/search-results.html?DoWhat=&l=&t=biddeford&c=&z=&m=> (Accessed [December 2025]) — where the data are compiled from Maine DEP, Maine IF&W, and Maine Office of GIS.

3.2. Watersheds

Watersheds are the land areas that in which rain, snowmelt, and groundwater flow into shared water bodies such as rivers, streams, lakes, wetlands, and coastal estuaries. They function as natural systems that regulate water flow, filter pollutants, recharge aquifers, and support ecological health. Protecting watersheds is essential for maintaining clean drinking water, reducing flooding, safeguarding habitat, and ensuring the long-term resilience of Biddeford’s water resources.

Biddeford boasts ten (10) separate watersheds across our geographical area. Some of the watersheds in the more developed areas have seen a degradation in water quality (ex. Thatcher Brook) due to increased land use, primarily the expansion of impervious surfaces and non-point source pollution. Many of the other watersheds lack the necessary data to accurately understand the changes Biddeford’s growth has had on our water resources.

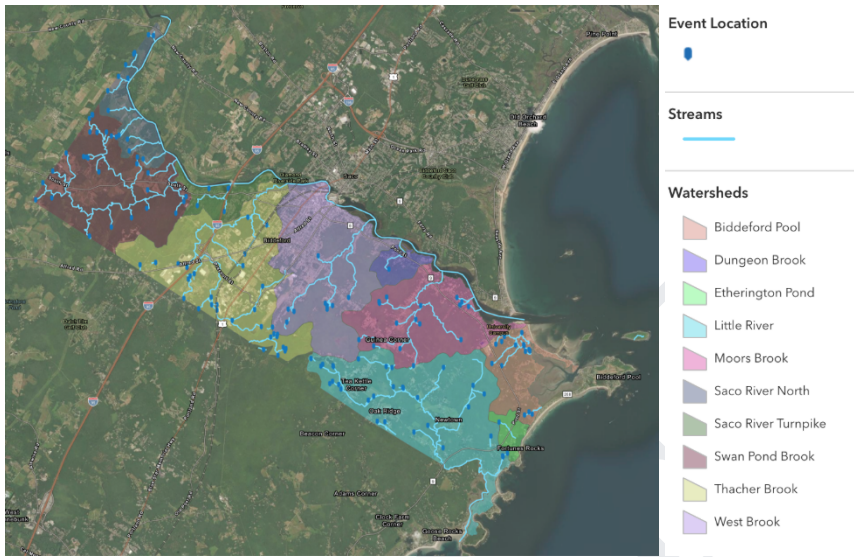


Figure XX: Overview of Biddeford's Watersheds

DRAFT

Watershed	Water Body / Sub-Watershed	Section	Classification
Saco River	Saco River	Western boundary to the I-95 Bridge	A*
		I-95 Bridge to Tidewaters	B*
		Tidewaters to Camp Ellis Breakwater	SC
	Swan Pond Brook	---	B**
	Thatcher Brook	---	B*
	Richardson Brook	---	B
	West Brook	Origin to head of tide	B
	West Brook	Head of tide to mouth	SC
	Dungeon Brook	---	B
	Moore's Brook	---	B
	Tributaries (Tidal)	---	SC
Little River	Little River	Origin to head of tide	B
	Little River	Head of tide to mouth	SB
	Bush Brook (Tributary)	---	B
	Other Tributaries	---	B
Biddeford Pool	Biddeford Pool	---	SB
	Tributaries (Tidal)	---	SB

Watershed	Water Body / Sub-Watershed	Section	Classification
	Tributaries (Non-Tidal)	---	B
Etherington Pond	Etherington Pond (Tributaries)	---	B

Notes:

* Impaired Water Body – Does Not Meet Classification

** Swan Pond Brook from South Street to the Saco River is an Impaired Water Body – Does Not Meet Classification.

“---” = Section not listed

Sources:

Maine Department of Environmental Protection. (n.d.). *Maine Resource Explorer* [Interactive GIS mapping application]. ArcGIS Online.

<https://maine.maps.arcgis.com/apps/instant/portfolio/index.html?appid=7ad05604168b4264bb4a14dcb56f6eeb> Maine Department of Environmental Protection. (n.d.). *Maine resource explorer* [Interactive map]. ArcGIS Online. Retrieved May 6, 2026, from <https://maine.maps.arcgis.com/apps/instant/portfolio/index.html?appid=7ad05604168b4264bb4a14dcb56f6eeb>

Maine DEP’s Nonpoint Source (NPS) Priority Watershed List

Given Maine’s extensive water resources, statewide watershed prioritization is an important part of the Maine DEP’s Nonpoint Source Program. Therefore, Maine DEP’s Watershed Management Unit maintains and updates biannually a NPS Priority Watersheds List (Maine DEP, 2023). The Purpose of the list is to encourage NPS abatement work and target funding in watersheds most vulnerable to NPS pollution. This list includes impaired and threatened lake, streams and marine waters. Impaired water bodies are those impacted by non-point source pollution that do not currently meet state water quality standards, while threatened water bodies are those that currently meet state water quality standards but are at risk of water quality decline due to non-point source pollution. There are four waterbodies that are within or have a portion of their watershed within the City of Biddeford that are included on the NPS Priority List, Thatcher Brook (impaired stream), Swan Pond Brook Tributary (threatened stream), Goosefare Bay (impaired marine) and Biddeford Pool (threatened marine). Most details about each listing reasoning is provided in the watershed descriptions below.

Saco River Watershed

The Saco River originates high in the White Mountains at the outlet of Saco River Lake near Crawford Notch in New Hampshire. The basin has a total area of 1,697 square miles and is 75 miles long and 45 miles wide at its widest point.

The Saco River forms the northern boundary of the City from the west limits of the City until its mouth at the Atlantic Ocean. More than two-thirds (2/3) of the City and all of Western Biddeford lie within the Saco River Watershed. Head of tide for the river is at Factory Island below Cataract East Dam in Saco and below Cataract West Dam, below the falls between Biddeford and Saco.

The Saco River is used for both commercial and recreational purposes as well as being the source of Biddeford's primary public water supplier, MaineWater. Several sections of the Saco River are used more heavily than others, depending on public access points. The Saco River and its watershed also provides wildlife habitat for various species.

All land within 500 feet of the riverbank on either side of the Saco River is within the Saco River Corridor. Development within the corridor is subject to the requirements of the Saco River Corridor Commission (SRCC).

Commented [AH2]: Good place to describe what this is.

The SRCC is a regional regulatory agency (or quasi-governmental agency) established by the State of Maine in 1973 to protect the water quality, natural resources, and scenic character of the Saco River corridor. The Commission administers the Saco River Corridor Act by overseeing land use and development activities within the corridor to help prevent adverse impacts to rivers, wetlands, groundwater, and public drinking water resources.

Four dams are located on the Saco River as it flows past Biddeford, three of which are partly or entirely within Biddeford. Bradbury Dam is located entirely in Biddeford in the south channel of the river as it rounds Springs Island. Springs Dam is in the north channel around Springs Island and spans to the City of Saco. Cataract West Dam spans the Saco River in the west channel of the river around Factory Island. The fourth, Cataract East Dam, is located in the City of Saco within the channel east of Factory Island. These dams are part of the Cataract Hydroelectric Project and are all owned by Brookfield Renewable Power.

In 2006 Northern Ecological Associates, Inc. were contracted with the City of Biddeford to conduct a stream protection study throughout Biddeford. As part of that Study they identified and mapped watersheds and subwatersheds in Biddeford. Within the Saco River watershed, the following subwatersheds were identified, from west to east: Saco River North, Swan Pond Brook, Saco River Turnpike, Thatcher Brook, West Brook, Dungeon Brook and Moores Brook. Of these, Swan Pond Brook and Thatcher Brook, located in Western Biddeford, are the largest.

From a Water Quality perspective, as provided in the Maine Department of Environmental Protection (MDEP) 2018/2020/2022 Integrated Water Quality Monitoring and Assessment Report, the Saco River from outside of Biddeford to the I-95 Bridge is classified as Class A. This segment of the Saco River is in Category 2 of the Integrated Report (2024) indicating it is attaining some designated uses, but insufficient information for other uses.

From the I-95 Bridge to where the river becomes tidal (below the East and West Cataract Dams) the Saco River is classified as Class B. This segment of the Saco River is also in Category 2 of the Integrated Report (2024) indicating it is attaining some designated uses, but insufficient information for other uses.

Below the dams the Saco River is tidal and is classified as Class SC. This segment of the Saco River is listed in Category 4-A: Rivers and Streams with Impaired Use Other than Mercury – TMDL completed due to bacteria from combined sewer overflows and 4-A: Estuarine and Marine Waters with Impaired Shellfish Harvesting Designated Use – TMDL completed (bacteria from Combine Sewer Overflows), and Category 5-A: Estuarine and Marine Waters Impaired by Pollutants Other Than Those Listed in 5-B Through 5-D – TMDL Required due to toxics and Copper.

Saco River North Subwatershed.

The Saco River North Subwatershed is located north of the Swan Pond Brook Subwatershed (see below) and includes eight unnamed streams (and tributaries) which have mouths on the Saco River. It is a relatively small subwatershed (844 acres or 1.32 square miles) that contains low density residential development along with agricultural land uses and some forested areas. There are relatively few wetlands in the subwatershed identified as National Wetland Inventory (NWI) wetlands which are wetlands which have been roughly located based on aerial photography. The relative absence of NWI wetlands in this subwatershed does not mean there are not more wetlands than identified as NWI wetlands.

The Saco River North Subwatershed contains identified riparian habitat according to the Maine Department of Inland Fisheries and Wildlife (MDIFW) surrounding the streams present here which feed the Saco River. A riparian habitat is an area where land and water come together. These areas support a greater diversity of wildlife than nearly all other habitats. Riparian habitats also are often related to Deer Wintering Areas.

According to MDIFW, there are two small areas within this subwatershed that represents inland waterfowl/wading bird habitat, both between River Road and Buzzell close to the border with Dayton that are associated with NWI wetlands.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, the unnamed streams in this watershed which feed the Saco River are classified as Class B.

Commented [AH3]: Up to you but I feel like this can be removed since you provided the general information for class A waterbodies above and I'm wary that just including this aspect of the classification definition omits some of the other key points about class A waters - like recreating in/on/over and what that means for e.coli levels, etc (just using that as one example). So it seems like keeping all the specific information about each classification above and then just including what the class is and if it's not meeting classification, then including the why in these watershed subsections makes sense

Commented [AH4]: Similar to above comment, could probably take out

Also of note is that there is one active “water supply system” in this subwatershed. Located at 610 New County Road, Homestead by the River Campground qualifies as a public water supply under the definitions established by the State.

Swan Pond Brook Subwatershed.

The Swan Pond Brook Subwatershed in western Biddeford and is relatively large subwatershed measuring 2,912 acres in size (4.55 square miles). It is characterized by quite a few unnamed streams which flow into Swan Pond Brook itself before flowing into the Saco River. Swan Pond Brook meets the Saco River upstream of the public water supply intake for MaineWater. The subwatershed is relatively undeveloped and contains some large areas which qualify as undeveloped habitat blocks according to MDIFW.

Swan Pond Brook and its watershed is a high-value riparian habitat according to the Maine Department of Inland Fisheries and Wildlife (MDIFW). The subwatershed area also contains deer wintering areas which will be discussed in more detail in Section 10). A large Deer Wintering Area is located between the boundaries of the Swan Pond Brook Subwatershed and the Thatcher Brook Subwatershed. Further, there are quite a few small NWI wetlands identified in the subwatershed, along with a large NWI wetland located north of Andrews Road on land owned by the City of Biddeford and MaineWater. This large NWI is identified as a Red Maple Swamp Natural Community by MDIFW and is located with the large Deer Wintering Area shared between the Swan Pond Brook Subwatershed and the Thatcher Brook Subwatershed. There is also a fairly large area identified as inland waterfowl/wading bird habitat north of the intersection of South Street and River Road in close proximity to the Saco River.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, Swan Pond Brook and its tributaries are classified as Class B. A segment of Swan Pond Brook (referred to as Swan Pond Brook at South Street) is listed in Category 4-A of the Integrated Report (2024) which applies to “rivers and streams with impaired use other than mercury – TMDL completed,” This segment is listed as impaired due to bacteria (*e.coli*).

A tributary of Swan Pond Brook, referred to as “Swan Pond Brook Tributary” is designated as a Class B waterbody, however, it is listed in Category 3 of the IR (2024) as “insufficient information to determine if designated uses are attained (one or more uses may be impaired).” This segment was listed originally in 2012 as not meeting the Aquatic Life Use criteria and additional data was needed to confirm whether impairment exists. Due to this listing, Swan Pond Brook Tributary was added to the NPS Priority List as the likely cause of not meeting it’s classification is due to nonpoint source pollution.

Thatcher Brook Subwatershed.

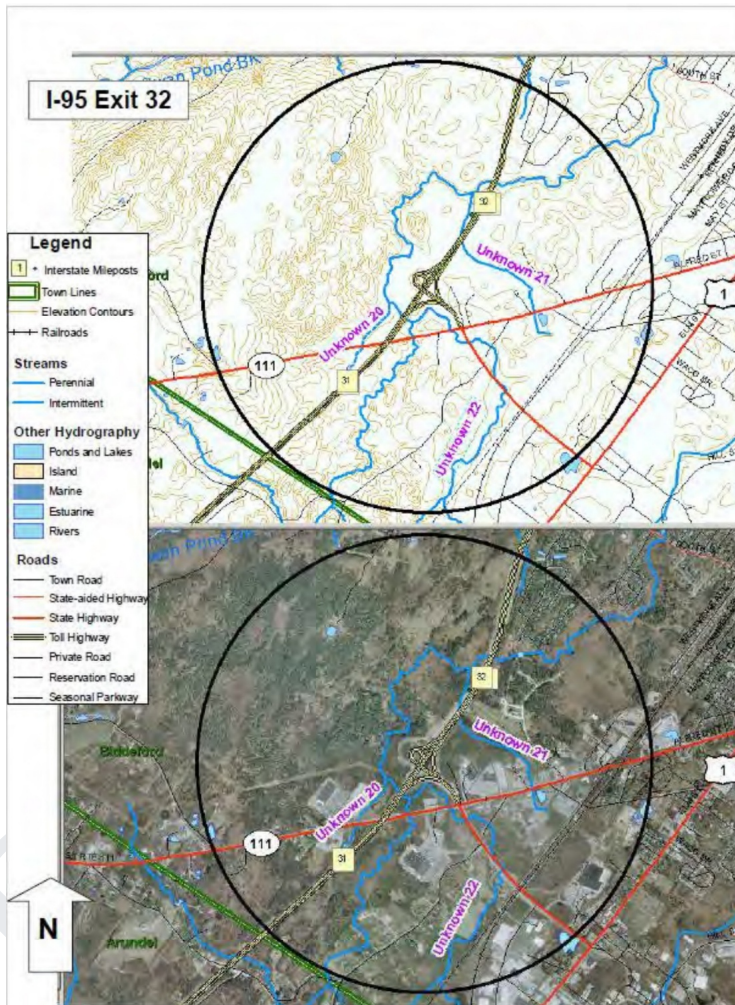
The Thatcher Brook Subwatershed in central Biddeford is relatively large subwatershed measuring 3,561 acres in size (5.59 square miles) and an additional 1.52 square miles in Arundel. It is characterized by an assortment of land uses and contains unnamed tributary streams which flow into Thatcher Brook as well as Richardson Brook which flows out of the Biddeford Airport Industrial Park, through the Biddeford Industrial Park, and ultimately into Thatcher Brook. Thatcher Brook itself begins in Arundel but is largely located within the built area of Biddeford. Thatcher Brook extends from the Arundel town line, parallel to the Maine Turnpike, north across South Street and into the Saco River. Thatcher Brook outlets into the Saco River east of I-95 along the east edge of Rotary Park. Thatcher Brook's watershed area consists of 14% impervious cover (IC) and contains densely developed commercial sections along Route 1 and Route 111. The designated growth area within the watershed includes retail and commercial development, most of the City's industrial/business parks, and low to moderate income housing. However, the watershed also contains much undeveloped forest, wetlands, and pasture lands.

There are some large National Wetland Inventory wetlands located particularly in close proximity to Richardson Brook and Thatcher Brook.

From a Water Quality perspective, as provided in the MDEP 2024 Integrated Water Quality Report, Thatcher Brook and its tributaries are classified as Class B. Thatcher Brook, however, is identified as not meeting its Classification (uses) and, as such, is considered "impaired". Thatcher Brook is listed in "Category 4-A: Rivers and Streams with Impaired Use Other than Mercury – TMDL completed" for aquatic life (benthic macroinvertebrates/biomonitoring), bacteria nonattainment, and degraded aquatic habitat, caused by urban nonpoint source pollution. Putting it also on the NPS Priority List. The Brook is also listed as an Urban Impaired Stream by Maine DEP in Chapter 502 of Stormwater Management Law. This designation was determined because it is a stream that fails to meet water quality standards because of effects of stormwater runoff from developed land. Additional stormwater treatment controls are necessary in urban watersheds of impaired streams because proposed stormwater sources in urban and urbanizing areas contribute to further degradation of stream water quality. This designation establishes criteria for regulatory oversight of proposed development in this watershed.

In addition to the impairment status of the Brook, a wetland within the Thatcher Brook Subwatershed is impaired. A 14.21-acre wetland located between I-95 and the Walmart on Boulder Way is listed in Category 4-A "Wetland Habitat with Impaired Use, TMDL Completed" for aquatic life use impairment.

Commented [AH5]: Same as comments above



The Maine DEP has identified Unnamed Tributaries 20, 21, and 22, small headwater streams feeding the Thatcher Brook watershed near the Maine Turnpike Exit 32 interchange, as waterbodies at acute risk of current and future impairment. The DEP warns that intense, exit-related commercial and retail development within these small catchments threatens to severely degrade habitat and water quality. Because these smaller, unnamed streams have low dilution capacity, they are highly sensitive to the initial shocks of land clearing, canopy removal, and increased stormwater velocities associated with highway-corridor expansion.

Further, according to the TBWMP, “In August 2009, Thatcher Brook was included in MDEP’s Statewide Bacteria Total Maximum Daily Load (TMDL) Report, which uses bacteria as an indicator for the presence of pathogens in water. This bacteria TMDL report provides documentation of impairment and information on pollutant sources that are intended to provide guidance for protection of the waterbody by watershed stakeholders. In September 2012, the United States Environmental Protection Agency (EPA) approved MDEP’s Statewide Impervious Cover (IC) TMDL Assessment, in which Thatcher Brook is included as an impaired stream. This assessment provides a framework for addressing aquatic life and habitat impairments by using impervious cover as a surrogate for a suite of pollutants commonly found in urban stormwater runoff. This TMDL establishes the target percentage of Impervious Cover (IC) for the watershed and provides guidance for efforts to improve water quality in Thatcher Brook.”

The TBWMP provides a framework for the City of Biddeford to utilize moving forward to address water quality issues regarding Thatcher Brook at a watershed level. Restoration of impaired waters can take several decades. As such, watershed plans all become outdated over time. The Plan should be periodically evaluated and updated so it remains relevant and useful. New issues may be identified, and alternative strategies may become available. In addition, as the plan is implemented the timeline, milestones and cost may need to be adjusted to be more realistic. Watershed plans in Maine are typically written to be implemented over a ten-year period. The TBWMP was written to be carried out through local and federal funding. The Maine DEP administers the Nonpoint Source Program which administers federal funding through Section 319 of the Clean Water Act to help communities make progress towards restoring or protecting waterbodies that are named on their NPS Priority List. To be eligible for funding a watershed-based plan must have been written or updated within the past ten years. The TBWMP expired in 2025 and therefore needs to be updated in order to be eligible for future funding. The Maine DEP’s “Guidance for Updating Maine Watershed-based Plans¹” described this process in more detail.

Commented [AH6]: Suggest some language that explains that yes it can still serve as a framework, but in order to be eligible for implementation funding it has to be updated, and just generally a lot can change in a watershed in 10 years so updating will help the City to move forward more effectively.

West Brook Subwatershed.

West Brook is located near the eastern side of Downtown Biddeford. It extends from the Saco River, across Pool Road, south across West Street and then parallel along Granite Street. The West Brook watershed virtually splits the City with its southernmost reach close to the Kennebunkport townline to the Saco River. It outlets into the tidal portion of the Saco River. It is a relatively large subwatershed (3,228 acres or 5.04 square miles) that contains much medium and high density development, including Downtown Biddeford, lower density development and agricultural and forested lands to the south.

¹ [Microsoft Word - Guidance for Updating Maine Watershed-based Plans_Final.docx](#)

The eastern portion of the subwatershed just begins to get into the “Coastal Forest” (Formerly “Biddeford/Kennebunkport Vernal Pool Complex Focus Area”) which is characterized by a significant number of vernal pools and their associated wildlife habitat, although the majority of this focus area is located in the other subwatersheds discussed below.

Within the subwatershed, between Pool Street and West Street, many of the undeveloped areas are characterized by National Wetland Inventory (NWI) wetlands which are wetlands which have been roughly located based on aerial photography.

According to MDIFW, there are several small areas within this subwatershed that represents Significant Wildlife Habitat and animal Natural Heritage Network Occurrences (endangered, threatened, or rare species in Maine).

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, the unnamed streams in this watershed which feed into West Brook, as well as West Brook itself, are classified as Class B. West Brook its unnamed tributaries are unimpaired and meet classification goals.

Dungeon Brook Subwatershed.

Dungeon Brook is the smallest of the Saco River watershed areas (352 acres or 0.55 square miles). It extends from the Saco River south across Pool Road for several miles into a major deer wintering area. Inland Fisheries and Wildlife has rated the fisheries value as low for this waterbody.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, the unnamed streams in this watershed which feed into Dungeon Brook, as well as Dungeon Brook itself, are classified as Class B. Dungeon Brook and its unnamed tributaries are unimpaired and meet classification goals.

Commented [AH7]: Suggest removing

Moore's Brook Subwatershed.

Moore's Brook crosses Pool Street at the approximate midpoint between downtown Biddeford and the Hills Beach Road at the University of New England. The Moore's Brook watershed extends inland along Guinea Road to West Street. As it enters the Saco River, the brook and river combine to create a diverse environment, including freshwater and saltwater wetland habitats. There are significant salt marshes along this section of the Saco River which is expressive of the estuarine environment.

The Moore's Brook subwatershed is medium sized compared to the other watersheds/subwatersheds in Biddeford (2,277 acres or 3.56 square miles) that contains much medium and high density development, including Downtown Biddeford, lower density development and agricultural and forested lands to the south.

The eastern portion of the subwatershed just begins to get into the “Coastal Forest” (Formerly “Biddeford/Kennebunkport Vernal Pool Complex Focus Area”) which is characterized by a significant number of vernal pools and their associated wildlife habitat, although the majority of this focus area is located in the other subwatersheds discussed below.

Within the subwatershed, between Pool Street and West Street, many of the undeveloped areas are characterized by National Wetland Inventory (NWI) wetlands which are wetlands which have been roughly located based on aerial photography.

According to the NWI, wetlands in this area are described below:

- Freshwater Forested/Shrub Wetland Habitat
- Freshwater Pond Habitat
- Freshwater Emergent Wetland Habitat; and
- Riverine Habitat

According to MDIFW, there are several small areas within this subwatershed that represents Significant Wildlife Habitat and animal Natural Heritage Network Occurrences (endangered, threatened, or rare species in Maine).

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, the unnamed streams in this watershed which feed into Moores Brook, as well as Moores Brook itself, are classified as Class B. Moores Brook and its unnamed tributaries are unimpaired and meet classification goals.

Little River Watershed.

The Little River Watershed is a large watershed (3,685 acres or 5.76 square miles) that discharges into the Atlantic Ocean at Timber Point. The river is highly influenced by tidal action south of Pool Road. There are an expansive network of salt marshes in this area, as well as a host of wildlife and plant life. The Rachel Carson National Wildlife Refuge manages significant acres within the estuary. The supratidal, intertidal and subtidal natural resources within this area support a wealth and diversity of plant, marine and wildlife species. There are no public access points or public recreation facilities in this area.

Within the watershed there are scattered Inland Waterfowl/Wading Bird habitats according to Maine Department of Inland Fisheries and Wildlife (MDIF&W). These are freshwater areas for breeding, migration/staging, and wintering habitats for inland waterfowl or breeding, feeding, loafing, migration, or roosting habitats for inland wading birds.

Within the estuarine/marine portion of the watershed MDIFW have identified Natural Heritage Network Occurrences as well as Salt-hay Saltmarsh Natural Communities and Saltmarsh False-foxglove occurrences which are a species of special concern.

Commented [AH8]: Are these correct? Isn't south st not in this watershed? Maybe Pool and West st?

Commented [AH9]: Should you specify the type of wetland? For example - freshwater forested/shrub wetland

From a Water Quality perspective, as provided in the Maine Department of Environmental Protection (MDEP) 2018/2020/2022 Integrated Water Quality Report Maps, Bush Brook and the unnamed streams in this watershed which feed into Little River, as well as Little River itself, are classified as Class B. Little River, Bush Brook, and Little River's unnamed tributaries are unimpaired and meet classification goals. The estuarine portion of Little River is classified as SB.

The Little River watershed is part of the larger Goose Rocks Beach-Litter River watershed which outlets in Kennebunkport at Goose Rocks Beach. The 2024 Integrated Report lists Goose Rocks – Little River (Kennebunkport) in "Category 5B: Coastal Designated Beaches Impaired for Bacteria Only- TMDL Required" which is a new category. This listing is for recreation in the water based on 2016-2020 Enterococci bacteria monitoring data. Maine DEP also added this watershed to the NPS Priority List in 2023 as nonpoint source pollution is believed to be the likely cause of the impairment. While not in Biddeford, much of the watershed is within Biddeford and therefore working collaboratively with Kennebunkport to investigate the sources of bacteria is important.

Also of note is that there is one active "water supply system" in this watershed. Located at 391 West Street, Ocean Pines Campground (formerly Shamrock Campground) qualifies as a public water supply under the definitions established by the State.

Bush Brook Subwatershed.

Bush Brook, a major tributary of the Little River, extends North from the Little River, crosses Newton Road and then runs parallel to Newtown Road, ending before the junction of Pool Road. There are several wetland areas located along and/or near this waterbody. There is also a nearby deer wintering area to the east of the brook.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, Bush Brook is classified as Class B. Bush Brook is unimpaired and meets classification goals.

Commented [AH10]: remove

Etherington Pond Watershed.

The Etherington Pond Watershed is a small watershed (251 acres or 0.39 square miles) that is located north of the Little River Watershed but South of the Biddeford Pool Watershed. Drainage here leads to Lords Pond, Etherington Pond, Lily Pond, and the Atlantic Ocean. It is characterized by unnamed streams. It is an important migratory shorebird flat and salt marsh for feeding and nesting. It supports a number of marine invertebrate species.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, Etherington Pond is classified as a Class GPA² water and the unnamed streams in this watershed are classified as Class B. The unnamed tributaries in this watershed are unimpaired and meet classification goals.

Biddeford Pool Watershed.

The Biddeford Pool Watershed (BPW) is a relatively small watershed (1,152 acres or 1.8 square miles) that drains an area in the northeastern part of the City. The Pool is an estuary fed by a number of freshwater streams. Biddeford Pool is used for recreational, commercial and wildlife purposes. It is an important migratory shorebird flat and salt marsh for feeding and nesting. It supports a number of marine invertebrate species.

Commented [AH11]: We delineated this watershed in 2020 to be 1.8 square miles

The BPW is located 6 miles southeast of downtown Biddeford and is entirely in the City of Biddeford. The waterbody itself is a 90-acre tidal cove and is fed by five unnamed freshwater tributaries, draining from the headwaters. This tidal estuary is just south of the mouth (~1.5miles) of the Saco River. The tributaries flow from the west towards the pool and are influenced by tides. The northernmost tributary flows through an area of low development through the University of New England (UNE) campus before entering a tall grass tidal marsh where it converges with another tributary into the estuary and eventually the pool itself. The southern tributaries flow through a variety of land uses (forested, residential, and wetland) before discharging into the pool. Within the pool are clam flats (6 zones) that have active shellfish harvest operations. According to most recent land use data from ME DEP the BPW is primarily forested (45%) with developed areas accounting for 20% of the watershed, wetlands 29% and shrubland/grassland 4%. The remaining 2% is comprised of open space, pasture, and/or hay fields. The Pool forms a tidal estuary along the coast which exists in an area of higher density development and increased impervious surface areas.

From a Water Quality perspective, as provided in the MDEP 2018/2020/2022 Integrated Water Quality Report Maps, the unnamed streams in this watershed which feed into Biddeford Pool are classified as Class B. The unnamed tributaries in this watershed are unimpaired and meet classification goals.

Commented [AH12]: remove

The estuarine portion of Biddeford Pool, including the tidal Pool itself, is classified as SB. The tidal portion is listed in Category 2 in the *2024 Integrated Water Quality Monitoring and Assessment Report* for Estuarine and Marine Waters Attaining Some Designated Uses with insignificant data or information to determine if other uses are attained. This area is also listed under category 5-B-1(a) for elevated fecal indicators with shellfish harvesting conditionally approved.

² The Maine DEP has one standard for the classification both of great ponds and of natural lakes and ponds less than 10 acres in size, which is Class GPA waters.

3.3. **Combined Sewer Overflow**

There are currently seven (7) Combined Sewer Overflow (CSO) locations in Biddeford. A CSO is defined as:

- Discharges of untreated wastewater from municipal CSSs. CSOs can be considered hydraulic relief points in a CSS which discharge to a receiving water during wet weather to protect property and prevent sewer backups into people's basements. CSOs typically consist of two components; a CSO Regulator where the untreated wastewater exits the sewer system, and a CSO outfall where the wastewater is discharged to the receiving water. Maine Pollution Discharge Elimination System (MePDES) permits issued by the State License the CSO outfalls, not the CSO regulators. Although uncommon, there can be more than one regulator discharging to a given CSO outfall.

According to the MDEP's *Maine Combined Sewer Overflow 2024 Status Report*, total CSO discharged 20,631,322 gallons into the Saco River. Winter rainfall events combined with snowmelt and frozen ground conditions were responsible for nearly all of Biddeford's combined sewer overflow (CSO) discharge in 2024. The report notes that 99.0% of Biddeford's annual CSO discharge occurred during these winter conditions, as frozen ground increases runoff into the combined sewer system and reduces infiltration into soils.

3.4. **Stream Crossings**

The Maine Inland Fisheries and Wildlife (MIFW) maintains a database of all stream crossings statewide, with a ranking system.

49 Culverts & Stream Crossings in Biddeford: via [Maine Stream Habitat Viewer](#) (IFW)

- 9 designated as "barriers"
- 32 designated as "potential barriers"
- 8 designated as "no barrier"

3.5. **Water Monitoring**

Participation in Maine DEP's **Volunteer River Monitoring Program** (VRMP) has relied on volunteers to help collect data on three (3) of Biddeford's watersheds.

- Thatcher Brook
- Swan Pond Brook
- West Brook

The Maine VRMP is a statewide citizen science program coordinated by the Maine Department of Environmental Protection that trains volunteers to collect water quality data from rivers and streams throughout Maine. The program helps track long-term trends in river health by

Commented [AH13]: Perhaps you have this in a different section of your Plan about Public Works facilities and function but I could recommend either here or in a different section to discuss wastewater and regulated stormwater in Biddeford. The wastewater section should go into detail on the Wastewater Treatment Plant, who it services, what is the % of residential, commercial and industrial users, what percent have septic, etc. Where its located, what its daily capacity is, what policy's should be included regarding continuing to make investments to the City's wastewater infrastructure.

The Saco Plan could be a good reference as they also have a regulated stormwater system and a treatment plant, they cover stormwater, septic's beginning on page 101: [Saco Comprehensive Plan Final](#)

Another plan to reference would be the City of Bangors, another community with a WWTP and regulated stormwater, if you search "wastewater" in their plan, they have some great policy examples - [CED--2022-Comprehensive-Plan-PDF](#)

n

Commented [AH14]: Suggest a short explanation of what this program is here

[Volunteer River Monitoring Program, Maine Department of Environmental Protection](#)

monitoring conditions such as dissolved oxygen, temperature, conductivity, and nutrient levels. Data collected by volunteers supports watershed management, environmental planning, and public awareness of water quality issues across the state.

The data is used by both the City of Biddeford and Maine DEP to understand habitat suitability and other standards within these watersheds, with the following parameters being captured:

- Water Temperature
- Dissolved Oxygen (DO)
- Specific Conductance (SPC)

Thatcher Brook - Impaired Status

The Thatcher Brook Watershed has been labeled an “Urban Impaired Stream” by Maine DEP, resulting in a considerable effort to try to restore water quality in this watershed.

Historically, Thatcher Brook was a Brook Trout fishery and critical watershed habitat, but with development impacts around the airport, Route 1 commercial corridor, the industrial park, I-95 highway and a large amount of impervious surface from shopping center parking lots, water quality has steadily declined over time.

The Maine DEP publishes the integrated water quality monitoring and assessment report every two years. The report summarized available water quality information and assesses Maine’s water resources’ attainment of designated uses and standards.

The draft 2024 integrated water quality monitoring and assessment report is available through the Maine DEP’s website at the following link:

https://www.maine.gov/dep/water/monitoring/305b/2024/2024_ME_IntegratedRpt-REPORT-DRAFT.pdf.

The City of Biddeford participates in the Maine Healthy Beaches (MHB) Program to monitoring water quality at local coastal beaches, including Hills Beach, Middle Beach, Fortunes Rocks Beach, and Biddeford Pool, and using the data to help protect public health through beach advisories and water quality management.

The integrated Water Quality Report includes data pertaining to Swimming Beach Advisories and Closures. Under Clean Water Act (CWA) guidelines, the designated use of swimming beaches is “recreation in and on the water” (i.e. Primary Contact Recreation). Maine has a Beach Action Value (BAV) for enterococci that is used as a single sample safety threshold (104 MPN/100 mL) for contamination advisories at designated coastal Maine beaches. For beaches participating in the MHB program, the local municipality may issue beach actions including advisories (Contamination or Precautionary Rainfall) and closures. These actions are then posted as notifications to warn of potential health risks. Beach actions are based on a risk analysis performed by the beach manager with assistance from MHB staff. Contamination

advisories represent those issued in response to elevated bacteria results, i.e. exceedances of the BAV of 104 enterococci MPN/100 mL, while precautionary rainfall advisories are issued preemptively based on local precipitation levels. Closures are rarely issued, and generally only based on the knowledge of a direct source, such as a sewage spill. These advisories/closures are recommendations to the public to avoid water contact activities at the beach until further analyses reveal safe conditions and/or conditions at the monitoring site change.

The table below depicts the beaches within the City of Biddeford and the number of days (as a percent (%)) that the beaches were under a recommended contamination advisory.

Percent of monitoring season a beach is under a recommended contamination advisory.

Beach Name	% Swim Days Under Recommended Contamination Advisory						
	2018	2019	2020	2021	2022	2023	2024
Gil Bouche Park – Biddeford Pool	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Middle Beach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hills Beach	0.0%	0.0%	2.6%	0.0%	0.0%	4.2%	2.1%
Fortune Rocks Beach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

As shown by the data compiled in the Maine DEP’s Integrated Water Quality Report, only Hills Beach was under a recommended contamination advisory for a short period of time in 2020, 2023, and 2024 (approximately 2, 4, and 2 days respectively). The remaining beaches within Biddeford were not under a recommended contamination advisory spanning the years from 2018 to 2024.

While the City of Biddeford participates in the Maine DEP’s Volunteer River Monitoring Program, there are rivers and streams with Insufficient data or information to determine if designated uses are attained (One or More Uses may be Impaired). Swan Pond Brook tributary is listed in the Integrated Water Quality Assessment report as having insufficient data and is further described in the table below.

Rivers and Streams with Insufficient Data or Information to Determine if Designated Uses are Attained (One or More Uses may be Impaired)

Assessment Unit ID	Segment Name	Location	Size (miles)	Class	Comments
ME0106000211_616R07	Swan Pond Brook Tributary	Tributary Dayton and Biddeford	7.1	Class B	5/22/12: New Category 3 listing for Aquatic Life Use in 2012 cycle: biomonitoring station S-786 showed algae (periphyton) non-attainment in 2005 and 2010. Resampling needed to confirm whether impairment exists

The 2024 DEP's Integrated Water Quality Report also describes rivers and streams with impaired uses other than mercury. Rivers and streams with impaired uses in the City of Biddeford are depicted in the table below.

Rivers and Streams with Impaired Use Other than Mercury - TMDL Completed

Assessment Unit ID	Segment Name	Location	Cause	Size (miles)	Class	TMDL Number	Comments
ME0106000211_616R05	Thatcher Brook	Tributary to Saco River	Benthic Macroinvertebrates Bioassessments	5.67	Class B	42478	6/1/23: Phase III Watershed Restoration Project completed in December 2022. 12/31/21: Macroinvertebrates did not meet Class B in 2015 and 2020 at S-451.
ME0106000211_616R05	Thatcher Brook	Tributary to Saco River	Escherichia coli	5.67	Class B	37777	4/1/21: Watershed restoration efforts to date include 319 grant projects: Phase I (2017), Phase II (2019) and Phase III (started 2021). Biddeford will complete 3 BMPs in the watershed as part of MS4 permit requirements (2022-2027). 8/14/14: Watershed Management Plan was completed in early 2015. Benthic macroinvertebrates only met Class C in 2012 (biomonitoring Station 746); sampling planned for 2015. 9/27/12: Aquatic life use impairment now

							Category 4-A due to approval of Statewide % Impervious Cover TMDL. TMDL uses the spelling 'Thatcher'. 9/28/09: Recreational use impairments now Category 4- A due to approval of statewide bacteria TMDL.
ME0106000211_616R06	Swan Pond Brook at South Street	Tributary to Saco River	Escherichia coli	1	Class B	37777	6/1/23: Phase III Watershed Restoration Project completed in December 2022. 9/28/09: Recreational use impairments now Category 4- A due to approval of statewide bacteria TMDL.
ME0106000211_619R01	Saco River at Biddeford-Saco	Variable, CSO affected	Escherichia coli	0*	Class B	37776	1/19/24: Biddeford reduced CSO discharge significantly between 2020 and 2022. City has proposed 10-year CSO abatement plan (in MEDEP review). The resulting level of control would vary from less than a year storm in some drainage areas to a five year storm in other drainage areas. City will invest \$35M in the effort. Saco is beginning construction on WWTF which should

							<p>reduce/eliminate CSO discharge in Saco. 10/1/21: CSO abatement efforts in Biddeford have become larger in scale based on DEP scrutiny of the existing plan. The level of investment must increase to a level commensurate with the scale of the problem. DEP has included the completion of a an updated systemwide CSO Master Plan in June of 2022 as a condition of recent enforcement actions. 11/25/14: CSO abatement ongoing. 9/28/09: Recreational use impairments now Category 4- A due to approval of statewide bacteria TMDL.</p>
ME0106000211_616R05_W043	Thatcher Brook (Biddeford) wetland	Wetland station W043, upstream (south) of Rt 111, Biddeford	Benthic Macroinvertebrates Bioassessments	14	Class B	42478	<p>10/7/2016: Biological monitoring done in 2001, 2005 and 2013 shows impairment of aquatic life use. Corrected AU size based on updated mapping, previously 9 acres. 9/27/2012: Aquatic life use impairment now Category 4-A due to approval of Statewide %</p>

							Impervious Cover TMDL.
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Estuarine and Marine Waters with Impaired Shellfish Harvesting Designated Use – TMDL Completed (Bacteria from Combined Sewer Overflows)

Assessment Unit ID	Segment Name	Location	Cause	Size (sq miles)	Class	Comments
ME010600021105_SC1_E	Biddeford Publicly Owned Treatment Works discharge vicinity (Biddeford)	Upper Saco River	Fecal Coliform	Undetermined	Class SC	<p>2/14/2024: Seven remaining discharge points. Preparing revised CSO Master Plan update. Estimated elimination time of <30 years.</p> <p>12/1/2021: This assessment unit corresponds to 2016 ID ME811-6_na_na. Master Plan update submitted Feb. 2020 but unable to approve. NOV issued Jan. 2021 for lack of approved Plan. DEP requests supplemental Plan be submitted by</p>

Assessment Unit ID	Segment Name	Location	Cause	Size (sq miles)	Class	Comments
						June 2022. Revised Phase II Master Plan submission.

4. Drinking Water

The City of Biddeford derives drinking water from two primary sources which include PWS surface water from the Saco River that is distributed by the H2O America and **KKW**, and from groundwater aquifers where wells extract groundwater from both the overburden aquifer and bedrock aquifer.

According to the Maine Geological Survey (MGS) Water Well Database, there are currently 293 wells in Biddeford which include the following:

- 274 domestic drinking water wells
- 5 commercial wells
- 7 geothermal wells
- 1 institutional well, and
- 6 wells described as “other”

Of the 293 wells in Biddeford, 288 are completed as bedrock wells (i.e. drilled into the bedrock aquifer) while the other five draw water from the overburden aquifer (e.g., sand and gravel dug wells).

Well depths in Biddeford range from 21 feet to 645 feet below ground surface (bgs) with the average well depth being 277 feet bgs. The water yield of the wells in gallons per minute (gpm) range between 0.13 gpm to 144 gpm with the average being approximately 12 gpm.

5. Groundwater Aquifers

Biddeford's groundwater occurs in two primary aquifer types: bedrock aquifers and overburden (unconsolidated) aquifers. Bedrock aquifers store and transmit water through fractures and joints in the underlying rock, producing generally lower but reliable yields that can vary significantly depending on fracture distribution. Overburden aquifers, composed of sand, gravel, and other unconsolidated materials, typically provide higher-yielding water supplies and play a key role in groundwater recharge and baseflow to streams and wetlands. Understanding the differences between these aquifer systems is essential for protecting private wells, managing groundwater withdrawals, and guiding development in areas not served by public water.

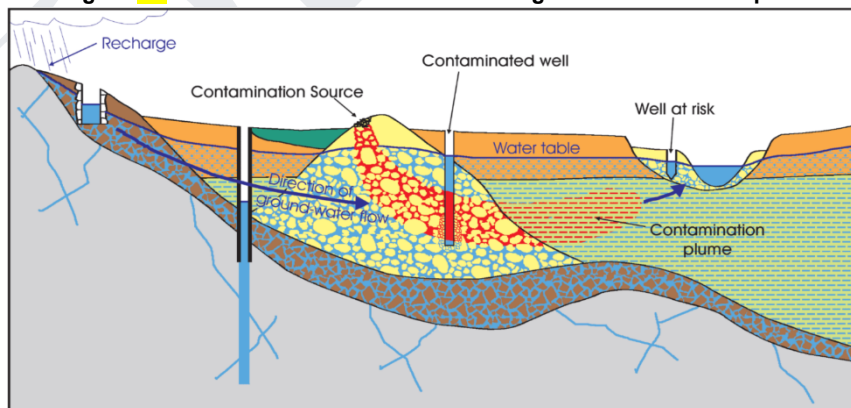
5.1. Bedrock Aquifers

According to the MGS bedrock in Biddeford is comprised of a variety of intrusive (i.e. igneous) and stratified (i.e. sedimentary) bedrock formations. The Bedrock Geology of the Kittery 1:100,000 Quadrangle, Maine and New Hampshire (Hussey, Bothner, & Thompson; edited by Berry; Maine Geological Survey, 2003) depicts the type and location of bedrock formations present in Biddeford. Bedrock formations in Biddeford where groundwater is extracted from bedrock include the following:

5.2. Overburden Aquifers

Overburden aquifers are especially important because their sand and gravel deposits store and transmit far greater quantities of groundwater than the underlying bedrock aquifers, making them critical sources of high-yield wells, groundwater recharge, and baseflow to streams and wetlands; however, their permeable materials also make them more susceptible to contamination from surface activities such as chemical spills, road-salt application, and other land-use impacts. The figure below prepared by the MGS depicts how a contaminant plume may travel through the overburden aquifer.

Figure XX: Contaminant Plume Travel Through an Overburden Aquifer



According to the 1999 Biddeford Comprehensive Plan the Maine Geological Survey *had* identified three areas within the Biddeford that *were* "favorable for the development of groundwater supplies from sand and gravel deposits". These aquifers were identified as being located in the following areas:

- South-central Biddeford between the railroad and the airport.
- Near the intersection of Guinea Road and West Street
- Near the intersection of Fox Farm Road and Oak Ridge Road.

According to the MGS Significant Sand and Gravel Aquifers of the Biddeford Maine Quadrangle (Open File Number 98-149 1998) only one of these locations is identified as a "significant sand and gravel aquifer", being the Fox Farm Road/Oak Ridge Road location. This aquifer is identified as consisting of "Surficial deposits with moderate to good potential ground-water yield; yields generally greater than 10 gallons per minute to a properly constructed well. Deposits consist primarily of glacial sand and gravel but can include areas of sandy till and alluvium; yields may exceed 50 gallons per minute in deposits hydraulically connected with surface-water bodies, or in extensive deposits where subsurface data are available".

5.3. Significant Threats to Aquifer Drinking Water Supplies

Commercial and Industrial Activities

The sand and gravel deposits located in south-central Biddeford sit in close proximity to the Biddeford Municipal Airport and nearby industrial/railroad corridors. The primary risks in this zone include the storage, handling, and potential accidental release of hazardous materials such as aviation fuels, solvents, automotive fluids, and industrial chemicals. Because sand and gravel deposits allow rapid downward infiltration, a surface spill in this zone can quickly compromise the local water table before natural filtration can occur.

Transportation Infrastructure

The aquifer materials near the intersection of Guinea Road and West Street, as well as the Fox Farm Road deposit, are heavily intersected by major local arterials and sit down-gradient from the Maine Turnpike (I-95) corridor. Road salting practices present a chronic, long-term threat to groundwater quality. Regular application of road salt (sodium chloride) during winter maintenance leads to elevated chloride plumes in the shallow overburden aquifer, which can travel through groundwater fractures and pollute nearby private drinking wells.

Subsurface Wastewater Disposal

The highest-yielding sand and gravel resource in Biddeford, the Fox Farm Road and Oak Ridge aquifer, is located in a portion of the city's rural district that is entirely unserved by the public sewer system. Drinking water supplies in this zone rely exclusively on private wells operating alongside private, on-site subsurface wastewater disposal (septic) systems. The primary threats

include nitrate loading and potential bacterial or viral contamination from aging, unmaintained, or densely clustered septic systems. If a septic system fails or is overwhelmed in these coarse, high permeable glacial soils, effluent can rapidly bypass the soil's natural biological treatment layer and infiltrate the underlying drinking water supply.

Emerging Contaminants (PFS)

A systemic threat to both bedrock and overburden aquifers is the presence of Per- and Polyfluoroalkyl Substances (PFAS). These persistent forever chemicals, often associated with legacy firefighting foams or the historical land-application of certain biosolids, presents a highly mobile threat to private residential wells because they do not easily break down and migrate aggressively through groundwater plumes.

6. Existing Preservation and Protective Measures

Biddeford utilizes a combination of local zoning performance standards, state-mandated environmental ordinances, and regional watershed partnerships to preserve its lake, pond, river, stream, and drinking water resources.

6.1. Local Regulatory Mechanisms

Site Plan and Subdivision Review

Biddeford's Site Plan and Subdivision Review processes serve as the primary administrative mechanism where the Planning Board and Code Enforcement Office review and approve development applications for compliance with the city's Shoreland Zoning performance standards, Post-Construction Stormwater management rules, and Erosion and Sedimentation Control requirements.

Shoreland Zoning Ordinance

Biddeford enforces a strict, local Shoreland Zoning framework that meets or exceeds the Maine DEP Chapter 1000 guidelines. The ordinance establishes a protective uniform 100-foot structural setback across primary resource zones to minimize clearing and prevent runoff from entering coastal and freshwater bodies. Urban infill and historic revitalization along the Saco River are carefully managed through the DEP approved Waterfront Renaissance District, balancing dense development with modern public amenities and riverfront access.

Post Construction Stormwater Management

To protect surface water from nonpoint source pollution, the city mandates that developments requiring site plan review must implement a post-construction stormwater management plan. This ordinance (Chapter 34, Article VI) legally binds developers to the standards found in Maine DEP Chapters 500 and 502 rules.

Erosion and Sedimentation Control

In alignment with its MS4 General Permit, the city requires all soil-disturbing construction activities to implement strict erosion control practices matching DEP Chapter 500 appendices to protect downstream brooks like Thatcher Brook.

6.2. Regional and Watershed Protection Measures

The Saco River Corridor Commission (SRCC)

Because the Saco River serves as the primary source of public drinking water for the region and acts as a vital fishery, land use within 500 feet of the river (or within its 100-year floodplain) is subject to the co-jurisdiction of the SRCC under the Saco River Corridor Act (Title 38 MRSA §953). This provides a critical secondary tier of regional oversight for vegetative clearing, structural setbacks, and pollution prevention.

Saco Watershed Collaborative

The city actively participates in regional partnerships to monitor water quality trends, track invasive species, and implement large-scale restoration projects across municipal borders.

6.3. Public Drinking Water and Groundwater Safeguards

The city enforces blanket prohibitions in its Land Development Regulations to protect groundwater resources. The city's general zoning restricts high-risk industrial operations, chemical storage yards, and bulk petroleum facilities from setting up in rural or residential zones near public drinking wells. If a developer proposes a project utilizing or sitting near groundwater infrastructure, they are hit with strict performance standards requiring a hydrogeologic assessment. They must prove that the development will not result in the contamination of existing or potential domestic or public water supply wells.

Public Utilities Infrastructure

The majority of Biddeford's built environment is served by public water drawn directly from the Saco River and treated at the facility serving the Saco-Biddeford division.

Aquifer Protection Overlay (APO)

While the densely developed areas of Biddeford rely on water treated and distributed from the Saco River, rural and suburban households across the western portions of the community depend entirely on private domestic wells tapping into localized groundwater. To safeguard these critical subsurface assets from contamination and ensure long-term drinking water security, the City of Biddeford maintains an Aquifer Protection Overlay (APO) district within its Land Development Regulations (Part III, Chapter V, Section 1).

Mapped directly over high-yield sand and gravel aquifers identified by the Maine Geological Survey, the APO functions as a protective shield over highly permeable soils where surface spills can rapidly migrate into the water table. Because it is an overlay framework, its strict environmental performance standards automatically supersede the underlying base zones.

Key groundwater protections enforced within Biddeford's APO include:

- **Land Use Limitations:** Strict conditional use review or outright prohibitions on high-risk commercial operations, including commercial chemical storage, automotive repair garages, salvage yards, and bulk petroleum facilities.
- **Impervious Surface Caps:** Limitations on total lot coverage to maximize natural precipitation infiltration, ensuring the underlying aquifer can naturally recharge while minimizing concentrated toxic stormwater flows.
- **Best Management Practices (BMPs):** Engineered requirements for on-site stormwater management and nonpoint source pollution containment for any newly approved development footprints within the overlay boundaries.

Wellhead Protection Areas

For areas relying on localized groundwater infrastructure, the city tracks the Maine Drinking Water Program's Wellhead Protection Areas mapping. For example, the Ocean Pines Campground area is located proximate to two mapped wellhead protection zones associated with the H2O America's public water supply system. Those mapped areas safeguard groundwater by managing land-use activities within standard 300-foot inner and 1,000-foot outer buffer zones to reduce contamination risks from nearby residential, recreational, or commercial uses.

While the city tracks state-mapped Wellhead Protection Areas, Biddeford currently lacks a localized Wellhead Protection Overlay Ordinance. As a result, the city relies on generalized subdivision review criteria to safeguard groundwater. The city may want to consider developing

a formal Wellhead Protection Ordinance to standardize land-use restrictions within the 300-foot and 1,000-foot public well buffers.

7. Municipal Operations

In addition to enforcing land-use regulations on private development, the City of Biddeford actively implements water quality protection and pollution prevention practices across its daily municipal operations and infrastructure maintenance programs.

7.1. Public Works Operations

Public works crews sweep all public streets and municipally owned parking lots at least once every spring to capture winter sand, debris, and heavy metals before they can wash into local waterways. Crews also regularly inspect, clean, and map the city's catch basins to prevent sediment blockages and stormwater backups.

Municipal maintenance facilities, including the Public Works garage, operate under Stormwater Pollution Prevention Plans. These plans mandate that vehicle maintenance and fueling occur indoors, and that bulk road salt is stored in fully enclosed, covered sheds to prevent rain and snowmelt from generating highly toxic chloride runoff.

The city utilizes modern, calibrated salt-spreading equipment on its plow trucks to monitor and optimize application rates. Training programs focus on minimizing salt usage while maintaining public safety, particularly within the sensitive and urban-impaired Thatcher Brook watershed.

7.2. Contractor Requirements

Biddeford holds its own public works crews and third-party municipal contractors to strict water quality protection benchmarks during active construction projects.

In compliance with the city's updated stormwater rules, any municipal road construction, utility repair, or public facility development that disturbs soil must deploy erosion and sedimentation control practices that meet or exceed the Maine DEP Chapter 500 Appendices standards.

Bidding documents and municipal contracts for capital improvement projects explicitly require third-party contractors to submit and adhere to rigorous erosion and sedimentation control plans. These sites are subject to inspection by the city's Code Enforcement staff or engineering inspectors to ensure that silt fences, catch basin sediment bags, and stabilized construction entrances are actively maintained until the site is fully revegetated.

8. Regional Coordination

Biddeford actively engages with several established local and regional advocacy groups, non-profits, and inter-municipal coalitions to advance water resource protection, pool monitoring resources, and secure watershed-level grant funding:

8.1. Saco Watershed Collaborative

This represents a major opportunity for the city to partner on regional drinking water protection. The collaborative brings together water utilities, conservation districts, land trusts, and municipal planners across the entire Saco River basin. Partnering here allows Biddeford to coordinate upstream pollution mitigation strategies, protect the regional drinking water supply, and access joint funding for water quality initiatives.

8.2. Saco River Corridor Commission (SRCC)

As a statutory compact of 20 municipalities along the river, Biddeford's partnership with the SRCC ensures coordinated land-use oversight within the 500-foot river corridor. This shared jurisdiction acts as a vital tool for enforcing consistent regional standards for vegetative buffers and shoreline protection.

8.3. Saco Valley Land Trust

The Saco Valley Land Trust (SVLT) is a non-profit organization dedicated to the preservation of open space, wildlife habitat, and water quality in Saco, Biddeford, and along the southern portion of the Saco River. The trust owns over 500 acres in Biddeford, Saco, and Buxton, as well as 200 acres of conservation easements.

8.4. University of New England

Located right at the mouth of the Saco River in Biddeford, UNE represents an exceptional local asset. The city has a direct opportunity to partner with UNE's Environmental Studies and Marine Sciences programs, utilizing students and faculty researchers to conduct freshwater monitoring, track invasive species, and support local habitat restoration projects.

8.5. Interlocal Stormwater Working Group (ISWG)

Facilitated by the Cumberland County Soil and Water Conservation District, this regional coalition of MS4-regulated communities allows Biddeford to collaborate with neighboring towns on regional stormwater public education campaigns, volunteer training, and the development of standardized low-impact development (LID) ordinances.

8.6. Thatcher Brook Watershed Committee

Because Thatcher Brook is an urban impaired stream, the city partners with local stakeholders, landowners, and regional conservation districts to implement the Thatcher Brook Watershed Management Plan. This ongoing partnership is critical for driving neighborhood-level outreach, rain garden installations, and stream-bank stabilization efforts.

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Water Resource Priority Areas

A ranking system for Environmental Priority Areas as High Value Riparian Habitat Corridor (RH), High Value Water Resources (WR) and High Value Plant and/or Animal Corridors (P/AHC), with 1 the highest priority. The summary emphasizes that “they are all priorities.”

Priority Area	RH	WR	P/AHC
Biddeford/Kennebunkport Vernal Pool Complex			1
Saco River Estuary	1	1	
Biddeford Pool and Clam Flats		1	1
Moore's Brook Corridor	1		
Dungeon Brook Corridor	1		
West Brook Corridor	1		
Thatcher Brook Corridor	1		1
Swan Pond Brook Corridor	1	1	1
Saco River North Corridor		1	
Saco River Turnpike Corridor		1	
Little River Corridor		1	
Etherington Pond Corridor		1	

Goals, Policies & Strategies

Goal

To protect and improve the quality and to manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers and coastal areas.

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Policies

1. Protect current and potential drinking water sources, with special emphasis on preventing chemical and septic contamination within the Saco River watershed and local aquifers.
2. Protect significant surface water resources from pollution and improve water quality where needed, specifically prioritizing the restoration of Thatcher Brook and other waterbodies impaired by nonpoint source pollution through the protection of riparian buffers and forested canopies.
3. Protect water resources in designated growth areas while promoting intensive development in those areas by utilizing low-impact development standards and responsive zoning updates.
4. Minimize pollution discharges through the continuous upgrade and maintenance of public sewer systems, wastewater treatment facilities, and private subsurface wastewater disposal oversight.
5. Cooperate with neighboring communities, regional agencies, and local advocacy groups to protect shared water resources, expand watershed monitoring programs, and restore watershed connectivity for fish and wildlife passage.
6. Continue collecting impact fees for developments within the Thatcher Brook Watershed to be utilized for improving the condition of the watershed.

Strategies

1. Ordinance & Regulatory Updates

- 1.1. **Stormwater and MS4:** Amend local ordinances to maintain consistent stormwater runoff performance standards that strictly align with Title 38 MRSA 420-D (Chapters 500/502) and MEPDES MS4 permit Requirements.
- 1.2. **Low-Impact Development:** Amend local zoning and site plan review ordinances to incorporate Low-Impact Development (LID) standards that minimize site clearing, encourage tree preservation, limit effective impervious area, and protect forested canopies in high-priority watersheds.
- 1.3. **Drinking Water Protection:** Maintain and periodically amend public wellhead and aquifer recharge area protection mechanisms within the zoning ordinance to safeguard municipal drinking water sources and private wells from septic or chemical contamination.

2. Public Infrastructure & Operations

2.1. Road Maintenance

- 2.1.1. Adopt and enforce water quality protection practices for the construction and maintenance of public/private roads and municipal properties.

- 2.1.2. Regularly evaluate Public Works snow removal procedures, designate secure snow dump locations, and deploy alternatives to traditional road salts to mitigate chloride introduction into freshwater resources.

2.2. Fish Passage & Connectivity

- 2.2.1. Update stream crossings identified as ecological barriers or potential barriers during scheduled roadwork and capital infrastructure projects.
- 2.2.2. Require all new or replacement municipal and contracted stream crossings to follow Maine Department of Inland Fisheries and Wildlife (IF&W) Stream Smart design principles.

- 2.3. **Community Rating System:** Explore the ability to join the National Flood Insurance Program (NFIP) Community Rating System (CRS).

3. Regional Cooperation & Environmental Monitoring

- 3.1. **Urban Impaired Streams:** Continue implementing and updating the Thatcher Brook Watershed Management Plan to guide targeted mitigation and restoration efforts, enabling continued compatible development or redevelopment without further stream degradation.
- 3.2. **Regional Partnerships:** Participate actively in local and regional water quality monitoring and restoration efforts.
 - 3.2.1. Participate in the Saco Watershed Collaborative (SWC), as a means of staying informed about freshwater resources, water quality updates, partnerships, and opportunities to fund.
 - 3.2.2. Continue to monitor streams/brooks in Biddeford as part of the DEP Volunteer River Monitoring Program, eventually expanding our data collection efforts to include all ten (10) watersheds in Biddeford.
 - 3.2.3. Collaborate with educational programs, nonprofits, and other organizations to develop watershed monitoring programs to aid the City in capturing data to support watershed decision-making and improve our understanding of water quality, riparian habitat, and other water resource needs.
 - 3.2.4. Collaborate with the University of New England to identify areas of opportunity for UNE students to support freshwater resources in Biddeford through study, monitoring, and restoration work.
 - 3.2.5. Pursue grants and partnerships to install water quality monitoring equipment on waterbodies.

4. Education, Outreach & Landowner Support

- 4.1. Implement a public outreach campaign for water resources education and engagement.
- 4.2. Provide educational materials at appropriate locations regarding aquatic invasive species.
- 4.3. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.

Strategies

- 1 = Immediate (0-1 yr)
- 2 = Near-term (1-3 yrs)
- 3 = Medium-term (3-6 yrs)
- 4 = Long-term (6-10 yrs)
- Ongoing = Indicates a strategy will take many years or continuous work for implementation.

GOAL (#)	STRATEGY (#)	CHAPTER	STRATEGY/ACTION SUMMARY	LEAD IMPLEMENTER POSSIBLE COLLAB	TIMEFRAME	PRIORITY	GROWTH CAP INVEST	POSSIBLE FUNDING SOURCES	COST/STAFFING
	15.1	WATER RESOURCES	Amend local ordinances to maintain consistent stormwater runoff performance standards that strictly align with Title 38 MRSA 420-D (Chapters 500/502) and MEPDES MS4 permit Requirements.	Engineering Dept., Public Works, Planning Board, & Planning Dept.	2 - Ongoing	1			
	15.2		Amend local zoning and site plan review ordinances to incorporate Low-Impact Development (LID) standards that minimize site clearing, encourage tree preservation, limit effective impervious area, and protect forested canopies in high-priority watersheds.	Engineering Department, Public Works, Planning Board, and Planning & Development Dept.	2	2			
	15.3		Maintain and periodically amend public wellhead and aquifer recharge area protection mechanisms within the zoning ordinance to safeguard municipal drinking water sources and private wells from septic or chemical contamination.	Public Works, Code Enforcement, and Planning & Development Dept.	3 - Ongoing	3			
	15.4		Adopt and enforce water quality protection practices for the construction and maintenance of public/private roads and municipal properties.	Public Works, Engineering Department, Code Enforcement and Planning Department	2 - Ongoing	2			
	15.5		Regularly evaluate Public Works snow removal procedures, designate secure snow dump locations, and deploy alternatives to traditional road salts to mitigate chloride introduction into freshwater resources.	Public Works, Planning Dept., Engineering Dept. & Conservation Commission	2 - Ongoing	2			
	15.6		Update stream crossings identified as ecological barriers or potential barriers during scheduled roadwork and capital infrastructure projects.	Planning Department, Public Works, and Conservation Commission	2 - Ongoing	2			
	15.7		Require all new or replacement municipal and contracted stream crossings to follow Maine Department of Inland Fisheries and Wildlife (IF&W) Stream Smart design principles.	Public Woks, Engineering Dept., Public Works	1 - Ongoing	2			

15.8		Explore the ability to join the National Flood Insurance Program (NFIP) Community Rating System (CRS).	Planning & Development Dept., Code Enforcement	Ongoing	1			
15.9		Continue implementing and updating the Thatcher Brook Watershed Management Plan to guide targeted mitigation and restoration efforts, enabling continued compatible development or redevelopment without further stream degradation.	Planning Dept., Engineering Dept. & Conservation Commission	Ongoing	2			
15.10		Participate actively in local and regional water quality monitoring and restoration efforts.	Conservation Commission & Planning Dept.	Outgoing	2			
15.10.1		Participate in the Saco Watershed Collaborative (SWC), as a means of staying informed about freshwater resources, water quality updates, partnerships, and opportunities to fund.	Planning Dept., Engineering Dept. & Conservation Commission	2	1			
15.10.2		Continue to monitor streams/brooks in Biddeford as part of the DEP Volunteer River Monitoring Program, eventually expanding our data collection efforts to include all ten (10) watersheds in Biddeford.	Conservation Commission, SMPDC, Planning Dept.	Ongoing	2			
15.10.3		Collaborate with educational programs, nonprofits, and other organizations to develop watershed monitoring programs to aid the City in capturing data to support watershed decision-making and improve our understanding of water quality, riparian habitat, and other water resource needs.	Conservation Commission, Planning Dept., UNE, Engineering Dept. & Recreation Commission	3	2			
15.10.4		Collaborate with the University of New England to identify areas of opportunity for UNE students to support freshwater resources in Biddeford through study, monitoring, and restoration work.	UNE, Planning Dept., Engineering Dept. & Conservation Commission	2 - Ongoing	3			
15.10.5		Pursue grants and partnerships to install water quality monitoring equipment on waterbodies.	Conservation Commission, & Planning Dept.	2-Ongoing	3			

15.11		Implement a targeted public outreach campaign regarding watershed health.	Conservation Commission, Recreation Dept., Planning Department & UNE	2 - Ongoing	3			
15.12		Provide educational materials at appropriate locations regarding aquatic invasive species.	McCarthy Library, Conservation Commission & Planning Dept.	Ongoing	3			
15.13		Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.	Engineering Dept., Planning Dept., Recreation Dept. & Conservation Commission	Ongoing	1			

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9 Historic, Cultural & Archaeological Resources

1. Biddeford's Story

Biddeford has a long and storied history dating back many centuries. Before Europeans first arrived in the early 17th century, native peoples lived along the Saco River, taking advantage of its abundant fishing and easy transportation.

European explorers arrived in what is now Biddeford in 1603, one of the earliest European settlements in North America followed soon after in 1611. The Biddeford pool area was permanently settled in 1626, followed soon after by additional settlements further up the Saco River. For the next 100 years, Biddeford grew slowly as an important stop on the “Kings Highway” linking Falmouth (Portland) and Boston. By the time of the American Revolution, Biddeford was a thriving small community of about 1,000 people with an economy based largely on farming and forestry.

Beginning in the mid-19th century, textile mills became the dominant force in the city's economy and began to dramatically reshape the community. Thanks to the city's advantageous position near major markets, railroads and abundant hydropower, Biddeford grew to become one of the largest textile manufacturing cities in the country by the end of the 19th century. The textile industry employed thousands of people and was an economic engine for the city and the region. Migrants from Canada and Europe flocked to Biddeford to find work in the mills and start a new life in the United States.

The growth of the mills also led to the growth of Biddeford's downtown, as a number of businesses and shops emerged to cater to the large workforce in the mills.

However, after World War II, the textile industry in New England began to decline as manufacturing moved to other states or overseas. Biddeford's once thriving mills began closing in the 1950's and the city's traditional urban core began to struggle as development and investment moved into the suburbs. In the 1980's, the community began to see a resurgence as new investment lead to redevelopment of the former textile mills.

2. Historic and Cultural Resources Today

17

Buildings & Structures

On the NRHP

1758

First Parish Meeting House

Oldest surviving building in Biddeford

85,000+

Books and Media Items

Available at MacArthur Library

62

Historic Structures

In the Downtown Historic District

3. Biddeford's Historic and Archaeological Preservation

Historic Preservation

The Biddeford Historic Preservation Commission protects the historic and architectural heritage of our city and its historically significant areas, landmarks, and sites, while accepting compatible new construction as needed for the city to grow. Biddeford is home to dozens of historically significant buildings and structures, especially in the downtown. It is the duty of the HPC to protect and defend these structures, and to preserve the essential character of historic neighborhoods in such a way that enhances and improves the value of properties. Historic preservation can play a role in the economic development of Biddeford by making it a more desirable place to live and work, and by encouraging place-making and place-keeping that can help draw in new visitors to our city.

The Code of Ordinances of the City of Biddeford grants the Historic Preservation Commission the authority to review all construction projects in the three Main Street Revitalization District (MSRD) land use zones to ensure compliance with preservation practices. The HPC adheres to U.S. Department of the Interior's Standards of Rehabilitation while also taking into consideration the City's Code of Ordinances.

The HPC considers projects taking place within the MSRD-1, MSRD-2, and MSRD-3 Land Use Zones.

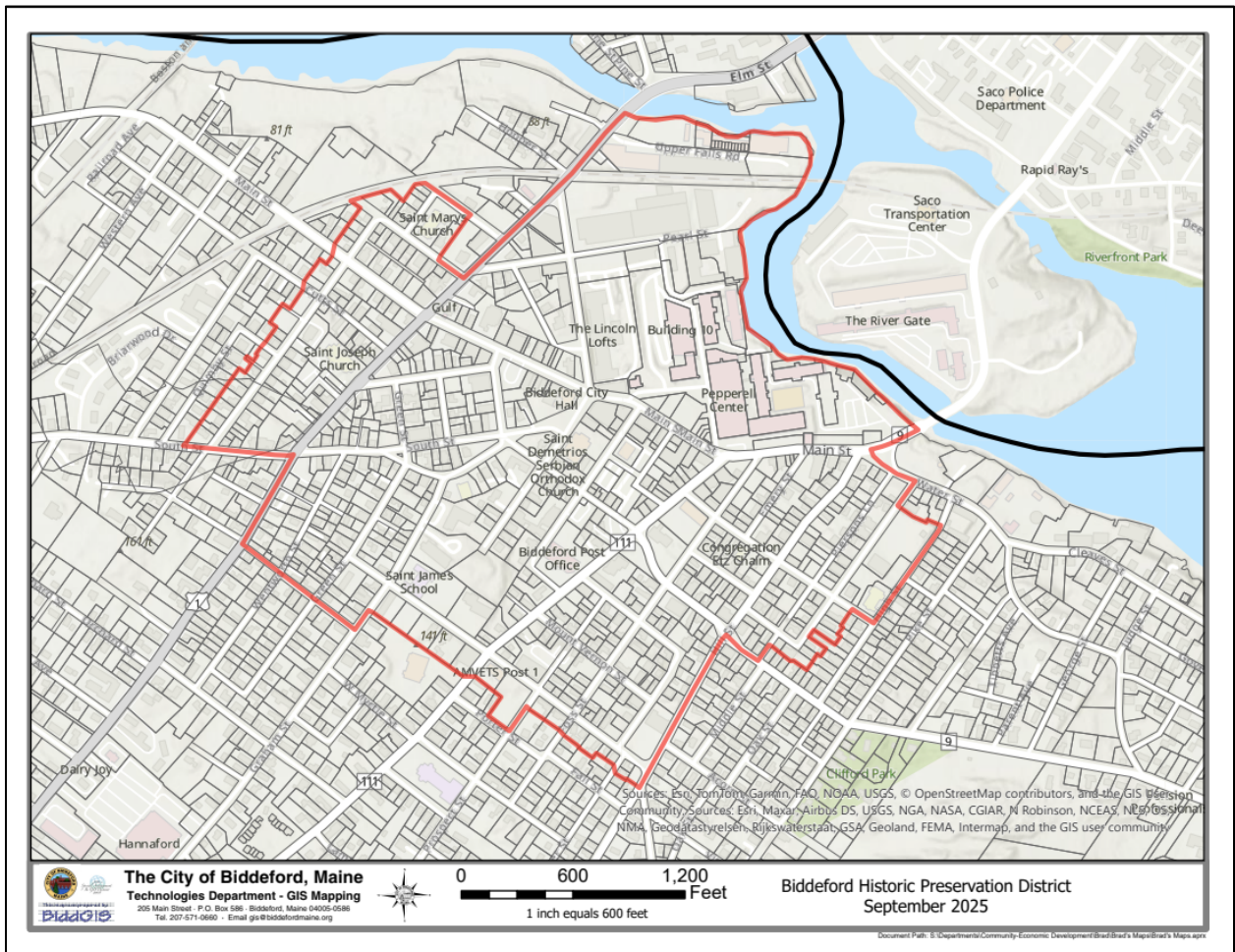


Table 9-1: Biddeford Historic Sites on the National Register of Historic Places, 2020

Name	Address	Approx. Year Built	Year Added to the National Register
First Parish Meeting House	Old Pool Road	1758	1972
Biddeford City Hall, Including City Theater	205 Main Street	1895	1973
U.S. Post Office	35 Washington Street	1914	1973
Fletcher's Neck Lifesaving Station	Ocean Avenue	1874	1974
John Tarr House	29 Ferry Lane	c. 1730	1980
Dudley Block	28-34 Water Street	1848	1982
St. Joseph's School	Birch Street	1887	1984
Wood Island Light Station	Wood Island	1808	1988
Biddeford-Saco Mills Historic District	See Map	Various	2008
Biddeford Main Street Historic District	See Map	Various	2009
Emery School	116 Hill Street	1912	2011
St. Andre's Parish	41 Sullivan Street	1900	2015
Timber Point	1-2 Timber Point Road	1931-1954	2016

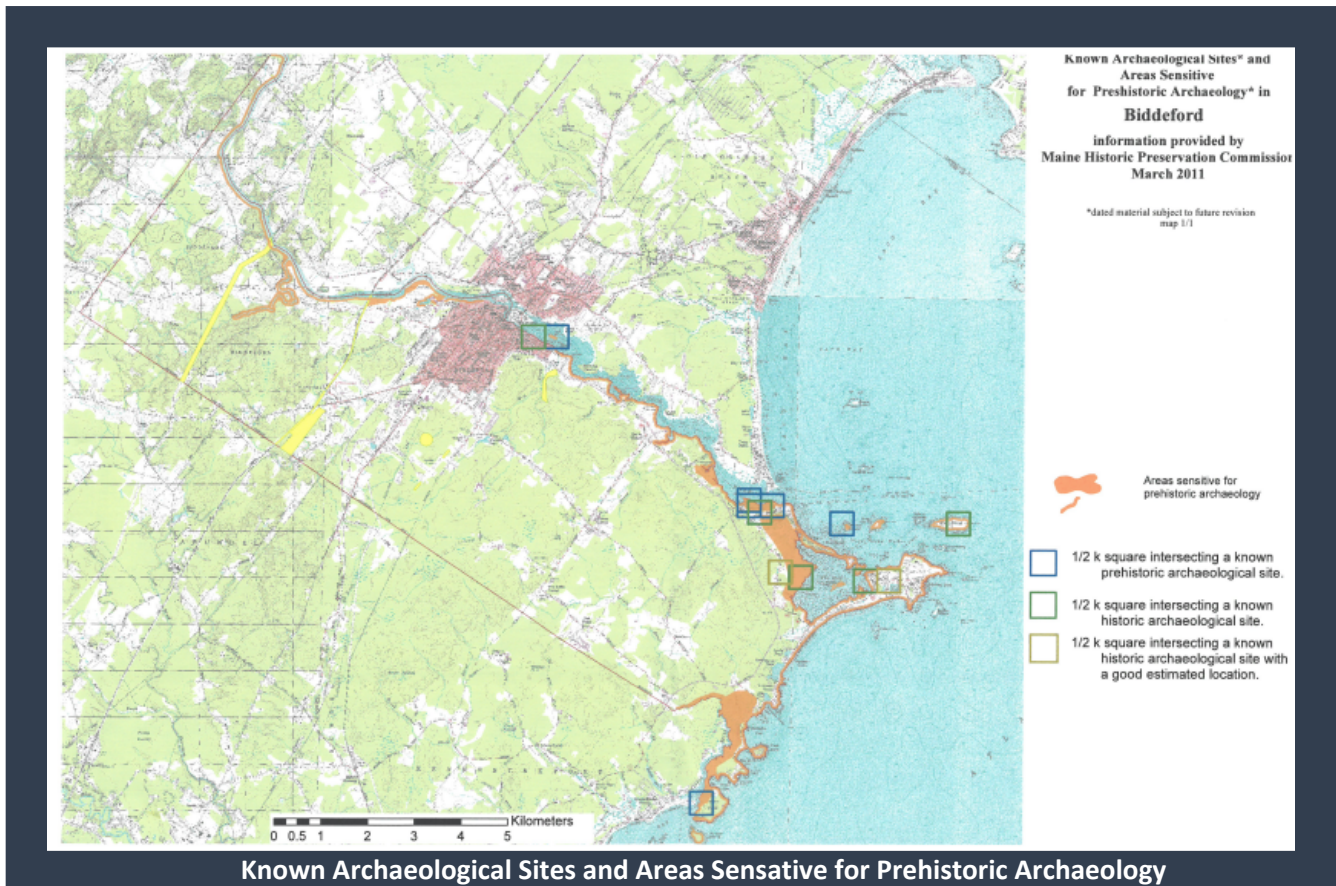
Source: *National Register of Historic Places.*

Archaeological Resources

Biddeford has a number of archaeological sites spanning centuries of human habitation. A large number of these sites can be found in the Biddeford Pool area, where both indigenous peoples and European settlers fished, farmed and lived for many hundreds of years. The coastal area of Biddeford is also home to a number of shipwreck sites.

There are nine prehistoric archaeological sites known in Biddeford. Eight of these may be significant or are known to be significant. Several of the sites known to be significant are located on the campus of the University of New England (UNE). These sites are

villages or farmsteads that were still present and inhabited when the area was visited by Samuel de Champlain in 1604.



The Maine Archaeological Society, Inc. published an article of interest in Spring of 2006 that reviews the “Chouacoet Site” which is located on the site of the present UNE campus. According to the article’s author, Richard J. Lore, Samuel de Champlain visited the Chouacoet Site near the mouth of the Saco River and found an Armouchiquois Indian village.

During construction of several buildings on the University of New England Campus, a number of archaeological sites were monitored and some artifacts were recovered. In future surveys related to development projects, it was noted in the University of New England Campus Master Plan that the majority of the rest of the site of proposed development on the campus had been “extensively disturbed” and no further significant archaeological resources have been discovered.

Table 9-2. Biddeford Archaeological Sites

Site Name	Site #	Site type	Periods of Significance
Winter Harbour	ME 041-001	Settlement	1616-1617, 1630-1675, 1708-1775
Saco Fort	ME 041-002	Military, Fort	1676-1725 (1693-1708)
Fleetwing	ME 041-003	Wreck, Schooner	March 2, 1891
Anahuac	ME 041-004	Wreck, Screw	April 15, 1923.
George and Albert	ME 041-005	Wreck, Schooner	November 17, 1887
Marshall Perrin	ME 041-006	Wreck, Schooner	November 16, 1907
Fred Tyler	ME 041-007	Wreck, Schooner	October 27, 1920
Roger Drury	ME 041-008	Wreck, Schooner	January 12, 1918
Biddeford Pool Dugout Canoe	ME 041-009	Wreck, Canoe	c. 1630 to 1900
Biddeford Pool Wharf	ME 041-010	Wharf	c. 1750- c. 1800
Thomas Williams	ME 041-011	Domestic	c.1636 - c.1689
Richard Hitchcock	ME 041-012	Domestic	c.1636 - 1676 or 1689
Edward's Farm #1	ME 041-013	Domestic	c. 1636- c. 1689
Hitchcock's Point #1	ME 041-014	Structure, Unidentified	c. 1770
Hitchcock's Point #2	ME 041-015	Structure, Unidentified	c. 1850
Stackpole - Jordan	ME 041-016	Domestic	c. 1717 - present
'Hiawatha'	ME 041-017	Wreck, Schooner	November 1860
'William and Harris'	ME 041-018	Wreck, Schooner	November 1840
'Game Cock'	ME 041-019	Wreck, Schooner	1867
'Rara Avis'	ME 041-020	Wreck, Gas screw	1893-1918
'Washington'	ME 041-021	Wreck, Schooner	1856
'Nellie Grant'	ME 041-022	Wreck, Schooner	1869
'C.N. Gilmore'	ME 041-023	Wreck, Schooner	1876-1925
'Valetta'	ME 041-024	Wreck, Schooner	Wrecked on Wood Island on October 28, 1909.
'Queen of the West'	ME 041-025	Wreck, Schooner	1898
Wood Island Lighthouse	ME 041-026	Lighthouse	Original light house station built in 1808
'Livelihood'	ME 041-027	Wreck, Schooner	November 28, 1925
'Augusta'	ME 041-028	Wreck, Schooner	Information Not Provided
'Jessie Lena'	ME 041-029	Wreck, Schooner	March 13, 1912

4. Cultural Resources

McArthur Library

Founded in 1863, McArthur Library is one of the oldest publicly funded libraries in New England.

The mission of McArthur Library is to connect the Biddeford community with materials, programs, services, and informational and cultural resources needed to lead fuller, better, and richer lives. McArthur Library is also home to the Biddeford Historical Society and the Franco-American Genealogical Society collections

Today, the library offers over **59,000** books and over 7,000 e-books, audiobooks and magazines. The library also has an extensive collection of audio-visual media.

Library services are available for free to residents of Biddeford and students at the University of New England.

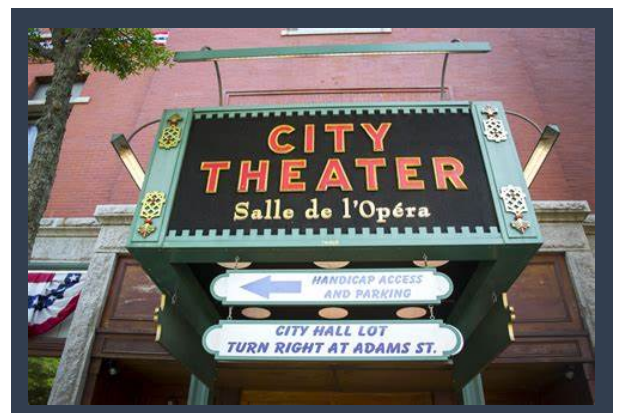
In 2019, McArthur Library welcomed **115,000** visitors and circulated more than **120,000** items.

McArthur Library hosts hundreds of programs and community events each year which are attended by over **10,000** people.

City Theater

Biddeford City Theater is located adjacent to Biddeford City Hall on Main Street. It is managed by City Theater Associates, Inc., which is a non-profit organization, housed within the Theater. Its mission is “to foster an appreciation for the performing arts by using creative avenues to increase community involvement.”

The City Theater has been in continuous operation for 125 years. Today, it hosts concerts, films, plays and performing artists throughout the year. City Theater serves as a venue for Heart of Biddeford events and seasonal downtown festivals such as Winterfest.



Biddeford Mills Museum

The Biddeford Mills Museum (BMM) was established in 2011. It is overseen by a dynamic board of directors who established a permanent space in Pepperell Center where they can display and care for their collections and offer interactive exhibits, classes and walking tours that tell the history of the mills and the pivotal role they played in shaping Biddeford.

Art of Biddeford

Art of Biddeford is a growing initiative that builds upon the previous art related work of Engine, bringing the community together through the power of creativity. Rooted in Biddeford's rich cultural heritage, this program supports local artists, strengthens arts-based entrepreneurship, and makes space for everyone to engage in the arts. From monthly Art Walks and performances at Frindge Fest and River Jam, to gallery exhibitions, a youth scholarship program, and artist vending opportunities. Art of Biddeford is building a more connected, imaginative, and inclusive city. With support from the City of Biddeford, grantors, local arts organizations, and everyday residents.

Biddeford Historical Society

The Biddeford Historical Society (BHS) works to preserve, promote and interpret Biddeford's long and rich history.

BHS works to preserve historic sites and artifacts and maintains an extensive archive of historic materials. BHS also hosts classes, workshops and walking tours of Biddeford's historic sites.

Heart of Biddeford

Heart of Biddeford (HoB) is a volunteer-driven organization that works in partnership with the City of Biddeford, the business community, property owners, and residents to foster economic development and improve quality of life in downtown Biddeford by supporting existing businesses, attracting new businesses, promoting the downtown through events, and working to beautify the urban core.

Biddeford Museum in the Streets

The Museum in the Streets is a walking tour of Downtown Biddeford and follows a series of signs highlighting important historical features in the heart of Biddeford. It was developed by the Biddeford Historical Society.

5. Challenges and Opportunities

Historic Preservation and Economic Development

A 2011 economic impact report for Maine Preservation titled *The Economic and Fiscal Impact on Maine of Historic Preservation and The State Historic Preservation Tax Credit Planning Decisions* examined the impact historic rehabilitation projects had between 2007 and 2011. The report notes that historic rehabilitation projects, which had a significant negative impact on the economy, for example, unemployment in the construction sector fell by 50%, and commercial construction

The Main Street Historic District consists of over 50 structures built between 1846 and 1952.

During the same period, however, the report notes that historic rehabilitation activity increased from \$7 million in 2007 to \$40 million in 2011. In 2011 alone, tax credit sponsored Historic Rehabilitation projects were anticipated to support nearly 800 Maine jobs and produce \$30 million of income.

These buildings form a cohesive

In addition, according to this same report, 25 Historic Tax Credit rehabilitation projects were anticipated to have been completed between 2007 and the end of 2011, with an anticipated increase in Maine's property tax base by \$135 million. Further, these projects, although resulting in an estimated \$3.5 million loss to the State through the tax credit, would add \$2.6 million in additional State income and sales tax revenues and an additional \$1.9 million in municipal property tax revenues.

- Maine workers benefit more from historic preservation than new construction. A higher proportion of every dollar spent on historic rehabilitation goes to Maine craftspeople than individuals out of State in comparison to every dollar spent on construction.
- The Maine tax credit is typically coupled with the 20% Federal Historic tax credit, which can attract out-of-state investors, thereby bringing money into Maine and promoting economic development.

Biddeford Main Street Historic District

The Biddeford-Saco Mills Historic District was added to the National Register of Historic Places in December 2008. It is roughly bounded by Pearl Street, Lincoln Street, York Street, Laconia Street, Main Street (Biddeford), and Main Street and Gooch Street in Saco. The buildings are generally characterized as being in good condition and that they retain adequate integrity so as to represent their significance as components of a mid-nineteenth to mid-twentieth century downtown. The downtown historic district also includes three parks.



The Main Street Historic District consists of over 50 structures built between 1846 and 1952. These buildings form a cohesive group that conveys the significance of the district as a social and commercial center of Biddeford.

Biddeford / Saco Mills Historic District

The Biddeford-Saco Mills Historic District was added to the National Register of Historic Places in December 2008. It is roughly bounded Pearl Street, Lincoln Street, York Street, Laconia Street, Main Street (Biddeford), and Main Street and Gooch Street in Saco. It is characterized by its significance in the industrial history of Biddeford and its architecture which is a mix of Mid-19th Century/Greek Revival, Late Victorian/Italianate, and Modern Movement/Tanate styles.

According to the National Register of Historic Places:

“The Biddeford/Saco Mills Historic District is a cohesive collection of historic manufacturing buildings situated on roughly 38 acres of land flanking the Saco River. The district includes 13 properties in the city of Biddeford and the entirety of, or portions of six properties within the Saco city limits and is located adjacent to the downtown commercial areas of both cities. The river, which separates the two municipalities, runs through the district roughly north to south, with Biddeford on the west bank and Saco to the east....”



Historic Architectural Survey

In Fall of 2022, The Biddeford Historic Preservation Commission embarked on a project to document historic buildings in the downtown and surrounding areas of the city. This project is called an Architectural Survey, and was conducted by Kleinfelder, Northeast, Inc., a consultant the City hired through a competitive RFP process. Biddeford is fortunate to have a rich assortment of historic buildings, and this survey recorded the wide range of buildings its history reflects, dating from the 1700s through the early 1970s.

The Biddeford Architectural Survey is supported in part by a grant administered by the National Park Service, Department of the Interior and the Maine Historic Preservation Commission.

Historic, Cultural & Archaeological Resources

What Comes Next?

EDUCATE citizens and property owners about the value of historical, archaeological, and cultural preservation.

PROTECT Biddeford's historic, cultural and archaeological resources to the greatest extent possible

REDUCE The impact of climate change and sea level rise on Biddeford's historic, cultural and archaeological resources.

SUPPORT arts and culture facilities, events and the "creative economy" throughout Biddeford.

Goal 1

EDUCATE

Citizens and property owners about the value of historical, archaeological, and cultural preservation.

How We Get There:

- Promote and support Downtown Biddeford, including the Mill District, as the historic and cultural core of the City.
- Continue to support the efforts of the Biddeford Historical Society, the Biddeford Historic Preservation Commission, and other entities such as the Biddeford Mills Museum, in promoting Biddeford's history and historic resources
- Support the implementation of the Biddeford Cultural Plan, completed in November 2021.

Goal 2

PROTECT

Biddeford's historic, cultural and archaeological resources to the greatest extent possible.

How We Get There:

- Maintain Biddeford's accreditation as a Certified Local Government (CLG) community.
- Building on Biddeford's new CLG status, begin a comprehensive community survey of historic buildings and structures in Biddeford. Identify priority areas most at risk to loss. Secure potential match funds available as a CLG community through the State Historic Preservation Office (SHPO).
- Identify historic resources that are at risk of loss or damage due to climate change impacts.
- Amend the land development regulations to require that projects subject to Planning Board (or its designee) review incorporate maps, information, and comments available from the Maine State Historic Preservation Office (SHPO).
- Ensure the Land Development Regulations, including the subdivision review regulations, require known historic resources be identified and that developers take appropriate measures to protect those resources, including but not limited to modification of the proposed site design, construction timing, and/or extent of excavation.
- Incentivize methods to increase adaptation of historic resources to climate change that is consistent with National Park Service Standards and protects the long-term stability of these structures.
- Continue to support efforts of the Biddeford Cultural Coalition, which advocates a strong role of arts and heritage in the city's social and economic fabric.
- Continue to support McArthur Library and its contribution to the arts and culture realm in Biddeford.
- Support the mapping of private cemeteries throughout Biddeford to better protect them from land use change and development.

Goal 3

REDUCE

The impact of climate change and sea level rise on Biddeford's historic, cultural and archaeological resources.

How We Get There:

- Conduct an assessment of existing historic, cultural, and archaeological resources that may be vulnerable to sea level rise and other climate change related weather events.

Goal 4

SUPPORT

Biddeford's historic, cultural and archaeological resources to the greatest extent possible.

How We Get There:

- Continue to support and fund efforts that enhance the promotion and marketing of Downtown through festivals and events such as the Biddeford-Saco Art Walk and River Jam festival.
- Support the adoption and implementation of a Biddeford Public Art Policy which will establish a Biddeford Public Art Program and the development of a Public Art Master Plan.
- Work with community partners, including Heart of Biddeford, UNE, Art of Biddeford, Downtown Development Commission, and Southern Maine Planning and Development Commission to seek out financial and technical assistance opportunities to support the creative economy in Biddeford.
- Formally recognize the history and culture of Indigenous People who inhabited the area that is now Biddeford with the support of the Cultural Community.

13A. Marine Resources

Shellfishing, Water Quality, and Waterfront Uses

Shellfish Harvesting

In accordance with M.R.S.A Title 12 §6671, the City of Biddeford co-manages its intertidal shellfish resources with the Maine Department of Marine Resources (DMR) through a localized Conservation Ordinance. This program gives the municipality the authority to regulate harvesting pressure, establish seasonal limits, and issue local permits. All municipal shellfish licenses are managed and distributed annually through the Biddeford City Clerk's Office, with a licensing term running from May 1st to April 30.

Soft-shell clams (*Mya arenaria*) represent the primary commercially and recreationally targeted shellfish species within Biddeford's flats. To protect these wild populations from overharvesting and ensure sustainable yields, the city's Shellfish Conservation Committee dynamically manages a system of licensing caps based on ongoing resource assessments.

Prior to the 2010/2011 season, the City capped commercial harvesters at eight (8) total permits. To accommodate local industry demand while balancing sustainable harvest levels, the city expanded this limit to ten (10) commercial licenses (allocated as nine (9) resident commercial licenses and one (1) non-resident commercial license). To support demographic longevity within the local fishery, two (2) of the resident commercial slots are reserved for harvesters aged 62 and older. In compliance with state continuity guidelines, current commercial cardholders maintain a first right of refusal for renewal in subsequent seasons.

To preserve community access to the shore, the City offers an unlimited number of recreational shellfish licenses to residents of Biddeford. However, to mitigate total daily harvesting pressure on vulnerable flats, non-resident recreational permits have been strictly capped at sixty (60) per season since 2010. In strict alignment with Maine DMR state conservation guidelines, recreational harvesters are legally limited to a personal possession limit of one peck (approximately 2 gallons) per day.

As seen in Table 14-1, between 2006 and 2018, interest in local recreational shellfishing grew substantially, with resident licenses increasing from a low of 81 in the 2008/2009 season to a peak of 163 in 2016/2017. This expanded recreational presence interacts directly with the commercial sector by increasing overall harvesting pressure and physical foot traffic on the flats.

Recreation Resident Shellfish Licenses, 2006/2017 Season through 2017/2018 Season (At End of Season)

Season	# of Recreational Resident Shellfish Licenses
2006/2007	89
2007/2008	84
2008/2009	81
2009/2010	86
2010/2011	110
2011/2012	135
2012/2013	161
2013/2014	141
2014/2015	122
2015/2016	126
2016/2017	163
2017/2018	156

Marine Resource Licenses and Vessels

Marine resource harvesting remains a component of Biddeford’s working waterfront, though activity occurs at a relatively small scale. In 2025, a total of 132 marine resource licenses were held by Biddeford residents, reflecting a mix of commercial, recreational, and specialty harvesting activities. These licenses include commercial fishing crew and single licenses; pelagic and anadromous fishing licenses; commercial shellfish harvesting licenses; lobster and crab licenses across multiple classes (including apprentice and non-commercial); and limited specialty licenses such as green crab and marine worm digging. Recreational saltwater fishing licenses are also held by city residents. While harvester license types are diverse, the overall number of license holders is modest when compared to the number in other coastal municipalities, like Harpswell, Jonesport, Portland, or Brunswick.

Harvester License	Number of Licenses	Harvester License	Number of Licenses	Harvester License	Number of Licenses	Harvester License	Number of Licenses
Commercial Fishing Crew (CFC)	4	Green Crab (GC)	1	Lobster/Crab Class 3 (LC3)	1	Recreational Saltwater Fishing Operator (SWRO)	16
Commercial Fishing Single (CFS)	3	Lobster/Crab +70 (LCO)	2	Lobster/Crab Non-Commercial (LNC)	33	Recreational Saltwater Registry (SWR)	47
Commercial Pelagic & Anadromous Single (CPS)	1	Lobster/Crab Apprentice (LA)	1	Lobster/Crab Student (LCS)	3		
Commercial Shellfish (CS)	7	Lobster/Crab Class 1 (LC1)	6	Marine Worm Digging (MWD)	1		
Commercial Shellfish +70 (CSO)	2	Lobster/Crab Class 2 (LC2)	1	Non-Federal Halibut Crew (NFHC)	1		
Elver Dip Net Crew (EOC)	1	Lobster/Crab Class 2 +70 (LC2O)	1				

In 2025 there were a total of 24 marine resource dealer licenses in Biddeford. Exactly half of these licenses are dedicated to Retail Seafood, while Lobster Meat Permits make up the second largest share with 4 licenses. Overall, the data shows a market geared toward retail seafood operations over niche or wholesale sectors.

Marine Resource Dealer Licenses	Number of Licenses
Lobster Meat Permit (LMP)	4
Retail Seafood (R)	12
Seaweed Buyer (SWB)	2
Shucker Packer (SP)	2
Wholesale with lobster (WL)	2
Wholesale with lobster supplemental (WLS)	2
Total	24

In 2025, 51 commercial fishing vessels were registered in the City of Biddeford, with vessel lengths ranging from 10-38 feet. The average length was 23.1 feet, and the median length was 22 feet. Collectively, these data reflect the continued, but limited, presence of water-dependent commercial fishing activity within the city.

Water Quality

Water quality is the primary determining factor affecting the viability of shellfishing activities in the community. Biddeford’s shellfish harvesting areas are located within DMR Shellfish Growing Areas WF and WG. While Biddeford Pool and Back Bay maintain a Conditionally Approved status subject to emergency closures after 1 inch of rainfall, the Saco River Estuary is classified as Prohibited due to bacterial loading. See the Water Resources chapter for more discussion about these water quality impairments.

These periodic and seasonal closures of clam and worm flats restrict access to historically productive harvesting areas, disrupting income for local diggers and posing an ongoing economic threat to the industry if water quality issues are not actively remediated. To mitigate these threats and protect local flats from illegal harvesting, the City maintains a Shellfish Warden through the Biddeford Police Department who enforces conservation ordinances and monitors flat activity in close alignment with DMR regulations.

Water quality sampling and shoreline surveys conducted within Biddeford Pool and the Saco River estuary have identified multiple sources of contamination, including both human-related and natural contributors. These sources include a combination of point sources, such as direct discharges or infrastructure-related failures, and nonpoint sources, including stormwater runoff, wildlife, and diffuse watershed inputs. City staff, including the Code Enforcement department, have played an active role in identifying specific locations of concern and maintaining testing data to support management and remediation efforts.

Traditional Water-Dependent Uses and Trends

Traditional water-dependent uses in Biddeford have experienced a gradual, localized decline in recent years, particularly within the commercial sectors. While the financial value of landed catch has remained high due to strong dockside prices, the actual volume of commercial fishing activity based out of Biddeford has contracted in recent years. This localized shift is marked by a steady reduction in the active commercial fleet size and a corresponding drop in total local fishing effort, a trend mirrored statewide by a nearly 10% decline in annual lobster trips. Historically, the importance of Biddeford's marine resources was anchored in large-scale commercial harvesting, but the contemporary local industry has stabilized into a smaller, highly capital-intensive footprint. This contraction has intensified competition for remaining berthing and access spaces, elevating the importance of maintaining the city's remaining working waterfront properties against conversion pressures.

While the Biddeford Pool Fishermen's Association remains a vital anchor for the local lobstering fleet, the commercial fishing sector faces severe long-term headwinds. Key factors driving this decline include an aging workforce, high economic barriers to entry for younger generations, and intense regulatory shifts in the Gulf of Maine fisheries. In contrast, recreational boating and institutional marine research, bolstered by operations like the Biddeford Pool Yacht Club and the University of New England's Marine Science Center, have remained stable, though they fluctuate based on broader economic conditions, fuel costs, and seasonal tourism.

Looking ahead, the health and composition of Biddeford's commercial fisheries will undergo a significant transition over the next 10 years, shifting from a single-species reliance on lobster to a more diversified marine economy. According to preliminary data from the Maine DMR, statewide lobster landings dropped to 78.8 million pounds, a decline of more than 8 million pounds from the previous year¹. While this drop is tied to a long-term geographic and biological migration of lobster biomass into cooler, deeper waters, the immediate contraction was driven by a reduction in localized fishing effort. Factoring in steep operation inflation, a late shedding molt, and market uncertainty,

¹ Source: [2025 Maine Commercial Fisheries Value Again Tops \\$600 Million](#)

Maine harvesters altered their fishing behavior and took over 21,000 fewer trips than the previous season, a nearly ten percent decline in active fishing effort. While lobster will remain an economic baseline, the next decade will likely see local harvesters increasingly diversify into expanding fisheries like Atlantic menhaden and wild scallops, alongside a distinct pivot toward estuarine aquaculture, such as kelp and oyster farming within the protected waters of Biddeford Pool and the lower Saco River.

Without targeted municipal interventions, such as robust protective zoning within the Commercial Fisheries/Maritime Activities (CFMA) shoreland districts, there is a risk of further erosion of the working waterfront in favor of purely seasonal and recreational use over the next 10 years. Given the increasing frequency of catastrophic coastal storm surges and accelerated sea-level rise, the next decade may see infrastructure failures at both public and private landings if capital investments are not directed toward reinforcing and elevating Biddeford's remaining commercial access points.

Balance Between Uses

A reasonable balance between water-dependent commercial and recreational uses has historically been maintained in Biddeford, though this equilibrium looks different depending on the geographic zone. Along the tidal Saco River corridor, the balance shifts between recreational boating access and the industrial or urban mixed-use development. In contrast, within Biddeford Pool, a functional baseline is maintained between the active, year-round commercial lobstering fleet operating out of the Biddeford Pool Fishermen's Association and seasonal recreational traffic managed by the Biddeford Pool Yacht Club. Potential spatial conflicts on the water are mitigated through active mooring management by the Harbormaster and Harbor Commission.

While the city has not experienced major, high-profile conversions of active commercial working waterfront piers to private residential uses in recent years, the creeping pressure of residential real estate values in coastal neighborhoods remains an ongoing threat to the long-term balance. To prevent conversions that would worsen this equilibrium, the City relies heavily on its Commercial Fisheries/Maritime Activities (CFMA) shoreland zoning overlay districts, which strictly protect functionally water-dependent properties from being displaced by non-maritime commercial or multi-family residential developments. However, the recent back-to-back historic storms highlighted that the balance is increasingly threatened not just by regulatory conversions, but by physical displacement, where the high cost of rebuilding storm-damaged private and public marine infrastructure may inadvertently favor recreational conversions over traditional commercial fishing access if municipal capital investments are not sustained.

Harbor and Bay Management

There is currently no comprehensive local or regional harbor or bay management plan in effect for the City of Biddeford. While the city previously completed a [1991 Comprehensive Waterfront Plan](#) funded by the Maine Coastal Program, that document has not been updated to address current constraints, modern mooring volumes, or climate vulnerabilities.

The City does maintain an active municipal shellfish conservation program. Administered by the Biddeford Shellfish Conservation Committee in partnership with the Maine Department of Marine Resources, the city operates under an approved Shellfish Management Plan. This specialized plan actively guides local shellfish conservation closures, regulates commercial and recreational licensing limits, and coordinates water quality monitoring across the mudflats of Biddeford Pool and the Saco River estuary.

While the existing shellfish framework manages harvesting resources, it is narrow in scope and does not regulate navigation, mooring grids, capital investment in infrastructure, or waterfront logistics. Reestablishing a broader, coordinated harbor planning effort would address this gap. An updated Harbor or River Corridor Management Plan would provide the necessary framework for interdepartmental coordination, mooring optimization, and waterfront climate resiliency strategies that the current single-resource shellfish plan cannot accommodate.

Waterfront Uses

1. Rumery's Boat Yard:

Rumery's Boat Yard. Rumery's Boat Yard is located on Cleaves Street in Biddeford. Its year-round primary activities are repair, service and electric boat rental. In 2022, Rumery's Boat Yard employed 10 people. The location is also home of Maine Electric Boat Company and Marine Solar Technologies.

Rumery's is a full-service facility that can support vessels up to 55 feet in length. There is a 25 ton travel lift and storage inside for about 50 boats and outside for another 40 boats. The facility cannot provide wet storage because the Saco River freezes over in this area. There is an earth-filled, stone bulkhead with access to the floats. There is a large brick building used as an office and repair shop. There is also a large metal building and two wooden boat sheds. There is about 900 feet of shore frontage on a Federal Turning Basin of the Saco River.

Plans: Rumery's is investing in electric propulsion and autonomous water monitoring buoys for near-shore research.

2. Biddeford Pool Yacht Club.

The Biddeford Pool Yacht Club (BPYC) is located at 17 Yates Street in Biddeford Pool Village. BPYC is privately owned, and according to its website (www.biddefordpoolyachtclub.org) has been in existence for over seventy-five (75) years (incorporated on August 13, 1934) and offers its members opportunities for sailing, fishing, and racing. Sailing lessons are available for both members and non-members and Biddeford youth can obtain free lessons through its Maryann Beaudry Memorial Scholarship. BPYC also works with the Fishermen's Association to promote fishing in Biddeford's waters. The BPYC also has five (5) transient moorings available to rent for \$45 a night.

3. Biddeford Pool Fishermen's Association.

The Biddeford Pool Fishermen's Association operates a wooden pile, wooden-plank decked pier with float landings. There is electricity on the dock, mechanical handling equipment and night lighting. There is a small one-story, wood-frame building abutting the pier that is used as a bait shed. The facility is leased from the BPYC (see above) for use by the fishermen of the area.

4. University of New England.

The University of New England (UNE) has nearly 4,000 feet of shore frontage on the Saco River. Aside from the scenic qualities of its riverfront environment, UNE also uses the Saco River for rowing and sailing activities.

More importantly, UNE's Department of Marine Sciences and Center for Excellence in the Marine Sciences program utilizes the Saco River and coastal areas of Biddeford for academic and research purposes.

UNE researchers completed the Saco River Estuary Project (2009-2014) which touted itself as "A unique collaboration between UNE scientists, students and community partners to study a biologically unique body of water and the rich assemblage of species adapted to its dynamic conditions". See below link for more information about this project.

<http://www.une.edu/sacoriver>

5. Brookfield Renewable:

Brookfield Renewable owns two hydroelectric dams on the Saco River from which they generate electricity. They were acquired from NextEra Power in 1999.

6. Commercial Wharves:

There are no active commercial wharves in Biddeford.

Current Land Use Regulations on or Near the Shoreline:

1. Saco River Corridor Commission: The Saco River Corridor Commission, created by legislative action in 1973, is a regional level land use regulatory agency made up of a member and an alternate from each of the twenty Corridor communities. The Corridor includes all lands within 500 feet of the riverbank on each side. If the 100 year floodplain extends farther than 500 feet, the Corridor follows the flood line up to 1000 feet from the river bank. The purpose of the Saco River Corridor Act and the Commission is to protect and preserve land and water quality within the Corridor. In order to accomplish this purpose, the Act provided a permit procedure and established three land use districts: resource protection, general development and limited residential. In each of the three different districts, the Act specifies those types of uses which are allowed without a permit, allowed with a permit or prohibited altogether. All buildings, regardless of the district, must be setback at least 100 feet from the normal high water line of the Ossipee, Little Ossipee or Saco River. The permit procedure is the main stay of the Saco River Corridor Act. Through its system of permits and variances, the Commission is able to safeguard the Corridor lands and waters.
2. Maine DEP Site Law (Site Location of Development): Large development projects are required to obtain a permit through the Maine Department of Environmental Protection (Maine DEP) under this law. The purpose is to ensure that these larger projects are subject to an increased level of review regarding their potential to have an impact on the environment. There is an opportunity also that community can obtain “Delegated Authority” to review projects within a community’s own boundaries under this law instead of Maine DEP if they receive the authority to do so. Biddeford has been identified as having the “Capacity” to have Delegated Authority, but has not requested this designation from the Maine DEP.
3. Natural Resources Protection Act: Through the Maine DEP activities in, on, or adjacent to protected natural resources, including rivers, streams, brooks, great ponds, coastal wetlands, freshwater wetlands, and sand dunes require a permit. Standards within the Act spell out what is and is not permitted.
4. Biddeford’s Shoreland Zoning Ordinance: In an attempt to protect Biddeford's streams and waterways and the land abutting these areas, a Shoreland Zoning Ordinance was adopted by the City Council in December of 1990. It was updated in 2016. Shoreland zoning's goal seeks to preserve the quality of local surface waters, wildlife habitat areas, and general quality of life factors such as scenic vistas and open space. See Section 12: Water Resources for more information about Biddeford’s Shoreland Zoning Ordinance districts.

Marine Facilities (boat launches, piers, etc.)

Biddeford Pool Beach/Gilbert R. Boucher Memorial Park. Located off Beach House Lane this is a large sandy beach that offers opportunities for swimming and general beach activities. Small boats may also be launched at this location via hand-carry. There is a bathhouse for changing and restrooms. The City of Biddeford provides lifeguards in the summer months. There is a substantial amount of parking available (approximately 100 cars). Seasonal beach parking permits are required for the summer months.

Plans: None.

Biddeford Pool Yacht Club. The Biddeford Pool Yacht Club (BPYC) is located at 17 Yates Street in Biddeford Pool Village. BPYC is privately owned, and according to its website (www.biddefordpoolyachtclub.org) has been in existence for over seventy-five (75) years (incorporated on August 13, 1934) and offers its members opportunities for sailing, fishing, and racing. Sailing lessons are available for both members and non-members and Biddeford youth can obtain free lessons through its Maryann Beaudry Memorial Scholarship. BPYC also works with the Fishermen's Association to promote fishing in Biddeford's waters.

Plans: None.

Fortunes Rocks Beach. Located approximately 1 mile southwest of Biddeford Pool, this large two (2) mile long sandy beach offers opportunities for swimming and general beach activities. Small boats may be launched at this location via hand-carry. Many people also use this area for surfing. There are seasonal portable bathrooms and the City of Biddeford provides lifeguards in the summer months. There is some on-street parking available (approximately 50 cars). Seasonal beach parking permits are required for the summer months.

Plans: None

Marblehead Boat Launch. Marblehead Boat Launch is a State of Maine facility located off Pool Street. It is heavily used, particularly in the summer months. Portable restrooms are provided. There are two boat ramps and a pier at this location, which makes it an ideal location for boat launching into the Saco River. There is parking for approximately 60 vehicles including trailers.

Plans: None.

Mechanics Park. Mechanics Park is located at the corner of Main Street and Water Street.

Plans: Through a State grant, the City has a fully designed and ready for construction canoe/kayak launch for the eastern limit of Mechanics Park.

Middle Beach. Middle Beach is located opposite of Bridge Road at its intersection with Mile Stretch Road. It is a flat sandy beach. There are no restrooms at Middle Beach. There is a limited amount of parking available (approximately 25 cars) on Beach Avenue directly across from Bridge Road. Seasonal beach parking permits are required for the summer months.

Plans: None.

Moorings. A mooring is a means in which to secure a vessel to a particular location in Biddeford's waters.

Park in the Pines. Park in the Pines is a small passive park located at 194 Hills Beach Road. It offers tremendous views of Biddeford Pool and its wildlife. It also provides access to the pool for hand-carried boats such as canoes and kayaks. This park includes a bocce ball court. There are no parking or restroom facilities at this park.

Plans: None.

Rotary Park. Rotary Park is a popular park located at 550 Main Street on the Saco River. It is 72 acres in size and features walking trails, two playgrounds, the softball field with lights, youth football field, the teen center, a dog park, picnic tables and grills, a sand volleyball court, a disc golf course, and a beach for access to swimming in the Saco River. It also features a boat launch for access to this non-tidal portion of the Saco River. Further, Rotary Park is a popular location for winter sledding with its hilly terrain.

Plans: Although there are no current plans, the following should be implemented, including but not limited to:

- Bathhouse expansion to add a family restroom and changing area.
- Dog Park lights should be installed.
- Certain sections of the swimming area need to be addressed as the clay has become a hazard.
- Security cameras are needed.
- Martel Field backstop needs replacing.
- Minor fence repairs are also needed.
- Invasive species located throughout the park (2016 report) need to be dealt with.

Rumery's Boat Yard. Rumery's Boat Yard Inc. is located on Cleaves Street in Biddeford. It operates year-round and its primary activities are repair, service and dockage rental.

Rumery's is a full service marina that can build craft up to 55 feet in length. There is a 17-ton travel lift and storage inside for about 45 boats and outside for about 100 boats. The facility cannot provide wet storage because the Saco River freezes over in this area. There is an earth-filled, stone bulkhead with wooden pile, wooden-deck access piers to the float landings. There is a large brick building used as a marine supply store, office, repair shop, storage building. There is also a large metal building used as a boat shed. There is about 480 feet of shore frontage.

Plans: Rumery's is currently exploring the establishment of a pump-out station, but this may be 1-2 years out. It is also considering starting sailboat tours out of its facility in June 2018.

Town Landing. Town Landing is a laid out city street, approximately 15 feet wide, that provides access to the Saco River from Hills Beach Road within the UNE campus.

Plans: None.

Vines Landing. Vines Landing is located at the westerly end of Lester B. Orcutt Boulevard at what is locally referred to as "the gut". It is a passive park with a gravel boat launch and features great scenic views of Biddeford Pool, the Atlantic Ocean, and Wood Island Lighthouse. There is limited parking available at Vines Landing.

Plans: None.

Wood Island. Wood Island is home to a Maine Audubon Nature Preserve as well as the U.S. Coast Guard's Wood Island Lighthouse. The Nature Preserve is approximately 30 acres in size and offers opportunities for walking and nature viewing including wildlife. There is a small boat launch/ramp located at the west end of the Island. There are no public restroom facilities.

Plans: None.

Public access points to marine resources.

Biddeford Pool Beach/Gilbert R. Boucher Memorial Park. Located off Beach House Lane this is a large sandy beach that offers opportunities for swimming and general beach activities. Small boats may also be able to be launched at this location via hand-carry. There is a bathhouse for changing and restrooms. The City of Biddeford provides lifeguards in the summer months. There is a substantial amount of parking available (approximately 100 cars). Seasonal beach parking permits are required for the summer months.

Condition: Bathhouse - Good; Walkways - Good

Needs: Additional Parking is needed. Walkway improvements to reduce the grade from the seawall to the beach are needed.

Biddeford RiverWalk. The Biddeford RiverWalk is an evolving project intended to connect Mechanics Park on Water Street to the Diamond Match Park project (future) and points west including the Eastern Trail. To date the RiverWalk project connects Mechanics Park to the City of Saco via a concrete walkway 135-foot pedestrian bridge over the Saco River to Saco Island, thus connecting to Saco's RiverWalk. The RiverWalk also continues through the North Dam Mill complex to Laconia Plaza located on the Saco River. The City of Biddeford recently completed a master plan that conceptually lays out the future RiverWalk from Laconia Plaza to the Diamond Match site via alternate routes along the river, with potential further connections to the City of Saco via two additional pedestrian bridges. In 2016 the City completed, with the assistance of Wright-Pierce Engineers, a RiverWalk Master Plan Update.

Condition: Excellent. No boat access. No public restroom facilities.

Needs: Seating on the Overlook by Main Street. Implementation of the 2016 Master Plan Update.

Diamond Match Site. As part of a Joint Development Agreement between the City and One Diamond Street Development LLC, two acres of public open space are to be included with the buildout of the site. This public space may include athletic facilities, a playground or other public amenities. The Biddeford Riverwalk will be extended through the site as part of the open space agreement.

Condition: N/A.

Needs: To be Determined

East Point Sanctuary. East Point Sanctuary is owned by Maine Audubon and is located on the far eastern tip of Biddeford Pool. It is located directly northeast of the Abenaki Golf Club. There is virtually no parking here and no restrooms but it is very well known for wildlife viewing, particularly birds, and its visual access to the Atlantic Ocean.

Condition: N/A. No boat access. No public restroom facilities.

Needs: None known.

Fortunes Rocks Beach. Located approximately 1 mile southwest of Biddeford Pool, this large two (2) mile long sandy beach offers opportunities for swimming and general beach activities. Small boats may also be able to be launched at this location via hand-carry. Many people also use this area for surfing. There are seasonal portable bathrooms and the City of Biddeford provides lifeguards in the summer months. There is some on-street parking available (approximately 50 cars). Seasonal beach parking permits are required for the summer months.

Condition: Very Good
Needs: Additional Parking

Marblehead Boat Launch. Marblehead boat launch is a State of Maine facility located off Pool Street. It is heavily used particularly in the summer months. Portable restrooms are provided. There are two boat ramps and a pier at this location which make it an ideal location for boat launching into the Saco River. There is parking for approximately 60 vehicles including trailers.

Condition: N/A – State Owned
Needs: Unknown

Mechanics Park. Mechanics Park is located at the corner of Main Street and Water Street. It features a walking path down to a river overlook and great views of the Saco River. It also contains a gazebo where events such as weddings occasionally occur, picnic tables and seating, bicycle parking, and a fitness station. Parking is available on Water Street as well as in what is referred to as the Gas House parking lot adjacent to the Wastewater Treatment Plant. It is a fairly well used passive park with quite a bit of open green space. Future plans include additional walking trails along the river and a possible carry-in canoe and/or kayak launch.

Condition: Upper level - Very Good; Lower Level - Fair to Poor. No boat access. No public restroom facilities.
Needs: Lower Level is in need of major repairs to the wall between the park and river. A sink hole has developed making one section of the lower level hazardous. The remainder of the park needs a solution to overgrown vegetation creating potential unsafe areas for visitors. Purchase of a piece of property between the current park and former CMP piece is desirable to create a singular park along the river. Security cameras are needed.

Middle Beach. Middle Beach is located opposite of Bridge Road at its intersection with Mile Stretch Road. Is a flat sandy beach. There are no restrooms at Middle Beach. There is a limited amount of parking available

(approximately 25 cars) on Beach Avenue directly across from Bridge Road. Seasonal beach parking permits are required for the summer months.

Condition: Very Good. No boat access. No public restroom facilities.
Needs: Additional parking and the control of invasive species.

Park in the Pines. Park in the Pines is a small passive park located at 194 Hills Beach Road. It offers tremendous views of Biddeford Pool and its wildlife. It also provides access to the pool for hand-carried boats such as canoes and kayaks. This park includes a bocce ball court. There are no parking or restroom facilities at this park.

Condition: Very Good. No public restroom facilities.
Needs: Volunteers have requested a water source to maintain plants and flowers within the park.

Rachel Carson National Wildlife Refuge (U.S. Fish and Wildlife Service). In Maine the “Rachel Carson National Wildlife Refuge was established in 1966 in cooperation with the State of Maine to protect valuable salt marshes and estuaries for migratory birds. Located along 50 miles of coastline in York and Cumberland counties, the refuge consists of eleven divisions between Kittery and Cape Elizabeth. It will contain approximately 14,600 acres when land acquisition is complete. The proximity of the refuge to the coast and its location between the eastern deciduous forest and the boreal forest creates a composition of plants and animals not found elsewhere in Maine. Major habitat types present on the refuge include forested upland, barrier beach/dune, coastal meadows, tidal salt marsh, and the distinctive rocky coast.”

Source: https://www.fws.gov/refuge/rachel_carson/about.html.

In Biddeford there are two divisions of the Rachel Carson National Wildlife Refuge: the Biddeford Pool Division and the Little River Division. The Biddeford Pool Division controls property on the west side of Biddeford Pool off Old Pool Road. The Little River Division controls several properties on the east side of Little River in Granite Point including Timber Point and Timber Island. At the southernmost extent of Granite Point Road there is a small parking area which leads to what is referred to as Timber Point Trail which runs along the west side of Timber Point. At low tide, Timber Island can be accessed from the southernmost tip of this trail.

Condition: N/A. No formal boat access. No public restroom facilities.
Needs: None Known

Rotary Park. Rotary Park is a popular park located at 550 Main Street on the Saco River. It is 72 acres in size and features walking trails, two playgrounds, the softball field with lights, youth football field, the teen center, a dog park,

picnic tables and grills, a sand volleyball court, a disc golf course, and a beach for access for swimming in the Saco River. It also features a boat launch for access to this non-tidal portion of the Saco River. Further, Rotary Park is a popular location for winter sledding with its hilly terrain.

Condition: Bathhouse - Good;

Needs: Bathhouse expansion would be helpful in order to add a family restroom and changing area. Dog Park lights should be installed. Certain sections of the swimming area need to be addressed as the clay has become a hazard. In general, the projects laid out in the 2009 Master Plan should be addressed. Invasive species located throughout the park (2016 report) need to be dealt with. Security Cameras are needed. Martel Field backstop needs replacing. Minor fence repairs are also needed.

South Point Sanctuary. South Point Sanctuary includes a pathway that runs from 7th Street southwest and ultimately to Biddeford Pool Beach. The land is owned and maintained by the Biddeford Pool Land Trust.

Condition: N/A. No boat access. No public restroom facilities.

Needs: None Known

Staples Street Beach. Staples Street Beach located at the end of Staples Street in Biddeford Pool, is a small rocky beach that is maintained by the Biddeford Pool Improvement Association. There is no parking available, so access is pedestrian only.

Condition: N/A. No formal boat access. No public restroom facilities.

Needs: None Known

Town Landing. Town Landing is a laid out city street, approximately 15 feet wide, that provides access to the Saco River from Hills Beach Road within the UNE campus.

Condition: Fair. Carry-in boat access only. No public restroom facilities.

Needs: For the public to be able to access this location signage/demarcation is needed.

Vines Landing. Vines Landing is located at the westerly end of Lester B. Orcutt Boulevard at what is locally referred to as "the gut". It is a passive park with a gravel boat launch and features great scenic views of Biddeford Pool, the Atlantic Ocean, and Wood Island Lighthouse. There is limited parking available at Vines Landing.

Condition: Very Good. No public restroom facilities.

Needs: Boat ramp.

Wood Island. Wood Island is home to a Maine Audubon Nature Preserve as well as the U.S. Coast Guard's Wood Island Lighthouse. The Nature Preserve is approximately 30 acres in size and offers opportunities for walking and nature viewing including wildlife.

Condition: N/A. There is a small boat launch/ramp located at the west end of the Island. No public restroom facilities.

Needs: None Known

Yates Street Park. Yates Street Park is located next to Vines Landing in Biddeford Pool. This park was established by the Biddeford Pool Land Trust upon donation of the land by its former owner. It is a passive park with great views of Biddeford Pool and is suitable for picnicking and birdwatching. Parking is very limited in the area.

Condition: N/A. No boat access. No public restroom facilities.

Needs: None Known

G. Working Waterfront Current Use Lands:

"Working waterfront land" means a parcel or portion of a parcel of land abutting tidal waters or one that is located in the intertidal zone (located between the high and low water mark) the use of which is more than 50% related to providing access to or in support of the conduct of commercial fishing (including commercial aquaculture) activities. Working waterfront land used predominantly (more than 90%) as working waterfront is eligible for a 20% reduction from just value. Working waterfront land used primarily (more than 50%) as working waterfront is eligible for a 10% reduction from just value. Working waterfront land that is permanently protected from a change in use through deeded restriction is eligible for the aforementioned reduction plus an additional 30% reduction. If the property no longer qualifies as Working Waterfront, then a penalty would be assessed using the same methodology as is used for removal from Tree Growth classification.

Biddeford did not have any acreage in the Working Waterfront Current Use Program in 2006 and 2016.

11 Natural Resources

1. Overview of Natural Resources

Biddeford is diverse in its geological and ecological setting. With a mix of large, regionally important forested wetlands, agricultural soils, coastal regions, ten (10) separate watersheds, both rural homes and dense downtown areas, as well as industrial areas — there is a need to find balance in the environmental effects of our continued growth on natural resources throughout Biddeford.

2. Natural Resources at a Glance

Size & Characteristics

- 12.8 miles of riverfront*
- 16 miles of coastline*
- 19,475 acres of total land in Biddeford**
- 7,968 acres of undeveloped forested land** (~41% of total acreage)
 - 5,246 acres of this exist with State Focus Areas** (~27% of total acreage)
- 1,700 acres with permanent conservation protections*** (~8.7% of total acreage)
- 254 acres of municipal-owned land classified as Open Space*** (~1.3% of total acreage)

Working Landscapes

- 3,700 acres of combined commercial timber harvesting (1991-2023)****
- 463 acres enrolled in the farmland program (27 parcels)**
 - Most parcels include acreage of woodlands not registered as tree growth

Wildlife & Habitat Info**

- 31 special concern, threatened, or endangered plant and animal species
- 9 rare and exemplary Natural Communities
- 4 Significant Wildlife Habitats
- 2 Essential Wildlife Habitats
- A focus area of Statewide Ecological Significance
- Biddeford currently ranks 6th out of all of Maine municipalities for the total number of species listed as significant, threatened or endangered.

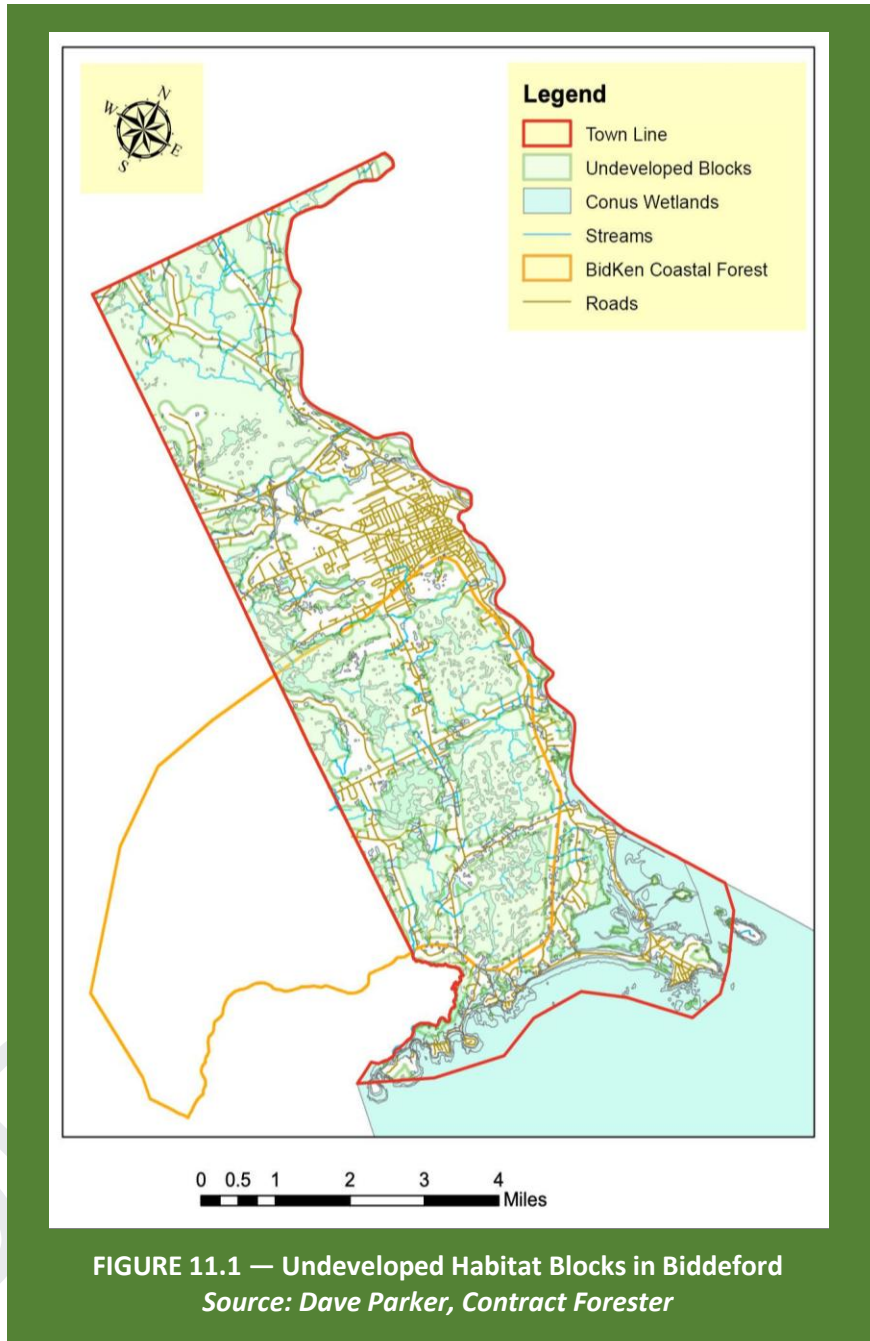
Sources:

* Conservative estimates, using cover type analysis using satellite images

** *Data from Beginning with Habitat, MDIFW*
*** *Biddeford Assessing Department, 2025*
**** *Department of Agriculture, Conservation, and Forestry / Maine Forest Service*

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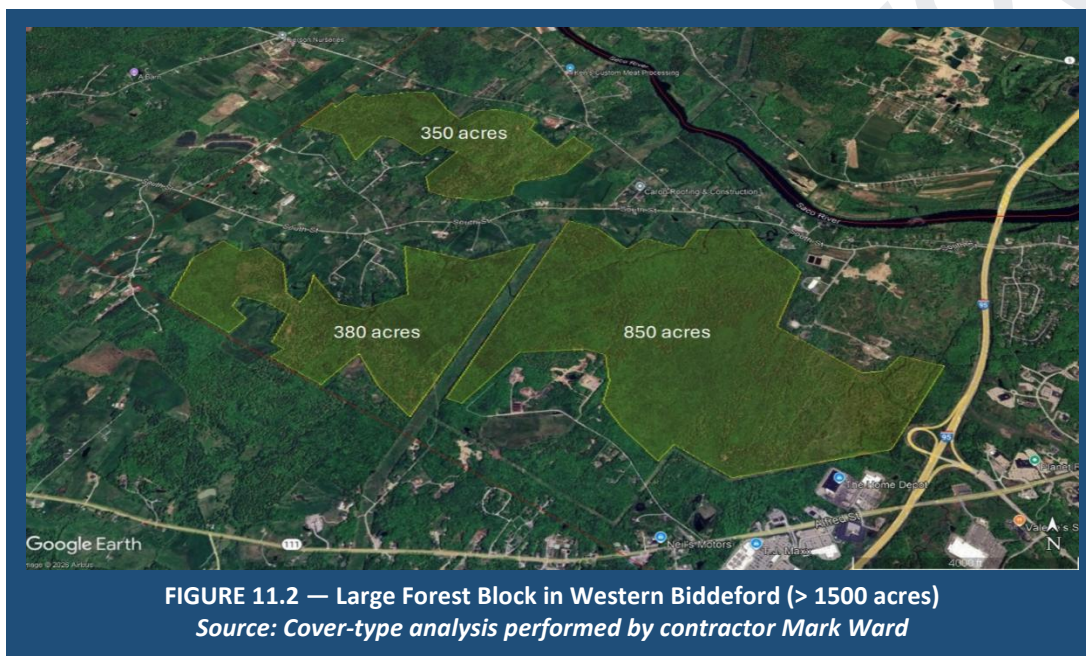
3. Habitats in Biddeford



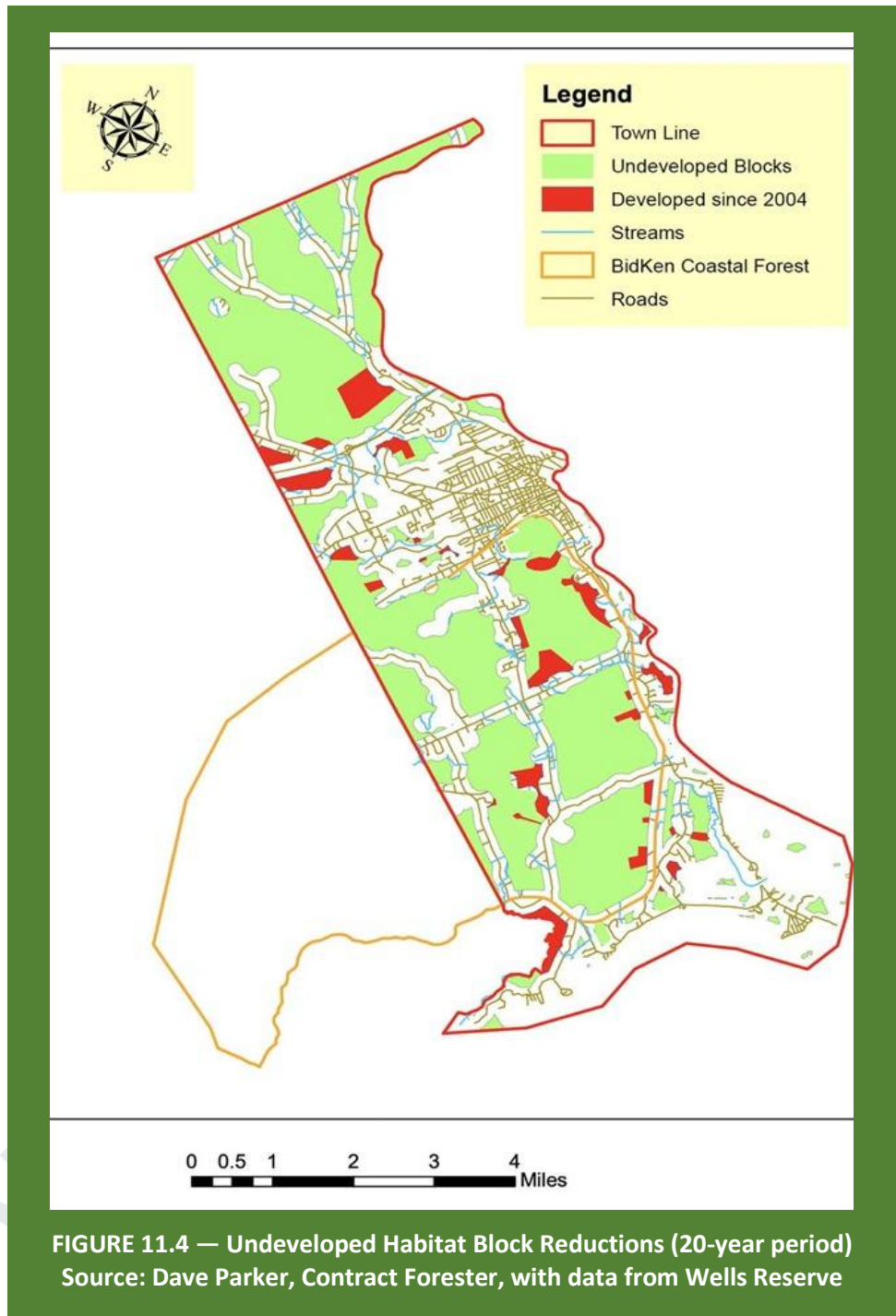
Beginning with Habitat (BwH) helps Maine municipalities, landowners, and land trusts build habitat conservation into their long-term plans. Their data show that Biddeford is home to a wide range of wildlife and habitats.

Biddeford's unique location and availability of undeveloped forest form an important "stepping stone" for wildlife in a region of Maine that is densely developed. This allows wildlife to move between habitats throughout their seasonal migrations and provides areas to feed, reproduce, and seek shelter.

The habitats found throughout Biddeford, specifically in the Biddeford/Kennebunkport Coastal Forest (BKCF), are one of the largest habitat blocks remaining east of the I-95 highway in southern Maine. The BKCF is designated by BwH as a Focus Area of Statewide Ecological Significance.





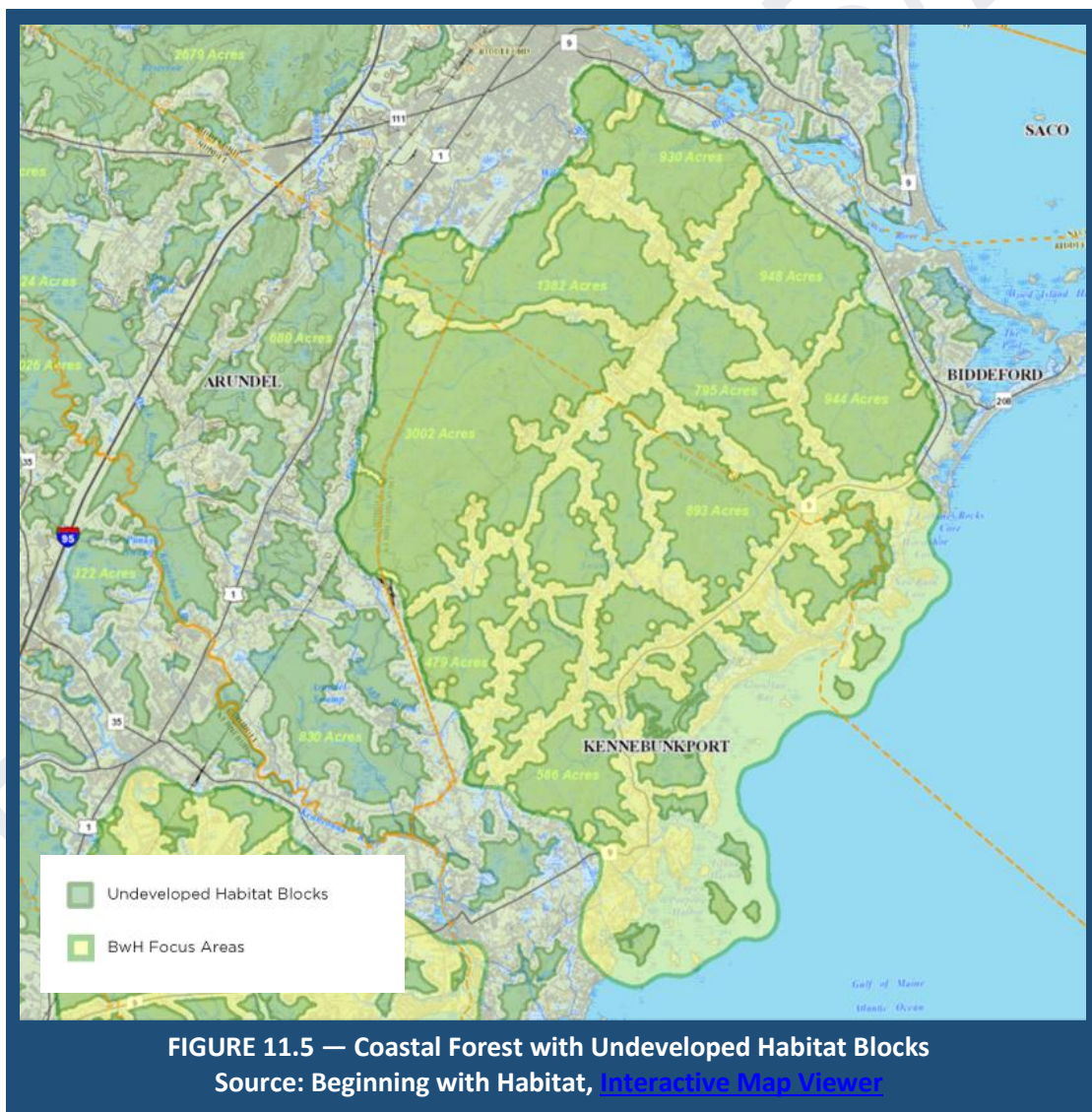


4. Focus Areas & Natural Communities

BwH Focus Areas of Statewide Ecological Significance contain several rare and/or endangered plants or animals as well as their habitats.

These focus areas are large enough to maintain a diverse population of species, and are identified by biologists from the Maine Department of Inland Fisheries and Wildlife (MDIFW), the Maine Natural Areas Program (MNAP), Maine Department of Marine Resources (DMR), U.S. Fish and Wildlife Service (USFWS), The Nature Conservancy (TNC), Maine Audubon, and Maine Coast Heritage Trust (MCHT).

4.1 Biddeford/Kennebunkport Coastal Forest



Biddeford/Kennebunkport Coastal Forest Focus Area (BKCF)

The following information regarding the BKCF is adapted from BwH resources.

Established around 2010, the Biddeford/Kennebunkport Coastal Forest (formerly known as the Biddeford/Kennebunkport Vernal Pool Complex) is a focus area of statewide ecological significance that covers roughly 16,000 acres. This focus area includes a significant portion of eastern Biddeford.

The biological significance of this area is due to a specific set of geological and soil features, and a high concentration of pocket swamps and vernal pools in undeveloped forested areas, which are becoming increasingly rare in Maine, and are seeing increased development pressure within Biddeford.

Protection Status

A number of individual parcels held by Maine Coast Heritage Trust, Saco Valley Land Trust, and the Blandings Wildlife Preserve provide some conservation protections within this critical habitat area, but this piecemeal approach does not prevent habitat fragmentation in the BKCF. The Biddeford Conservation Commission is actively pursuing conservation strategies to provide more holistic protection for this critical natural resource.

Conservation Considerations for the Focus Area

Preserving natural communities and other sensitive features can be best achieved by maintaining the integrity of the larger natural systems in which these features occur. Conserving the larger systems helps ensure both common and rare natural features will persist in this part of the state.

Some ways this can be achieved include:

- Minimizing habitat fragmentation through cluster mandates in zoning ordinances
- Reducing allowable net density in areas zoned Rural Farm or Conservation Overlay
- Increasing funding for permanent land conservation
- Creation of critical resource zoning overlay districts to prevent, minimize, mitigate, or compensate for disturbance to large unfragmented habitat blocks or wildlife corridors
- Re-evaluation of legacy Mobile Home Overlay Zoning in natural resource areas
- Using Best Management Practices for forestry and logging, especially near wetlands, headwaters, and vernal pools, to help prevent erosion and habitat loss

- Enhancing landowners' and motorists' awareness of species habitat, such as "turtle crossing" signs, while also working to replace culverts and install wildlife crossings or barriers that keep at-risk species away from roadways

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4.2 Natural Communities & Wildlife Habitats

Biddeford is home to a diverse range of wildlife, birds, fish, and invertebrates. We are currently ranked 6th (out of all Maine municipalities) for the number of species listed as significant, threatened, or endangered.

STATE RANKING — KEY
S1 = Critically Imperiled
S2 = Imperiled
S3 = Vulnerable
S4 = Apparently Secure
S5 = Secure

Table 11-1: Habitat Types and Natural Communities

Name	Group	State Rank
Roseate Tern Nesting Area	Essential Wildlife Habitats	n/a
Piping Plover-Least Tern Nesting, Feeding, & Brood-Rearing Area	Essential Wildlife Habitats	n/a
Inland Waterfowl & Wading Bird	Significant Wildlife Habitats	n/a
Tidal Waterfowl & Wading Bird	Significant Wildlife Habitats	n/a
Significant Vernal Pools	Significant Wildlife Habitats	n/a
Seabird Nesting Islands	Significant Wildlife Habitats	n/a
Oak - Hickory Forest	Rare & Exemplary Natural Communities	S1
Pocket Swamp	Rare & Exemplary Natural Communities	S2

Salt-Hay Saltmarsh	Rare & Exemplary Natural Communities	S3
Brackish Tidal Marsh	Rare & Exemplary Natural Communities	S3
Freshwater Tidal Marsh	Rare & Exemplary Natural Communities	S2
Pitch Pine Bog	Rare & Exemplary Natural Communities	S2
Pitch Pine Woodland	Rare & Exemplary Natural Communities	S3
Coastal Dune-Marsh Ecosystem	Rare & Exemplary Natural Communities	S3
Red Maple Swamp	Exemplary Common Natural Communities	S4S5

Source: Natural Resources Inventory, Beginning with Habitat, MDIFW (Sept. 2025)

5. Wildlife

Table 11-2: Rare Animals, Plants, and Natural Communities in Biddeford

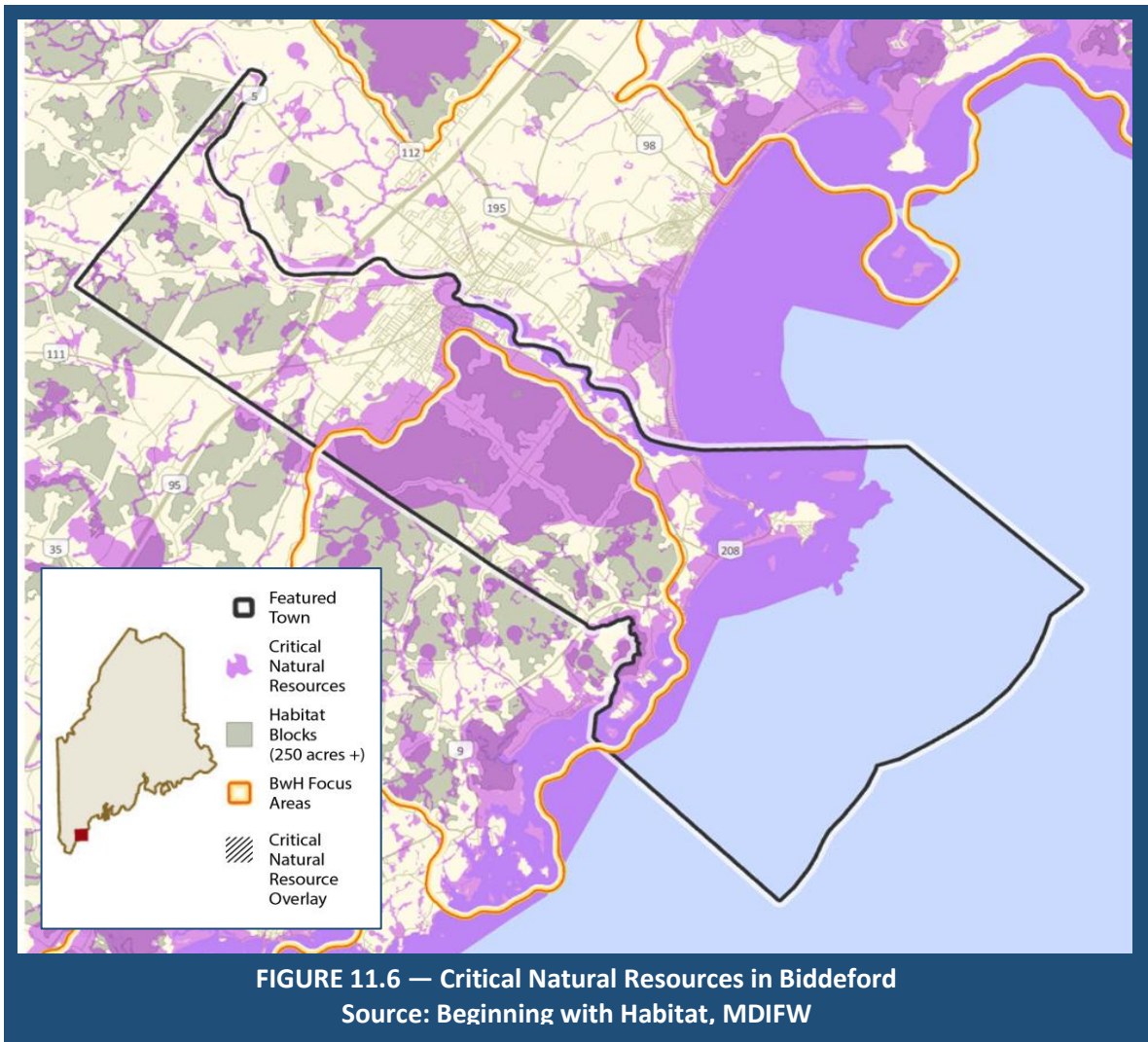
Name	SOURCE	State Rank	State Status
Arrowhead Spiketail	ETSC Animals	S1	Special Concern
Dusted Skipper	ETSC Animals	S1S2	Special Concern
Eastern Ribbonsnake	ETSC Animals	S3	Special Concern
Great Blue Heron	ETSC Animals	S4B	Special Concern
Purple Sandpiper	ETSC Animals	S4S5N	Special Concern
Harlequin Duck	ETSC Animals	S2S3N	Threatened
Peregrine Falcon	ETSC Animals	S1S2N, S2B	Endangered
Piping Plover	ETSC Animals	S2B	Endangered
Saltmarsh Sparrow	ETSC Animals	S1B	Endangered
Spotted Turtle	ETSC Animals	S3	Threatened
Wood Turtle	ETSC Animals	S4	Special Concern
Blanding's Turtle	ETSC Animals	S2	Endangered
Southern Pygmy Clubtail	ETSC Animals	S1S2	Special Concern
Lilaeopsis	MNAP Plants	S2	Special Concern
Smooth Winterberry Holly	MNAP Plants	S3	Special Concern

Beach Wormwood	MNAP Plants	S1S2	Special Concern
Estuary Bur-marigold	MNAP Plants	S3	Special Concern
Hollow Joe-pye Weed	MNAP Plants	S2	Special Concern
Dwarf Glasswort	MNAP Plants	S1	Threatened
American Sea-blite	MNAP Plants	S2	Threatened
Sweet Pepper-bush	MNAP Plants	S2	Special Concern
Pygmyweed	MNAP Plants	S2S3	Special Concern
Water Pimpernel	MNAP Plants	S3	Special Concern
Beach Plum	MNAP Plants	S1	Endangered
Saltmarsh False-foxglove	MNAP Plants	S3	Special Concern
Mudwort	MNAP Plants	S3	Special Concern
Spongy-leaved Arrowhead	MNAP Plants	S3	Special Concern
Stiff Arrowhead	MNAP Plants	S2	Special Concern
Button Sedge	MNAP Plants	S2	Special Concern
Parker's Pipewort	MNAP Plants	S3	Special Concern
Horned Pondweed	MNAP Plants	S2	Special Concern

Source: Natural Resources Inventory, Beginning with Habitat, MDIFW (Sept. 2025)

Rare Plants in Maine, Maine Natural Areas Program ([online](#))

5.1 Wildlife & Habitat Cooccurrence

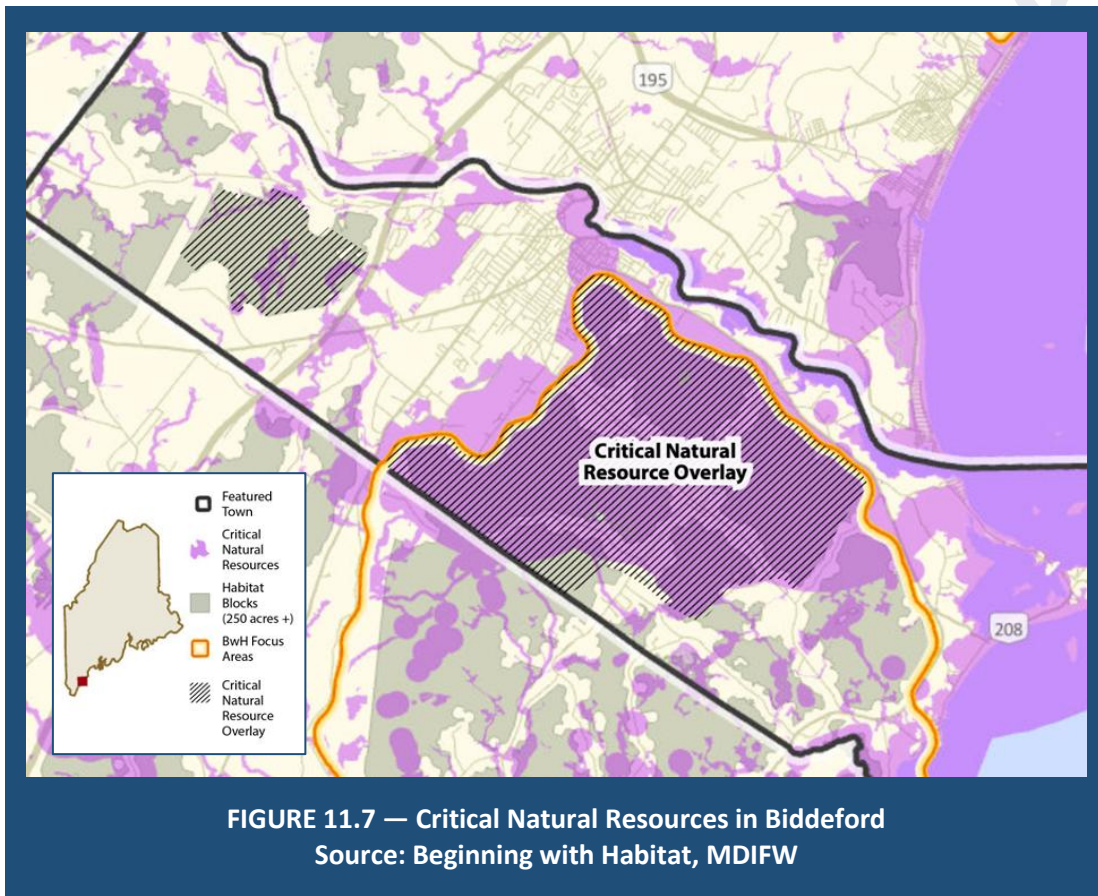


One method to aid cities in prioritizing conservation protections and areas where development may have greater environmental impacts is to identify areas where multiple species of concern and environmental assets are co-located.

The undeveloped habitat blocks that exist within the Biddeford/Kennebunkport Coastal Forest align with the highest concentration of natural resources and at-risk wildlife species in Biddeford.

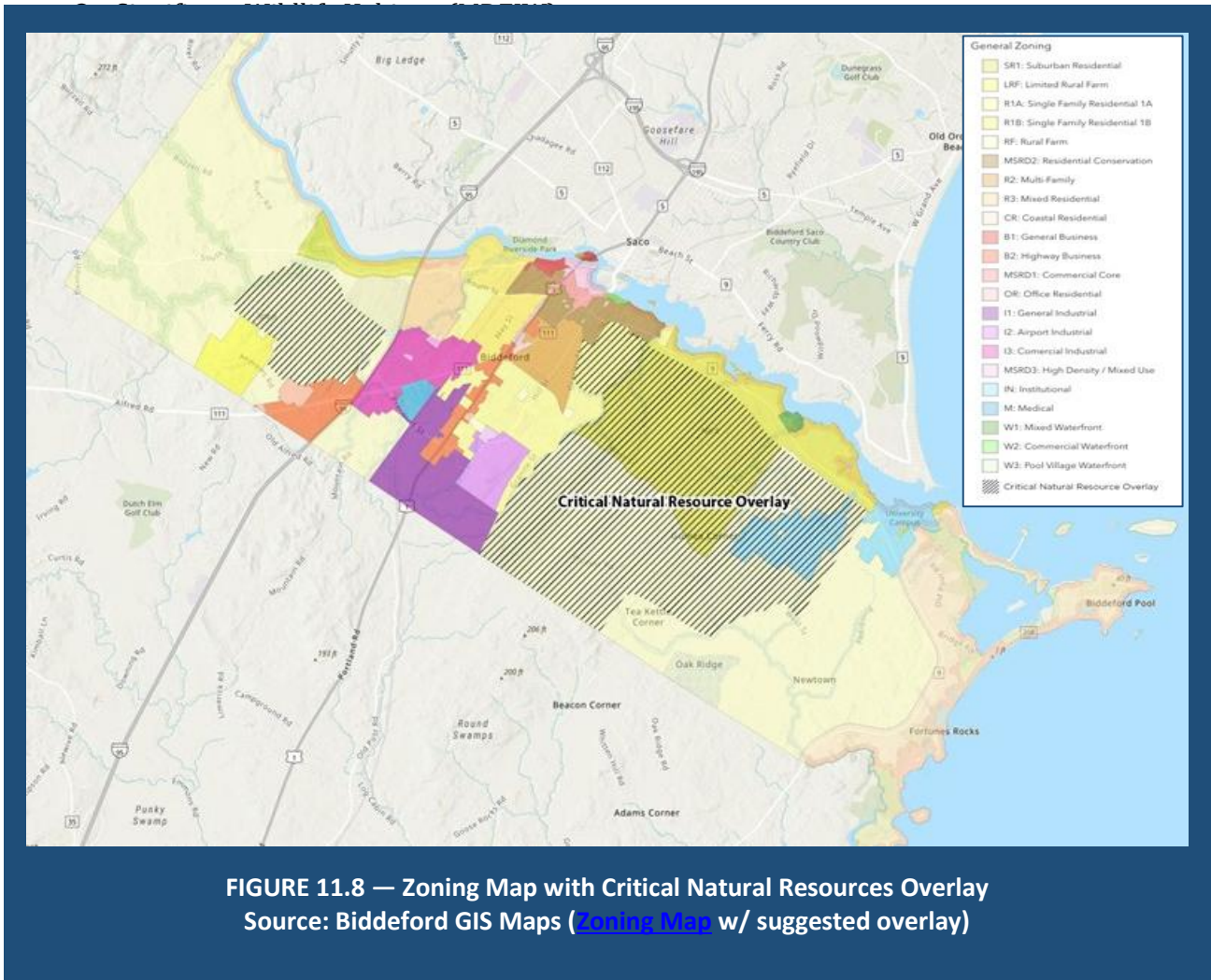
These areas include rare plants, threatened/endangered species, wetlands, and rare/exemplary natural communities.

This supports the need for two (2) Critical Natural Resources overlay areas (FIG 11.7) to protect these natural resources as they continue to see increased development pressures based on outdated zoning ordinances that do not align with our City's natural resource protection goals.



Represented within the Critical Natural Resource areas are:

- 2 or more acres of >20% slope (USGS)
- 2 or more acres wetland within SLZ (National Wetlands Inventory/NWI)
- Wetlands of Special Significance (NWI, USGS, MDIFW)



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6. Vernal Pools



**FIGURE 11.9 — An egg mass in one of Clifford Park’s vernal pools (circa 2023)
Photo: Erik Heumiller**

While the State of Maine defines a vernal pool as “*Any natural water body that holds water long enough in a typical year to support breeding fairy shrimp, wood frogs, and/or spotted or blue-spotted salamanders*”. — it also acknowledges that, “*while vernal pools are typically natural landscape features, occasionally anthropogenically created or modified water bodies such as abandoned gravel pits can function as important vernal pool breeding habitat as well.*”

Vernal Pools act as a “grocery store” within forested areas, serving as an important resource for wildlife communities. Pools provide services beyond habitat, including massive nutrient exchange (14% of our forest nitrogen comes from wood frogs alone*), groundwater recharge, and flood prevention.

As important as the vernal pools are, the upland areas surrounding them are equally important to seasonal habitat needs of the wildlife that rely on them. Connectivity of vernal pools, wetlands, and upland areas surrounding them needs to be considered in conservation planning.

Source: *Beginning with Habitat, MDIFW, 2025

7. Deer Wintering Areas

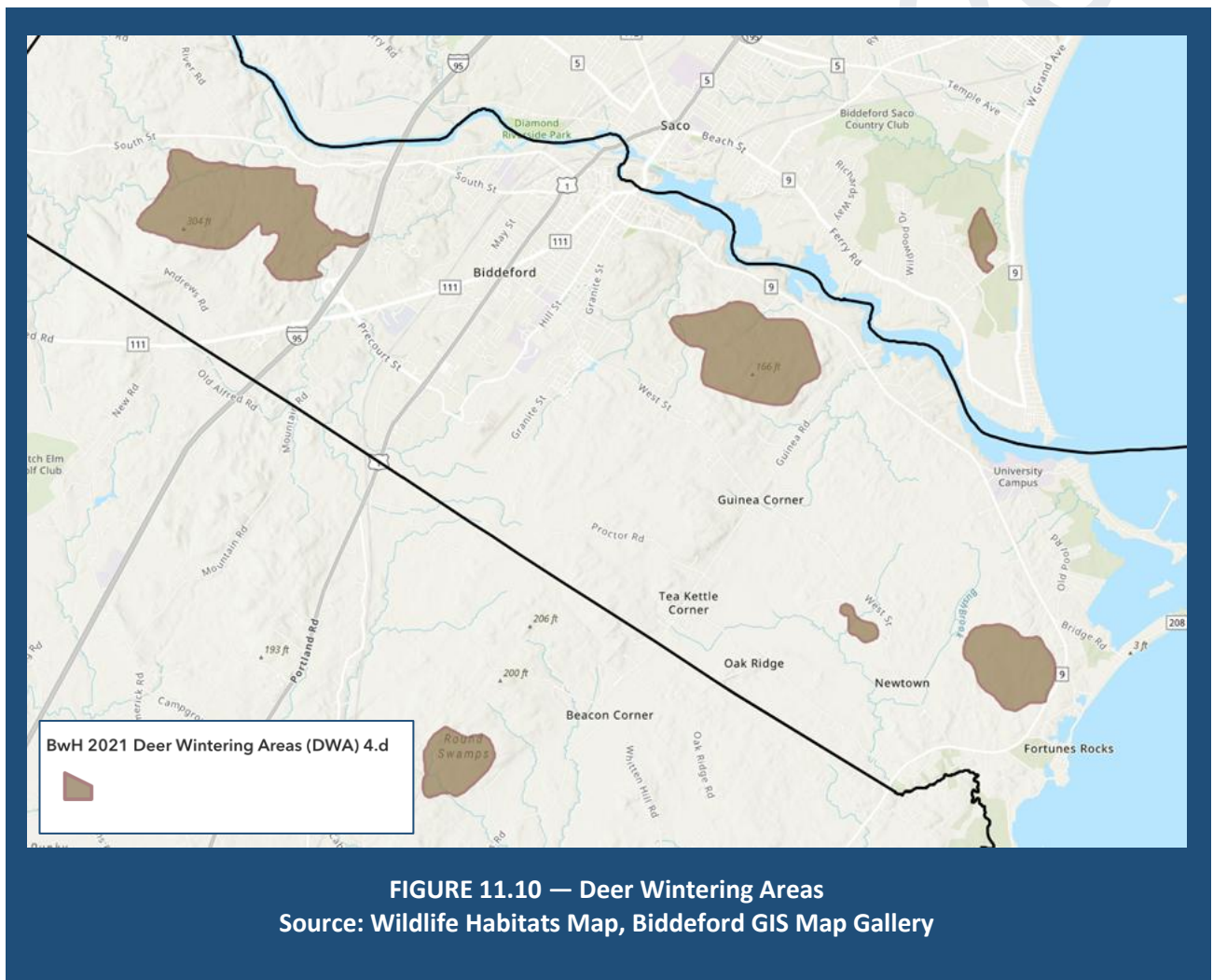


FIGURE 11.10 — Deer Wintering Areas
Source: Wildlife Habitats Map, Biddeford GIS Map Gallery

scarce winter conditions. These are known as deer wintering areas or deer yards, of which Biddeford has historically documented multiple locations.

To reduce roadway collisions and mortality during the winter, these areas should be prioritized when considering habitat conservation and other means of preserving open space within the development of private parcels. Wildlife-vehicle collisions cost Mainers \$134 million annually.*

Shelter conditions typically include:

- **Conifer Forests** that contain hemlock, pine, and cedar. These provide thermal cover by blocking wind, preventing snow accumulation, and by absorbing heat from the sun.
- **Southern Slopes & Valleys** are often warmer due to the southern sun exposure and tend to see less snow accumulation.

Energy conservation and food sources typically include:

- Woody plants (twigs, stems), which are often readily available.
- Tree nuts (acorns, etc.) that remain accessible may also be forage opportunities.
- Deer are typically less active in the winter to conserve energy, often relying on reduced metabolism and fat reserves to survive on a limited diet. However, the availability or lack of food sources during the fall can drive them in search of food if their fat reserves are not sufficient to sustain them.

* Based on data from Maine DOT 2018-2022 "Collisions Between Wildlife Species and Motor Vehicles" Report

8. Riparian Habitats, Watersheds, and Wetlands

Biddeford's water uses reflect the city's strong connection to the Saco River along with its coastal shoreline, groundwater resources, and network of vernal pools, wetlands, and estuaries. The City's rivers and streams include the Saco River Watershed, and ten (10) sub-watersheds.

It's important to recognize the interconnectedness of these habitats and how they support fish, waterfowl, and wildlife populations as well as other natural resources throughout Biddeford.

The Water Resources and Marine Resources chapters provide additional information.

8.1 Riparian Habitats

The areas adjacent to, and surrounding, wetlands and streams, known as Riparian Habitat, are inextricably linked to many significant wildlife species for feeding, nesting, denning, or as travel corridors in Biddeford.

- Over 85% of Maine’s vertebrate wildlife use riparian habitats at some point in their annual life cycle.
- Riparian habitats are often used as travel corridors between forested areas.
- Forested riparian zones are known to store large amounts of carbon and add to landscape-scale climate resilience.
- Forested riparian zones also reduce runoff and erosion risks by stabilizing the banks of rivers and streams.

The State of Maine maintains minimums of 100-foot “no cut” buffers, but also acknowledges that if opportunities exist to extend the “no cut buffer” distance, or to protect entire riparian habitats, there is a preference for those protections.

8.2 Watersheds and Fisheries

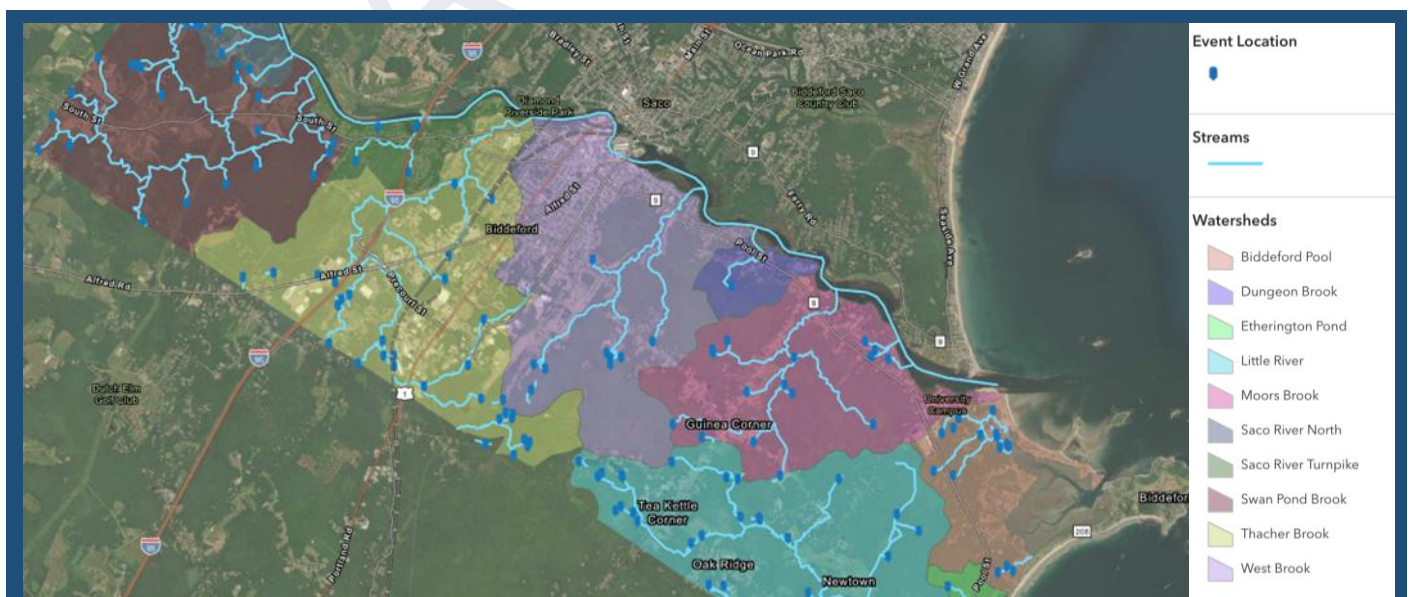


FIGURE 11.11 — Watersheds in Biddeford

Source: NEA Streams Data, [Biddeford GIS Map Gallery](#)

MDIFW has identified **Swan Pond Brook**, its tributaries, and two unnamed tributaries to the Saco River upstream from where Swan Pond Brook outlets into the Saco River as being likely brook trout and Atlantic salmon habitat. **The Little River** and its tributaries, including **Bush Brook**, are also identified as a likely brook trout habitat. These water bodies represent the characteristics conducive to brook trout: “clean, cool, well oxygenated water”.

corridors that: conserve forest soils, provide shade to reduce stream warming, protect stream water quality, provide cover for fish, provide a source of woody debris and leaf litter from mature trees that maintain critical in-stream habitat for fish and the aquatic insects they feed upon (leaves provide the energy source that drives productivity in streams). Floodplain and fringe wetlands associated with streams are a significant source of springs and groundwater discharge that maintain stream flows and cool temperatures during warm, low-flow summer periods. Protection of these important riparian and wetland functions ensures that the overall health of stream habitat and watershed is maintained.”
—MDIFW Habitat Report; Swan Pond Brook

8.3 Wetlands & Marshes



FIGURE 11.12 — Wetlands and Wading Bird Habitat
 Source: Wetlands and Waterbodies, [Biddeford GIS Map Gallery](#)

mud and sand flats, as well as salt and brackish marshes. These areas provide vital habitat for wildlife and natural flood protection.

The mud flats of Biddeford Pool are comprised of sediment finer than sand, which is teeming with shellfish, worms, and other species that support both recreational and commercial harvesting, as well as attracting a variety of bird species.

Biddeford also has several notable inland waterfowl and wading bird habitat locations as mapped by MDIFW. These areas are fairly spread out through the town and are comprised mainly of larger freshwater wetlands.

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9. Dunes and Shorelands

Sand dune systems are dynamic landforms of sand and gravel created by wind and water action. They include various features like beach berms, frontal dunes, and back dunes — and they serve as natural barriers against storms while providing vital habitat

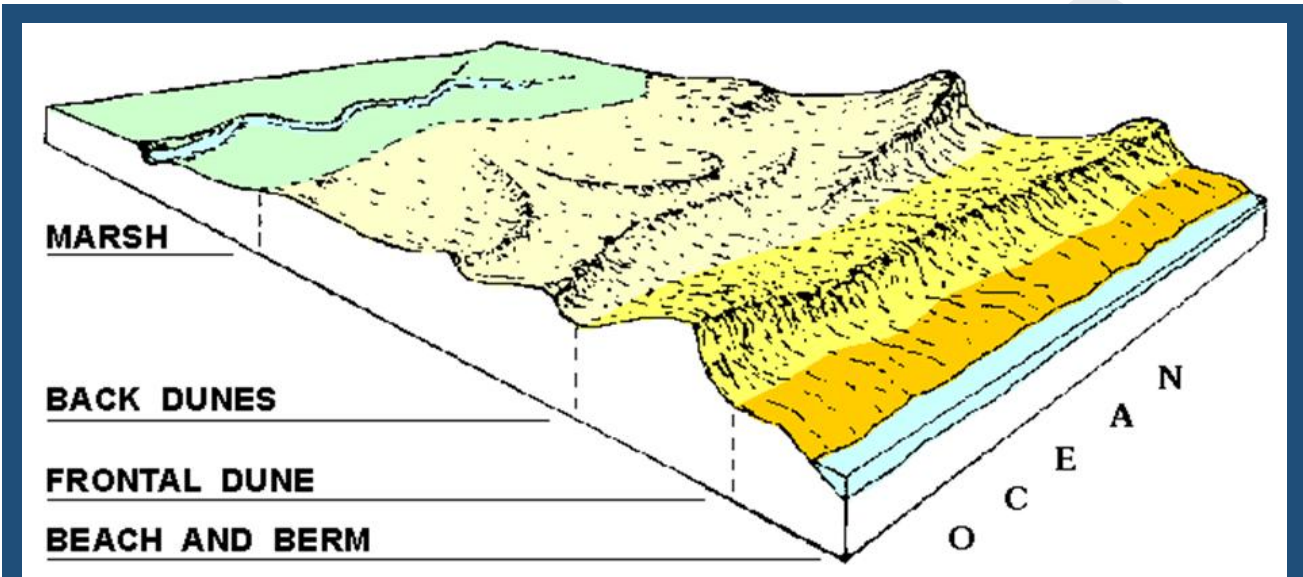


FIGURE 11.13

Source: Maine Department of Agriculture, Conservation, and Forestry; [Maine Geological Survey](#)

Dune formation and maintenance depend on a constant supply of sand and the stabilization provided by vegetation like dune grass.

According to the Maine Geological Society, there are generally seven (7) sand dune systems located within the City of Biddeford, as follows:

1. Hills Beach
2. Hills Beach – Fort Hill
3. Mile Stretch Beach
4. Fortunes Rocks Beach
5. Horseshoe Cove
6. New Barn Cove Beach
7. Curtis Cove Beach

10. Soils

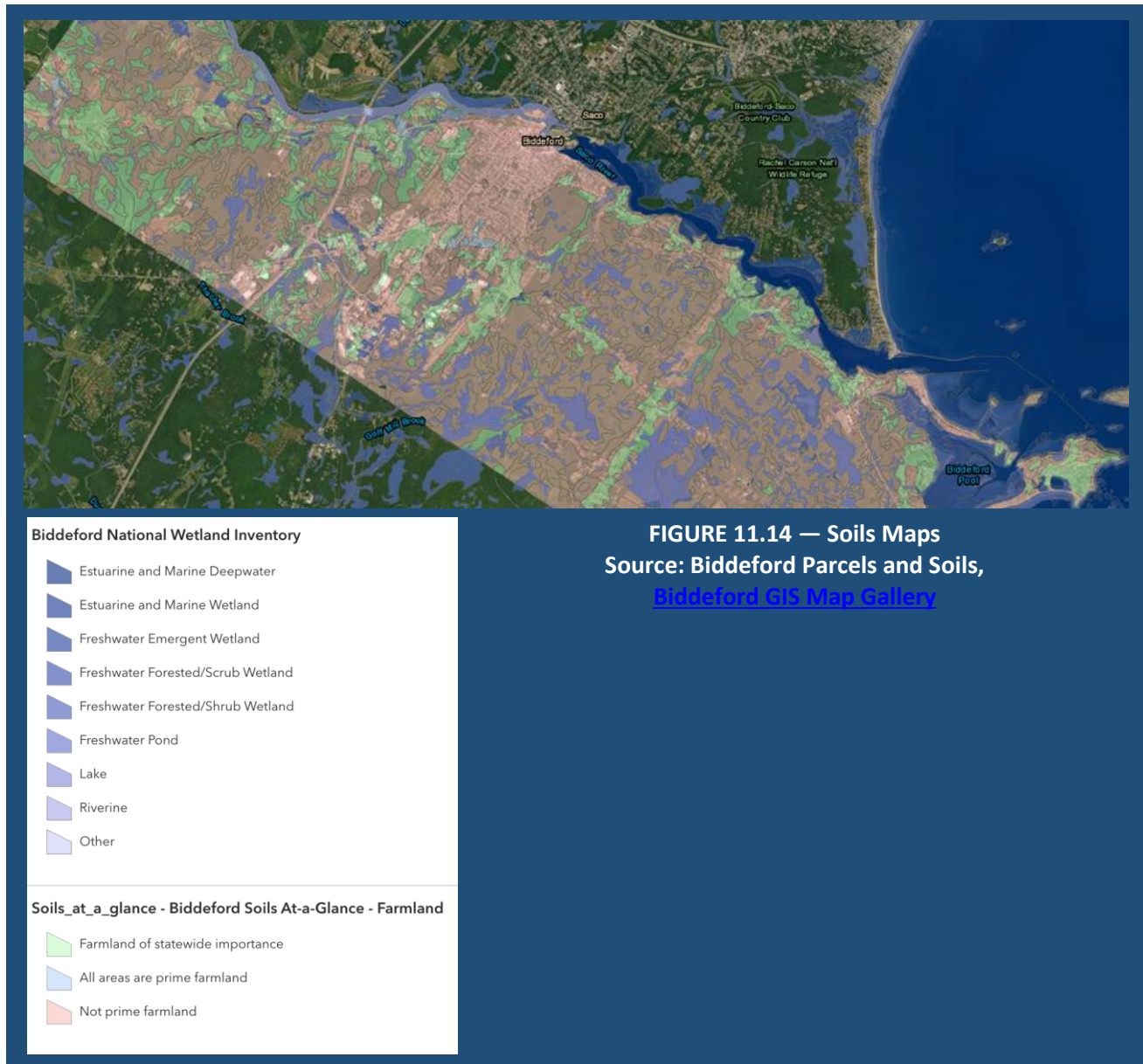


FIGURE 11.14 — Soils Maps
Source: Biddeford Parcels and Soils,
[Biddeford GIS Map Gallery](#)

Prime agricultural soils, whether forested or in active agricultural use, are a vital natural resource within Biddeford. Much of the prime soil acreage throughout Biddeford has already been developed; therefore, drastically reducing what was historically available.

The qualities of these soils are not something easily replicated, and as such, the City should prioritize protections for these soils to ensure local food availability, agricultural viability, and other resiliency measures.

The Agricultural & Forest Chapter provides additional information.

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11. Scenic Resources

Scenic resources within a community are attributes that give communities identity and make them appealing places to live. These resources may be specific, extraordinary views, or they may be vistas of segments of the community, such as traditional working rural landscapes, village centers, or historic districts.

The City of Biddeford is fortunate to have a diversity of geographical landscapes within the City's boundaries, including beaches, open areas, islands, harbors, tidal flats, wetlands, historical resources, and village centers.

Table 11-3: Biddeford's Scenic Resource Inventory

Area	Description	Usage
Clifford Park & Trail System	A forested trail network maintained by Public Works and the Recreation Department. Portions of the park contain a conservation easement held by MCHT.	Hiking, dog walking, mountain biking, wildlife photography. No motorized vehicles, camping, or fires permitted
Rotary Park	A riverfront park system with walking trails, sports fields, and a beach. The park contains a significant amount of Japanese Knotweed (invasive species) and visitors should take care not to transport it elsewhere.	Walking, dog walking, frisbee, sports fields, swimming, and other recreational opportunities
Biddeford Forest	Conservation land established on Maine Water company property to preserve forested habitat.	Nature preserve
Biddeford Pool	Tidal mud flats that include a boat launch and scenic salt marshes that provide habitat, rearing, and feeding areas for a variety of birds and waterfowl. The Pool also provides recreational and commercial clam harvests.	Sightseeing, commercial and recreational clamming, paddle sports
Maine Audubon East	Coastal habitat preserve with walking	Hiking, bird watching,

Point Sanctuary	trails and a few benches.	fishing
Rachel Carson Wildlife Refuge	Protected habitat areas along the coastal regions of Biddeford.	Nature preserve
Blandings Park Wildlife Sanctuary	A patchwork of parcels held in conservation to create a wildlife preserve.	Nature preserve, hiking
Wood Island Harbor and various neighboring islands	This area sees an array of migratory birds and waterfowl throughout the year, and is utilized by recreational and commercial fishing boats.	Nature preserve, boating
Wood Island Lighthouse	Wood Island Lighthouse sits on a 32-acre island that is currently uninhabited. The island is only reached by boat or paddle craft, with tours being offered during the summer months.	Nature preserve, sightseeing
Timber Point	This 97-acre peninsula and 13-acre island are a well-known landmark in the region. A 1.4-mile loop of walking trails exposes visitors to salt marshes, mixed forests, sandy coves, and coastal shores — all teeming with wildlife.	Nature preserve, walking, bird watching, fishing
Hills Beach	A roughly 1-mile, narrow stretch of sandy beach on the north side of Biddeford Pool. The beach runs from the Saco River jetty to the Biddeford Pool harbor entrance.	Beach
Fortunes Rocks	A 2-mile stretch of sandy beach bordered by salt marsh and fresh-water ponds and the ocean.	Public beach
Fortunes Rocks Cove, New Barn Cove, Curtis Cove, and Horseshoe Cove	A series of coves along Biddeford's southern coast. These provide critical coastal habitat for wildlife.	Private beach

Saco River & Riverwalk

The Saco River is a core feature of downtown Biddeford, as well as a critical water resource and fisheries habitat. The Riverwalk provides access to areas of the river and points of connection to the City of Saco.

Walking, sightseeing

Farmlands and open areas

Working landscapes, fields, pastures, and orchards provide habitat that contrasts with developed areas. These areas not only support local food systems but also enhance quality of life and foster a sense of place.

Agriculture, habitat, commerce

Biddeford’s scenic resources are highly valued not only for their aesthetic appeal, but for the natural character and connected ecosystems they preserve in our city.

These areas often sit at the junction of habitat, recreation, and tourism — requiring the City to balance the needs of each in protecting and maintaining these regions.

12. Regional Cooperation on Natural Resource Protection

Wildlife and habitat do not exist within the lines drawn on maps and as such the need for regional cooperation and collaboration on land use, connectivity, and acquisition strategies between Biddeford and surrounding communities is critical to the protection of our natural resources. The City may work with governmental agencies, nonprofit organizations, and private landowners to pursue protections for wildlife habitat, soils, and other critical natural resources.

Some organizations and initiatives include:

- Saco Valley Land Trust
- Maine Coast Heritage Trust
- Maine Audubon
- Blandings Wildlife Preserve
- The Nature Conservancy (TNC)
- Maine Dept. of Environmental Protection
- Saco River Corridor Commission
- Saco Salmon Restoration Alliance
- Saco Watershed Collaborative

Land trusts are instrumental in permanently preserving land and water resources. These organizations act as monitors and managers of land to ensure development restrictions on conservation parcels are enforced, and they often maintain trails and other opportunities for public access, education, and other recreational opportunities — while ensuring our natural resources persist for future generations.

13. Further Analysis

13.1 Threats to Natural Resources

- Human impact and disturbance through commercial, residential, or recreational uses
- Reduction and fragmentation of habitat by development, roads, parking lots, etc.
- Inappropriate zoning designations that conflict with natural resource protection goals
- Lack of habitat identification before development
- Deforestation or over-harvesting of resources
- Point and non-point source pollution (runoff)
- Degradation of water quality (increased temperatures, lack of canopy cover, etc.)
- Invasive species (insects, crabs, etc.)
- Invasive plants (knotweed, bittersweet, etc.)
- Increases in precipitation and climate events (flooding, erosion)
- State-wide policy changes from new administrations and legislators can upend long-term conservation and natural resource protections, and as such, the City of Biddeford should work to develop ordinances and zoning that don't rely on state-mandates and policies

13.2 Specific threats to identified resources:

Threats to Wetlands

Land use development and human impact can result in the loss or degradation of wetlands, which can lead to impacts such as increased flooding, extinction of species, and decline in water quality. Untreated runoff from agricultural lands, urban areas, and other sources into wetlands can result in changed species composition, increased pollutant loadings, and replacement of complex wetland systems with open water. Land use development projects should be managed carefully to avoid these threats.

Threats to Vernal Pools

Land use development and human impact can result in the loss or degradation of vernal pools, including the upland areas around vernal pools that are necessary for parts of the lifecycle of many rare, threatened, and endangered species that rely on vernal pools. Land use development projects should be evaluated carefully to avoid these threats.

Threats to Thatcher Brook Watershed

The Thatcher Brook Watershed Management Plan (TBWMP) 2015-2025, has identified the following threats to the water quality of the brook:

Thatcher Brook is listed as an Urban Impaired Stream in MDEP's Chapter 502. A stream is considered "urban impaired" if it fails to meet state and federal water quality classifications due to the effects of stormwater runoff from impervious surfaces such as rooftops, parking lots, and roads.

During the development of this Plan, the following threats to water quality (a.k.a. stressors) were identified:

- Stream channel alteration and the resulting stream bank erosion and degraded habitat;
- Elevated phosphorus and decreased dissolved oxygen [DO] (in part due to naturally-occurring conditions in associated wetlands); and,
- Elevated bacteria and specific conductance.

Additional monitoring and updates to the TBWMP are necessary to continue efforts to reduce runoff impacts and improve water quality.

Threats to Deer Wintering Areas

New development and other modifications to the habitat within traditional deer wintering areas reduce the overall ability of an area to support deer during periods of severe winter weather. The more development that occurs within these areas, the greater the potential impact on local deer populations. The availability of high-quality winter range allows a higher winter population of deer, and enables them to more fully occupy their summer habitat.

However, one type of land use that is essential for deer wintering area management is timber harvesting. According to IFW, the general goal in managing deer wintering areas is to maintain approximately 50% of the area in mature conifer forest types. This allows each landowner in the deer wintering area to harvest as much as 20% of the total timber volume on his/her ownership in any 15-year period. Non-permanent, minimal disturbance (light or no bulldozing and no graveling of the travel surface) roads are recommended by IFW when a land management road must be located in a deer wintering area to allow access for timber harvesting.

Threats to Sand Dune Systems

Coastal geological processes such as wind, waves, tides, currents, and coastal hazards such as storm surge, sea level rise, erosion, and inlet migration will all inevitably shift the locations and decrease the size of sand dune systems located within Biddeford. Coastal flooding and erosion can destroy improperly located structures on beaches and sand dunes. Winter northeaster storms striking during high tides cause the most serious beach and dune erosion.

Continuing natural movement of the beach and perhaps more abrupt shoreline changes caused by major coastal storms or an acceleration of sea level rise make some areas unsuitable for coastal development. Structures should be placed in locations that have minimal interference with natural geologic processes and are in areas with low risk from natural hazards.

Natural Resources –

What Comes Next?

TIMELINE — KEY
1 = Immediate (0-1 yr)
2 = Near-term (1-3 yrs)
3 = Medium-term (3-6 yrs)
4 = Long-term (6-10 yrs)
Ongoing = Indicates a strategy will take many years or continuous work for implementation.

Many of Biddeford’s goals align with goals the State of Maine is pursuing, and when applicable, the City can benefit from shared alignment and resources provided by the State.

State Goals			
Goal 1	Healthy Fish and Wildlife Habitats: Partner with the public to achieve shared goals for sustainability, and both maintaining and improving healthy fish and wildlife populations and habitats, despite environmental changes and shifts in land ownership.		
Policy 1	Collaborate with BwH, MDIFW, and other organizations to enact habitat protections.		
Strategy 1a	The City shall request state agency review for all developments in critical natural resource areas (FIG 11.8) to coordinate land-use decision-making with local and regional goals. Agencies include but are not limited to the Maine Department of Environmental Protection (DEP), Maine Department of Inland Fisheries and Wildlife (IFW), Maine Natural Areas Program (MNAP), and others.	Ongoing	Planning & Development Dept., Planning Board
Strategy 1b	Collaborate with IFW’s Beginning with Habitat Program to aid in the development of conservation planning, the development of overlay zoning, natural resource inventories, and/or other habitat protection programs to prioritize wildlife corridors and vernal pools.	1	Conservation Commission, Planning Board

TIMELINE — KEY
1 = Immediate (0-1 yr)
2 = Near-term (1-3 yrs)
3 = Medium-term (3-6 yrs)
4 = Long-term (6-10 yrs)
Ongoing = Indicates a strategy will take many years or continuous work for implementation.

Biddeford's Goals	
Goal 1	<p>To protect, maintain, and, where possible, improve the quality of the City's natural environment and resources.</p> <p>This goal is in alignment with the State's goal:</p> <p><i>To increase, by 2030, the total acreage of conserved lands in the state to 30% through voluntary, focused purchases of land, and working forest/farm conservation easements. Increasing carbon</i></p>

	<i>storage in our natural and working lands to offset carbon emissions and impacts from climate change. Source: Maine Climate Action Plan, 2025</i>		
Policy 1	To conserve critical natural resources in the community.		
Strategy 1A	Ensure that land use ordinances are consistent with applicable state law regarding important natural resources.	Ongoing	Planning & Development Dept., Planning Board
Strategy 1B	The City shall designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.	1	Planning & Development Dept., Planning Board
Strategy 1C	<p>The City shall review and upgrade its enacted Zoning Ordinances, which were conceived to protect and preserve the quality of local surface water and wildlife habitats, to</p> <p>A) develop new ordinances, zoning updates, overlay zones, and incentive programs to reduce development pressures in critical natural resource areas,</p> <p>B) prioritize projects with greater-than-minimum buffers, increased open space preservation, and wildlife habitat connectivity, and</p> <p>C) ensure development proposals identify critical natural resources that may be on-site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.</p>	2	Planning & Development Dept., Planning Board, Conservation Commission
Strategy 1D	Amend the Zoning Ordinance to ensure the Planning Board (or its designee) includes, as part of the review process, consideration of pertinent BwH maps and information regarding critical natural resources.	1	Planning & Development Dept., Planning Board
Strategy 1E	<p>Evaluate the Cluster Subdivision and Net Density Performance Standards in the Zoning Ordinance for their effectiveness and value with respect to protecting important natural resources, and exploring options/programs that include, but are not limited to:</p> <p>A) Reducing allowable net density in Rural Farm or Conservation Overlay zoned areas,</p> <p>B) Development Rights Transfer,</p>	2	Planning & Development Dept., Planning Board, Conservation Commission

	C) Development Transfer Fee, and D) Conservation & Limited Development Projects (CLDP)		
Strategy 1F	Revise the Wildlife Preservation Performance Standards to ensure that, through the review of development proposals, wildlife preservation requirements are clear and practical.	Ongoing	Planning & Development Dept., Planning Board, Conservation Commission
Strategy 1G	Explore other regulatory means to protect important natural resources to the greatest extent practicable.	Ongoing	Planning & Development Dept., Planning Board, Conservation Commission
Strategy 1H	Pursue public/private partnerships to protect critical and important natural resources, such as through the purchase of land or easements from willing landowners.	Ongoing	Planning & Development Dept., Conservation Commission
Strategy 1I	Distribute or make available information about current use tax programs and applicable local, state, or federal regulations to those living in or near critical and/or important natural resource areas.	1 Ongoing	Conservation Commission
Strategy 1J	The City may create a “no development, other than timber harvesting” ordinance that will protect all of the City’s deer wintering areas (as designated by the Maine Department of Inland Fisheries & Wildlife).	2	Policy Committee, Planning Board, City Council, Conservation Commission
Strategy 1K	Conduct bi-annual reviews of development growth, evaluating impacts on natural resources, to be reviewed as part of a zoning ordinance review process. This includes, but is not limited to: A) increase/decrease of habitat, B) habitat fragmentation, and C) development “hot spots” where development is taking place to	Ongoing	Planning & Development Dept., Planning Board, Conservation Commission

	identify proximity to natural resources.		
Strategy 1L	<p>Conduct an annual review of parcels identified as conservation, open space, municipal land, and public access areas to identify;</p> <p>A) the percentage of open space vs. habitat preservation (to the needs of humans and wildlife in Biddeford),</p> <p>B) opportunities to increase unfragmented habitat blocks through the sale/donation of municipal lands, and</p> <p>C) identify trends and growth around/in natural resources areas</p>	Ongoing	<p>Conservation Commission,</p> <p>GIS Staff</p>
Strategy 1M	Continue to monitor state agency GIS maps and data to integrate natural resource inventory information into Biddeford’s own GIS maps and to inform municipal decision-making.	Ongoing	<p>GIS Staff,</p> <p>Conservation Commission</p>
Strategy 1N	Increase awareness of incentive programs to aid private landowners in investing in the long-term stewardship of their property.	Ongoing	Conservation Commission
Strategy 1O	Pursue more detailed surveys and documentation of vernal pools throughout Biddeford, with the State Focus Area of Ecological Significance being the priority. This work may be conducted in partnership with UNE, local land trusts, and/or consultants.	2	<p>Conservation Commission,</p> <p>City Staff</p>
Strategy 1P	Develop a pipeline for reduced processing time and permitting requirements for development applications that meet certain standards (e.g., habitat preserved, habitat connectivity, etc.) to encourage smart growth, habitat-friendly developments, and a focus on development in growth areas.	2	<p>Planning & Development Dept.,</p> <p>Planning Board</p>
Strategy 1Q	Incentivize increased buffers, habitat conservation, and connectivity through voluntary programs that allow smaller lot sizes in exchange for more open space preserved.	2	<p>Planning & Development Dept.,</p> <p>Planning Board,</p> <p>Conservation Commission</p>
Strategy 1R	The City shall develop a list of buffers specific to each natural resource, seeking to increase buffers beyond state minimums, and to align with recommendations from habitat experts to protect Biddeford’s specific natural resources.	2	<p>Planning & Development Dept.,</p> <p>Planning Board,</p> <p>Conservation Commission</p>

Strategy 1S	The City shall select and hire a Consultant for all environmental reviews for development applications, to be paid for with funds from the developer, with the Consultant reporting directly to the City.	1	Planning & Development Dept., Planning Board
Policy 2	To coordinate with neighboring communities and both regional/state resource agencies to protect shared critical natural resources.		
Strategy 2A	Collaborate with IFW's Beginning with Habitat Program to aid in the development of conservation planning, the development of overlay zoning, natural resource inventories, and/or other habitat protection programs to prioritize wildlife corridors and vernal pools.	1	Conservation Commission, Planning Board
Strategy 2B	Continue to collaborate with local Land Trusts through conservation planning, title-in-fee donations, and easements to protect parcels that can be added to, or begin forming unfragmented blocks of habitat and natural resources.	Ongoing	Planning & Development Dept., Conservation Commission
Policy 3	Prioritize habitat connectivity in reviewing development proposals within critical natural resource areas, as a means of reducing habitat fragmentation and roadway mortality for all wildlife species.		
Strategy 3A	The City may work with IFW to identify areas where wildlife crossings can benefit listed species, developing a plan and timeline for installation of crossings in natural resource areas — with “turtle crossings” being a priority. Design and implementation resources are listed in the appendix. (bmp_herp_2016.pdf, pages 30-32)	3	Planning & Development Dept., Public Works, Conservation Commission
Strategy 3B	Monitor public works projects (road work, infrastructure updates, etc.) near stream crossings or other critical habitat to identify opportunities to proactively update stream crossings to Stream Smart designs that improve and restore stream function or reduce roadway mortality for at-risk species.	Ongoing	Public Works
Strategy 3C	Conduct an annual review of reported wildlife collisions and roadkill removal requests to identify areas of increased roadway mortality that can benefit from the following (in priority order); A) altering wildlife behavior (reducing forage plants along roadways, adding fencing, and/or wildlife crossings beneath roadways),	Ongoing	Conservation Commission, Police, Animal Control

	<p>B) altering driver behavior (reduced speed limits, speed humps, etc.), and</p> <p>C) improved driver awareness (signage, lighting, roadway markings).</p>		
Strategy 3D	<p>Identify properties that may overlap with Saltmarsh Migration as sea levels rise, prioritizing the acquisition of these parcels to allow for habitat expansion and to reduce strains on municipal services in these areas.</p>	3 / 4	<p>Planning & Development Dept., Conservation Commission</p>
END			

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Existing Land Use

Understanding Biddeford’s current land-use patterns and zoning framework is essential to assessing existing conditions and determining whether adjustments are necessary to meet the City’s goals. Because land use regulations influence all other components of the Comprehensive Plan, zoning serves as a key tool for shaping development and guiding growth. By actively directing change, these regulations help protect the qualities and resources that residents value.

This topic includes

- Current land use
- Town growth and rural areas
- Base Zoning Districts
- Zoning Overlay Districts
- Site Plan & Subdivision Regulations
- York Floodplain management
- Permitting and approvals processes
- Recent development patterns
- Climate change impacts
- Town capacity
- What the community said

Current Land Use

The City of Biddeford occupies approximately 30 square miles of land, comprising approximately 7,800 parcels, which support a varied mix of land uses. Of the land that is developed, a relatively high proportion is devoted to residential uses, open space, agriculture, forestry, and recreation. With continued growth, development patterns east of U.S. Route 1 have become increasingly intensive, characterized by a higher concentration of commercial and industrial uses along the U.S. Route 1 and I-95 corridors.

Biddeford’s Land Use Distribution

Land area designated as “residential” is the largest land use category at approximately 40% of the city, and about 75% of the parcels (Fig. 1 and Table 1). Just under 7.8% of land is assessed as Open Space/Tree Growth, and 5.2% is assessed as Commercial uses. There is also a significant amount of land categorized as Industrial (4.6%) and Education, Literary and Scientific (3.5%).

Commercial and Industrial uses combined make up approximately 10% of the city’s land. According to the City Assessment, a significant amount of land is considered Vacant or undeveloped (approximately 21%).

[Insert Images representing commercial, residential, farmland, and school]

[Insert Map: Figure 1. Biddeford Land Use by Tax Assessor Category]

Table 1. 2020 Biddeford Land Use in Acres and Parcels Count by Tax Assessment Land Category

Land Use Category	Number of Parcels	Total Area (Acres)
City of Biddeford	141	1,368
Commercial	273	945
Commercial Vacant	33	63
Education, Literary and Scientific	25	632
Industrial	106	838
Industrial Vacant	33	132
Institutional/Charities	145	1,239
Mixed Use	95	52
Non-Municipal Publicly Owned	64	511
Open Space/Tree Growth	37	1,404
Residential	5,870	7,174
Residential Apartment	372	149
Residential Condo	14	12
Residential Vacant	577	3,538
Utilities	3	1
Total Acreage	7,788	18,058

[Insert Map: Figure 2. Government and Publicly-Owned Lands]

City Growth and Rural Areas

The State of Maine's Title 30-A, §4326: Growth management program elements, requires municipalities to develop a growth management program that includes defined Growth Areas, if applicable, as well as Rural Areas. These areas are defined as part of the State's Growth Management Program:

- **Growth Area:** ...suitable for orderly residential, commercial, or industrial development...and into which most development projected over 10 years is directed
- **Rural Area:** ...area deserving of some level of regulatory protection from unrestricted development...and from which most development projected over 10 years is diverted

The state requires municipalities to direct their infrastructure and facilities investments primarily toward Growth Areas. Biddeford's Growth Area Boundary was determined in the 2023 by the City Council and generally encompasses the area on both sides Route 1 with the **Saco River** being its northern boundary and the **town boundary with Arundel** bounding the area to the south (Fig. 3).

[Insert Figure 3 City of Biddeford Growth Area Boundary, 2006]

Biddeford's Zoning

The City of Biddeford's Zoning Ordinance states the following General Purpose: "The purpose of this ordinance is to promote the health, safety, and general welfare of the residents of the City. Specifically, this ordinance is intended to promote and protect quality of life factors that could be threatened by uncontrolled or unregulated growth or development." The City's Zoning Ordinance, originally enacted on 1964 with revisions generally adopted once or twice per year.

Although the Biddeford Zoning Ordinance is thorough and rooted in sound planning principles, it is often perceived by residents and City staff as "complex." In addition to base zoning districts with defined use and dimensional requirements, the Ordinance contains numerous supplemental standards, special provisions, overlay districts, regulatory policies, and procedural requirements. Over time, these cumulative layers have contributed to confusion about what is allowed and where. As a result, property owners and community members routinely seek guidance from the Planning and Code Enforcement Departments to navigate applicable standards and the necessary permitting and approval pathways.

Base Zoning Districts

The Zoning Ordinance includes **15** categories within its base zoning. The boundaries of those base zoning districts established pursuant to this Ordinance are delineated in detail on the Biddeford Zoning Ordinance: Base Zoning Districts map below (Fig. 4).

[Insert Figure. 4 Biddeford Zoning Map]

Zoning Districts Description

The base zones in the Zoning Ordinance are delineated below with summary descriptions. Tables with Dimensional Regulations by Zone are provided later in this section.

Classes of Zones:

- a. Suburban Residential Zones to be known as SR Zones.
- b. Coastal Residential Zones to be known as CR Zones.
- c. Residential Zones to be known as R Zones.
- d. Business Zones to be known as B Zones.
- e. Industrial Zones to be known as I Zones.
- f. Waterfront Zones to be known as W Zones.
- g. Rural-Farm Zones to be known as R-F Zones.
- h. Limited Rural-Farm Zones to be known as LR-F Zones.
- i. Medical Zones to be known as M Zones.
- j. Shoreland Zones to be known as RP-1, RP, LR, GD-1, GD-2, CFMA, and LC Zones.
- k. Contract Zones to be known as CZ Zones.
- l. Institutional Zones to be known as IN Zones.
- m. Office Residential Zones to be known as OR Zones.
- n. Main Street Revitalization District zones to be known as MSRZD Zones.
- o. Aquifer Protection Overlay Zones to be known as APO Zones.

General Description of Zones and Allowed Uses:

- A. **Suburban Residential Zone (SR-1):** This district is primarily intended for single-family residential development, with limited allowances for home-based professional offices under specific conditions. The neighborhoods generally consist of single-family homes on larger lots, served by public sewer and water, or at a minimum, public water.
- B. **Coastal Residential Zone (CR):** This district was established to recognize coastal areas with notable environmental or scenic value. Permitted uses are largely limited to single-family residences, with certain home offices allowed under specific conditions. Lot sizes within the zone vary based on underlying soil characteristics.

C. Residential Zones: There are four sub-residential zones based on density:

1. **R-1-A:** This district permits only single-family and two-family (duplex) homes. It is fully served by public water and sewer and is best described as an in-town neighborhood with predominantly single-family and duplex housing.
2. **R-1-B:** Similar to R-1-A, this district allows single-family and two-family residences and is also served by public water and sewer. It represents established in-town single-family and duplex/two-family neighborhoods.
3. **R-2:** This district supports higher-density residential development, allowing a range of multifamily housing options. Public water and sewer service are available throughout.
4. **R-3:** This district is designed to offer substantial flexibility in residential development, accommodating a broad mix of housing types on a variety of lot sizes.

D. Business Zones:

1. **B-1:** This district encompasses the in-town commercial core and permits a combination of commercial uses and multifamily residential development. Its purpose is to promote robust commercial activity while also encouraging the conversion of vacant factory structures and the use of upper floors in both existing and new structures for multifamily housing.
2. **B-2:** This district consists of highway-oriented commercial corridors where residential uses are not allowed.

E. Industrial Zones:

1. **I-1:** This district allows for general commercial and industrial uses.
2. **I-2:** This district is a more specialized industrial zone that permits a limited range of industrial activities. Proposals within this zone require review and recommendations from the Economic Improvement Commission.
3. **I-3:** Serving as a gateway into the City, this district places strong emphasis on the visual appearance of development. Projects must comply with enhanced design and landscaping standards, and new or renovated building facades are expected to feature brick or stone, with alternative materials considered on a case-by-case basis. Residential-style structures may also be permitted under similar discretionary review. The zone accommodates a mix of commercial and industrial uses; however, outdoor storage and display are prohibited except on parcels adjacent to Pomerleau Street that do not border Barra Road or Alfred Street (Route 111).

F. Waterfront Zones:

1. **W-1:** Allows for a mixture of water-dependent or oriented commercial uses, including residential uses.
2. **W-2:** Allows for commercial water-dependent uses.
3. **W-3:** The Biddeford Pool Village Waterfront Zone that allows both water and non-water-dependent or oriented commercial uses, including residential uses.

G. Rural-Farm Zone (R-F): This district allows residential and agricultural use and allows exceptions for commercial uses.

H. Limited Rural-Farm Zone (LR-F): This district only allows for nonresidential uses, such as extractive operations, recycling, agricultural uses and open space.

I. Medical Zone (M): Medical offices and hospitals are allowed or other uses of that nature.

J. Shoreland Zones: See the next section, *Zoning Overlay Districts*.

K. Contract/Conditional Use Zones (CZ): Zones established through a negotiated agreement between a developer and the City Council, following Planning Board review. These zones permit uses that wouldn't ordinarily be allowed in the underlying district, but are considered appropriate due to their unique public or community benefits.

L. Institutional Zone (IN): The Institutional Zone is intended to support college and university activities while reducing potential negative impacts on the surrounding predominantly residential neighborhoods. All university-related uses, or any activities carried out by a college or university, must comply with an institutional master plan approved by the Planning Board.

M. Office Residential Zone (OR): The OR Zone is designed to guide the gradual transition of older residential areas along major roadways into a blend of residential and low-intensity nonresidential uses. Its intent is to allow existing homes to be adapted for small-scale office and service uses, as long as the area's architectural character is preserved, exterior displays remain minimal, and any proposed nonresidential conversions undergo site plan review.

N. Main Street Revitalization District Zones (MSRD):

1. **MSRD-1:** This district serves as the commercial center, aiming to support business and residential growth while maintaining Biddeford's historic character.

2. **MSRD-2:** This district focuses on residential conservation, allowing medium-density housing while preserving the historic and residential character of existing structures, and supporting the upkeep and renovation of homes.
 3. **MSRD-3:** This high-density, mixed-use district is intended to maintain the historic integrity of buildings while encouraging the transformation of vacant and underutilized mill properties into a lively blend of residential and commercial uses that strengthens the revitalization of the downtown.
- O. **Aquifer Protection Overlay Zones (APO):** The APO Zone is intended to safeguard Biddeford’s groundwater by limiting land uses and activities that occur over aquifers and recharge areas. Its purpose is to regulate the use and management of hazardous materials that could contaminate these resources, and to ensure that the city’s aquifers are preserved as a reliable water supply for residents.

Dimensional Standards

Biddeford’s Zoning Ordinance defines lot dimension standards by zoning classification, and these standards have been periodically amended as new conditions and regulatory requirements have emerged. The tables below provide the **dimensional and development requirements** for every zoning district within the City of Biddeford. These tables summarize the minimum lot sizes, frontage requirements, building setbacks, maximum building heights, and other development standards that apply to each district. Overall, the tables serve as a comprehensive reference for understanding the physical standards that govern land use and development across all zoning districts in the city.

These dimensional standards can be found in Article 5, as an attachment, [Table B: Dimensional Requirements](#) of the City of Biddeford Zoning Ordinance, and are summarized in Tables 4-6 below.

Functionally, these regulations establish a clear gradient across the city. In Biddeford’s urban core and historic Main Street Redevelopment Districts (MSRD), dimensional requirements feature reduced setback distances, smaller lot sizes, and higher maximum lot coverages to accommodate walkable, compact development. As you move outward from the core, you transition into highway-oriented commercial zones, like the Highway Business (B2) Zone, or suburban residential areas, like the Suburban Residential (SR1) Zone. In these districts, the dimensional requirements scale upward, requiring more road frontage, deeper setbacks, and lower lot coverage thresholds to manage vehicle access and separate higher-intensity uses, before giving way to the Rural-Farm zones.

Table 2. Residential Dimensional Standards

Zoning District	Minimum Lot Size, Square Feet Per Unit A				Frontage			Minimum Setback, Feet**				Maximum Heights+	
	Water and Sewer	Water, No Sewer	Sewer, No Water	Neither Water Nor Sewer	Water and Sewer	Water or Sewer	Neither Water Nor Sewer	From Major R.O.W	From Other R.O.W	Side	Rear	Stories	Feet
SR-1	15,000 C	20,000 C	20,000 C	40,000 C	100	100	200	40	25	10	10	3	35
CR	See Table C below				150	150	150	40	25	25	25	3	35
R-1-A	10,000 B	20,000	10,000	20,000	100	100	100	40	25	10	10	3	35
R-1-B	5,000 B	20,000	5,000	20,000	50	50	50	25	10	5	5	3	35
R-2	4,500 B	N/A	N/A	N/A	45	N/A	N/A	25	15	5	5	3	35
R-3, single-family	10,000	20,000	20,000	40,000	100	120	200	40	25	10	10	3	35
R-3, duplex	7,500 B	30,000	N/A	N/A	120	120	120	40	25	15	15	3	35
R-3, multifamily	15,000 1st 2 units, then 6,000/unit D	N/A	N/A	N/A	150	N/A	N/A	40	40	25	25	3	35

Table 3. Zoning Dimensional Standards

Zoning District	Minimum Lot Size, Square Feet Per Unit A				Frontage			Minimum Setback, Feet**				Maximum Heights+	
	Water and Sewer	Water, No Sewer	Sewer, No Water	Neither Water Nor Sewer	Water and Sewer	Water or Sewer	Neither Water Nor Sewer	From Major R.O.W.	From Other R.O.W.	Side	Rear	Stories	Feet
R-3, all other	10,000	N/A	N/A	N/A	100	120	200	40	25	10	10	3	35
B-1 O	1,000	N/A	N/A	N/A	None	N/A	N/A	10	10	10	10	6	60
B-2 O	10,000 J	20,000	20,000	40,000	150	150	150	30	25	10	10	3	35
I-1 O	None	None	None	N/A	50	50	N/A	40 S	30 S	25 E, S	25 E, S	6	60
I-2 O	None	None	None	N/A	50	50	N/A	40 S	30 S	25 E, S	25 E, S	6	60
I-3 O	None	None	None	N/A	50	50	N/A	40 S	30 S	25 E, S	25 E, S	6	60
W-1	15,000 C	20,000 C	20,000 C	40,000 C	100	100	100	40	25	25	25	3	35
W-2	7,000	N/A	N/A	N/A	50	50	50	0	0	10	10	3	35
R-F, single-family M	20,000	20,000	20,000	40,000	120	120	200	40 H	25 H	25	25	3	35
R-F, duplex M	20,000	20,000	20,000	40,000	120	120	200	40 H	25 H	25	25	3	35
R-F, all other	40,000	40,000	40,000	40,000	200	200	200	40 H	25 H	25	25	3	35
Medical	10,000	10,000	10,000	10,000	100	100	100	40	40	25	25	6	60 K
LR-F	80,000	80,000	80,000 *N	80,000 *N	100	100	100	40	30	25	25	6	60
Institutional	See Note P				See Note P			See Note P				See Note P	
OR Q	4,500 B	N/A	N/A	N/A	75	N/A	N/A	10	10	10	10	3	35

Table 4. Main Street Revitalization District Dimensional Standards

Zoning District	Minimum Lot Size, Square Feet Per Unit A				Frontage			Minimum Setback, Feet**				Maximum Heights+	
	Water and Sewer	Water, No Sewer	Sewer, No Water	Neither Water Nor Sewer	Water and Sewer	Water or Sewer	Neither Water Nor Sewer	From Major R.O.W.	From Other R.O.W	Side	Rear	Stories	Feet
MSRD-1	None	N/A	N/A	N/A	None	None	None	None	None	None	None	Min. 2 stories or 26 feet; Max. 60 feet	
MSRD-2	2,000 B	N/A	N/A	N/A	50	N/A	N/A	15 R	15 R	None	None	3	35
MSRD-3	None	N/A	N/A	N/A	None	None	None	None	None	None	None	Min. 2 stories or 26 feet	

Please note that the PDF version of Table B also includes district-specific notes and exceptions that guide how structures may be constructed, expanded, or redeveloped. The notes are located under the “Notes for Table B” section.

Zoning Overlay Districts

In addition to the Base Zoning Districts, Biddeford’s Zoning Ordinance includes nine Overlay Districts:

Shoreland Overlay District (Article 14)

The Shoreland Overlay District (Fig. 4), despite its name, is not limited to coastal properties. Instead, it covers all land within 250 feet of water bodies and wetlands, and within 75 feet of protected streams.

Any property within these boundaries falls under the Shoreland Overlay Zone, which outlines specific dimensional requirements and identifies which land uses are allowed or prohibited in shoreland areas. Many activities within this zone require a permit from the Code Enforcement Officer (CEO).

- a. Resource Protection (RP).
- b. Resource Protection-1 (RP-1).
- c. Limited Residential (LR).
- d. Limited Commercial (LC).
- e. General Development 1 (GD-1).
- f. General Development 2 (GD-2).
- g. Commercial Fisheries/Maritime Activities (CFMA).
- h. Stream Protection (SP).
- i. Waterfront Renaissance (WR)

A. **Resource Protection (RP) District:** This district includes areas in which development would harm water quality, productive habitat, biological ecosystems, or natural and scenic values. Geographically, this district includes the following areas:

1. Areas located within 250 feet (measured horizontally) of the upland edge of freshwater wetlands—or wetlands connected to great ponds and rivers—that the Maine Department of Inland Fisheries & Wildlife (MDIF&W) has identified as “moderate” or “high” value waterfowl and wading bird habitat, including nesting and feeding areas. These habitats are shown on GIS maps maintained by either MDIF&W or the Maine Department of Environmental Protection as of December 31, 2008.
2. Floodplain areas along rivers and along artificially created great ponds associated with rivers, as defined by the one-hundred-year floodplain shown on FEMA Flood Insurance Rate Maps or Flood Hazard Boundary Maps, or by the flood of record. If such mapping is unavailable, these areas are identified using soil types classified as recent floodplain soils. This district also includes one-hundred-year floodplains adjacent to tidal waters, as mapped by FEMA on its Flood Insurance Rate Maps or Flood Hazard Boundary Maps.
3. Areas of two or more contiguous acres with sustained slopes of 20% or greater.
4. Areas of two or more connected acres that contain wetland vegetation and hydric soils, but are not classified as freshwater or coastal wetlands, and that do not have a surface connection to a water body during periods of normal high water.
5. Land along rivers that is vulnerable to significant bank erosion, undercutting, or shifts in the riverbed, as well as land next to tidal waters that experiences severe erosion or large-scale soil movement, such as steep coastal bluffs.
6. The land area located on the west side of Granite Point Road, as depicted on the Official Zoning Map. See additional clarification on Granite Point, Article 14, Section 13.

B. **Resource Protection-1 District (RP-1):** The RP-1 District applies specifically to the Swan Pond Brook corridor. Because this area lies near the intake pipe for the City’s public water supply, Biddeford places high importance on restricting development that could harm water quality, wildlife habitat, or ecological systems within the corridor. The RP-1 District includes all land within 250 feet (measured horizontally) of the normal high-water line of Swan Pond Brook and its tributaries, as mapped on the City’s Official Zoning Map.

C. **General Development (GD-1) District:** This district includes the following types of existing, intensively developed areas:

1. Areas consisting of two or more adjoining acres that are used for commercial, industrial, or intensive recreational purposes—or a combination of these uses—including, but not limited to, the following:
 - a. Areas devoted to manufacturing, fabricating, or other industrial activities;
 - b. Areas devoted to wholesaling, warehousing, retail trade, and service activities, or other commercial activities; and
 - c. Areas devoted to intensive recreational development and activities, such as, but not limited to, amusement parks, race tracks, and fairgrounds.
2. Areas that can be identified as having established patterns of intensive commercial, industrial, or recreational activity.
3. Some parts of the General Development 1 District may contain residential uses; however, an area cannot be designated as a General Development District if its only use is residential.

D. **General Development 2 (GD-2) District:** The General Development 2 District encompasses the same types of areas identified for the General Development 1 District. However, it is intended for newly designated General Development areas in which existing development is either limited or less intensive than that in the General Development 1 District. Some portions of the General Development 2 District may include residential uses, but an area cannot be classified as a General Development District solely based on residential development.

E. **Stream Protection (SP) District:** The Stream Protection District includes all land within 100 feet (measured horizontally) of the normal high-water line of a stream, as verified in the field. This does not include areas that fall within 250 feet of the normal high-water line of a great pond or river, or within 250 feet of the upland edge of a freshwater or coastal wetland. When a stream and its surrounding shoreland fall within those 250-foot areas, the land is regulated according to the Shoreland District associated with that particular water body or wetland.

The upstream starting point of a stream is shown on the City of Biddeford's Official Zoning Map, unless the Zoning Board of Appeals determines otherwise under Article XIV, Section 10.

F. **Limited Residential (LR) District:** The Limited Residential District encompasses areas that are appropriate for residential and recreational development. It includes lands that do not fall within the Resource Protection District or Stream Protection Districts, and that are less intensively used than the Limited Commercial District, General Development Districts, or the Commercial Fisheries/Maritime Activities District. The Limited Residential District includes the following:

1. Land located within 250 feet (measured horizontally) of the normal high-water line of any great pond, river, or freshwater wetland, as well as land within 250 feet of the upland edge of coastal or freshwater wetlands shown on the Official Zoning Map and verified in the field, unless noted otherwise. Please refer to Article 14, Section 13 for additional information.

G. **Limited Commercial (LC) District:** The LC District encompasses areas with a combination of light commercial and residential uses, but excludes those within the Stream Protection District. Development in this zone is meant to be less intensive than in the General Development Districts, maintaining a maximum non-vegetated (impervious) surface limit of 20% per lot. It may also include commercial properties that existed prior to January 1, 1989. Industrial uses are prohibited.

For clarification, the LC District includes the following commercial **areas**:

1. The Shoreland Zone (as field-verified) that overlaps the W3 Zone located within Biddeford Pool Village.

H. **Commercial Fisheries/ Maritime Activities (CFMA) District:** The CFMA District includes areas where the prevailing pattern of development aligns with the permitted uses listed in the Table of Land Uses (Section 14), as well as other locations suitable for functionally water-dependent activities. Suitability is based on factors such as:

1. The depth of navigable water,
2. Shelter from adverse weather,
3. Proximity to established fishing grounds and marine infrastructure,
4. Availability of shorefront space for commercial docks and staging, and
5. Compatibility with surrounding maritime development.

[Insert Figure 5: Maps and Figures of the Overlays]

Floodplain Management

The City adequately identifies and protects its vulnerable coastal and riverine floodplains through active participation in the National Flood Insurance Program (NFIP). To ensure continued compliance with federal and state safety benchmarks, Biddeford updated its local Floodplain Management Ordinance (Article XII) in 2024 to mirror the newly issued Federal Emergency management Agency (FEMA) Flood Insurance Study and updated Flood Insurance Rate Maps (FIRMs) for York County. This local ordinance is consistently enforced by the Code Enforcement Officer, acting as the local Floodplain Administrator, who oversees a mandatory Flood Hazard Development Permit system. By strictly maintaining these updated performance standards, such as enforcing freeboard requirements that elevate the lowest floors of new residential structures in AE zones at least one foot above base flood elevation, Biddeford effectively reduces local flood vulnerability while maintaining state and federal regulatory consistency.

Site Plan & Subdivision Regulations

The City of Biddeford governs local land development through a coordinated framework established under Article XI (Site Plan Review) of the Land Development Regulations and Chapter 66 (Subdivisions) of the Code of Ordinances. These ordinances scale review requirements based on project intensity, utilizing a multi-stage Planning Board process to guide major subdivisions and commercial development toward areas with compatible infrastructure. The city's performance standards actively enforce smart growth principles by requiring pedestrian-oriented circulation, architectural scale compatibility in historic and downtown zones, and strict buildable lot constraints that deduct unbuildable land, such as wetlands, steep slopes, and the 100-year floodplain, from gross density calculations.

These regulations embed rigorous environmental performance standards directly into the local approval process to protect critical natural resources from the cumulative impacts of development. Biddeford addresses non-point source pollution and watershed protection by mandating that post-development stormwater runoff rates do not exceed pre-development levels, utilizing low-impact development (LID) strategies. Furthermore, the land use rules reinforce the distinction between growth and rural sectors by tying final project signoffs to verified public utility capacities or certified state subsurface wastewater compliance. Together, these regulatory tools ensure that current development patterns conform to the land use districts, density targets, and resource protections established throughout this plan.

Permitting and Approvals Processes

Biddeford's local development review system involves clear, multi-tiered permitting and approvals process designed to enforce the spatial and environmental goals of the Comprehensive Plan. Major developments, subdivisions, conditional uses, and projects within the Shoreland Zoning or Historic Districts are subject to a structured, three-tiered Planning Board evaluation, advancing from a preliminary sketch plan review through detailed technical analysis and final plan approval. To streamline smaller-scale

commercial infill and modifications that align with smart growth goals, the City utilizes a Staff Review Committee (SRC). This delegated administrative body provides a faster, coordinated technical review for minor site plans while ensuring strict adherence to municipal performance standards and avoiding unnecessary planning board backlogs.

Once land-use of subdivision approvals is granted, the implementation mechanism shifts to the Code Enforcement Office and Engineering Department to manage construction compliance. No structural development can occur without a building permit, which requires detailed architectural, mechanical, and site plans conforming to the International Building Code (IBC) and local zoning constraints. For projects impacting public infrastructure, the city mandates a pre-construction coordination process backed by dedicated inspection fees to fund third-party peer reviews and erosion control monitoring. The final regulatory step is the Certificate of Occupancy, which is strictly withheld until the Engineering Department verifies public sewer impact fee payments and physical connection compliance, and the Code Enforcement Officer certifies complete adherence to all Planning Board conditions and state internal plumbing and electrical rules.

Board of Appeals

Biddeford's Zoning Board of Appeals (ZBA) serves as the quasi-judicial safety valve of the land use framework, ensuring that the application of local regulations respects constitutional property rights while maintaining the integrity of the Comprehensive Plan. Appointed by the Mayor, this five-member citizen board holds the authority to hear administrative appeals challenging decisions or interpretations made by the Code Enforcement Officer or the Planning Board, alongside evaluating requests for dimensional variances. To safeguard local growth boundaries and prevent ad-hoc zoning erosions, the ZBA is strictly prohibited from granting use variances and must enforce the state's rigorous five-part undue hardship criteria, requiring proof that the property cannot yield a reasonable return due to unique physical constraints rather than personal or economic circumstances.

Operating under strict statutory timelines, aggrieved parties must file an appeal within 30 days of a contested decision, triggering a formal public hearing process that requires broad abutter notification within 200 feet. The board's review relies strictly on the formal record established through oral testimony and predefined documentary evidence, requiring a majority vote to reverse and administrative action or approve a relaxation of dimensional rules. Final approvals are tightly bound to execution deadlines, requiring the recipient to secure a building permit within one month of a variance being granted, while any further recourse for contested ZBA decisions must be brought directly to the Maine Superior Court.

Planning Board

The Planning Board holds reviewing and acting authority over subdivisions, projects subject to Site Plan Review, and specialized environmental and land use requests, including certain Shoreland Permits and Conditional Use Permits. Additionally, the Board plays a critical role by periodically preparing and revising the City's Comprehensive Plan. Under Biddeford's regulatory framework, the Planning Board is responsible for reviewing applications for major residential, commercial, and institutional principal uses. These specifically include single-family-attached developments, two-family and multi-family residential complexes, elderly and senior housing facilities, mobile home parks, and large-scale commercial or industrial establishments that exceed local administrative review thresholds.

City Capacity

At the inception of the Biddeford Comprehensive Planning process, the City had one planner on staff in the Planning Department, who was responsible for managing the City's planning processes, zoning issues, proposed development, land-use policies, and staffing the Planning Board. A second planner was hired in late January 2022 and, naturally, spearheaded the Comp Plan.

During the planning process, specific administrative capacity comments were made by community members, including that the Planning and Code Enforcement Departments could use more staff to help the public understand the complexities of the Zoning Ordinance, other land use regulations, permitting, and development review processes, and other building, infrastructure, and land development requirements. The Code Enforcement Department has indicated a desire for additional staff to maintain the quality and timeliness of its land-use regulation and other municipal services.

In addition, the current capacity and permitting application processes in City Hall does not support data collection and analysis needed to understand the trends in land use development in Biddeford. There is no digital compilation of issued permits, including permit type and details, that would enable Biddeford to easily see development trends and use data to shape policies.

However, the City just recently switched to CivicPlus Community Development, an online permitting system that will streamline permitting processes, increase productivity, and enable self-service for efficient growth. The software includes a built-in tool for quantifying data, enabling an understanding of land-use development trends and ultimately, answering the question, "What percentage of development has occurred in Growth Areas versus Rural Areas of Biddeford?"

Recent Development Patterns

The City has experienced substantial growth concentrated primarily in two distinct hubs: the historical Downtown/Pepperell Mill complex and western Biddeford along the Alfred Street corridor.

In the Downtown area, revitalization was catalyzed by the City's 2012 purchase and closure of the Maine Energy Recovery Company (MERC) waste-to-energy incinerator. This pivotal move spurred extensive mixed-use and residential redevelopment across over a million square feet of former textile mill buildings. Completed and approved downtown projects, including the Riverdam, Lincoln Mill, and the Fathom development, have introduced hundreds of market-rate and low-to-moderate-income housing units, alongside a new 644-space municipal parking garage, boutique hotel space, and the Pearl Point Park with a pedestrian bridge connecting residents to the Saco Transportation Center.

Table 5. Recent Developments in Downtown/Pepperell Mill

Project	Type	Housing Units
Fathom	Mixed-use	191
Westbrook Development Corporation	Senior Housing	90
Lincoln Mill	Mixed-use	140
Lincoln Mill	Hotel	35
Pepperell Building 11	Residential	76
Pepperell Building 19 & 20	Residential	64
Saco-Lowell	Residential	96
The Levee	Residential	83
Adam's Point	Residential	39
2 York	Residential	11
69 Elm Street	Residential	14
Riverdam	Residential	70

Concurrently, western Biddeford has emerged as a major residential and commercial service area, with intense development localized between Andrews Road and Barra Road. This corridor has absorbed significant housing expansion through large-scale projects like The Eddy and Devine Capital, as well as essential affordable housing initiatives spearheaded by Avesta and Westbrook Development Corporation slated through 2027. Supplemented by robust commercial footprints such as the Biddeford Crossing Shopping Center and major big-box retailers, western Biddeford complements the downtown’s urban density. Moving forward, the City anticipates continued, self-sustaining investment and redevelopment in both sectors, driven largely by the influx of new residents.

Table 6. Recent Developments in Western Biddeford

Project	Type	Housing Units
The Eddy	Residential	250
Devine Capital	Residential	216
Avesta Housing	Low/Moderate Income	46
Westbrook Developments Phase 1	Low/Moderate Income	40
Westbrook Developments Phase 2	Senior Housing	37

Vision Alignment

Recent development in Biddeford is occurring primarily within large-scale, planned mixed-use developments and major master-planned residential complexes, rather than on an incremental, lot-by-lot basis. This is evidenced in the downtown core by the sweeping, multi-phased adaptive reuse of the million-square-foot Pepperell Mill Complex and the coordinated master plan of the former MERC site. Similarly, the growth in Western Biddeford consists of high-density, multi-family master planned developments like The Eddy (250 units) and Devine Capital (216 units), alongside coordinated phased affordable housing complexes by Avesta and Westbrook Development Corporation. By utilizing unified planned developments, the City has been able to secure critical public infrastructure, such as the 644-space municipal parking garage and the Saco River pedestrian bridge.

The recent development pattern is consistent with the community's vision, which prioritizes smart growth, transit-oriented development, and the prevention of low-density rural sprawl. By directing a vast majority of new residential units into the designated downtown urban growth area and the existing Alfred Street commercial service corridor, the city is actively fulfilling its Future Land Use Plan goals to build complete neighborhoods. This concentrated, high-density infill allows the city to efficiently utilize existing public water, sewer, and transit infrastructure. Furthermore, the deliberate integration of low-to-moderate-income family and senior housing within these planned developments directly matches Biddeford's stated commitment to addressing the housing crisis with diverse, equitable, and walkable housing choices.

Projected Development Needs

To accommodate anticipated residential and commercial growth over the next decade, Biddeford relies primarily on the redevelopment of underutilized urban parcels and master-planned infill rather than the consumption of raw, undeveloped acreage. The City anticipates continued growth pressures over the next 10 years to be concentrated within two designated areas, both of which possess more than enough land and structural capacity to absorb new development.

Downtown Core

The majority of downtown is already densely developed so much of the growth will continue to be redevelopment within and around the million-square-foot Pepperell Mill. However, within the downtown is also approximately 25-acre contiguous area which is predominantly vacant. Most of this property was formerly owned by the Diamond Match Company, which tragically burned to the ground in 1964 and has remained undeveloped. Located to the north of Elm Street, south of the Saco River and east of Main Street, this site is uniquely positioned to accommodate between 250 to 500 housing units within a mixed-use development featuring a pedestrian promenade along the Saco River and public open space.

Western Biddeford

The City also anticipates continued development activity within western Biddeford, utilizing currently vacant commercial lands and/or redeveloping commercial and industrial properties adjacent to the Alfred Street corridor to fulfill local housing and service demands.

Future Growth Management Framework

While the City's current regulatory framework relies on baseline zoning districts established to manage growth, achieving the forward-thinking goals of the 2023 Vision requires a modernized suite of tools. A comprehensive analysis of the specific regulatory and non-regulatory measures necessary to guide this growth is included in the Future Land Use Chapter. Aligning these tools directly with the Future Land Use Map ensures that Biddeford's implementation strategies are tied to the City's long-term vision for managing growth.

FUTURE LAND USE



0 0.28 0.55 1.1 Mile

0 1,250 2,500 5,000 Feet

This map was reviewed and approved by the Biddeford Planning Board and Biddeford Conservation Commission on May 20, 2026.

- Parcels (2026)
- Water
- Conserved Lands (2026)
- Recreation & Parks

GEOGRAPHY

- Resource Protection
- Railroad
- Maine Turnpike (I-95)
- Roads (MDOT 2026)
- Eastern Trail

GROWTH AREAS

- Downtown Core
- Urban Residential
- Suburban Residential
- Commercial & Industrial
- Institutional

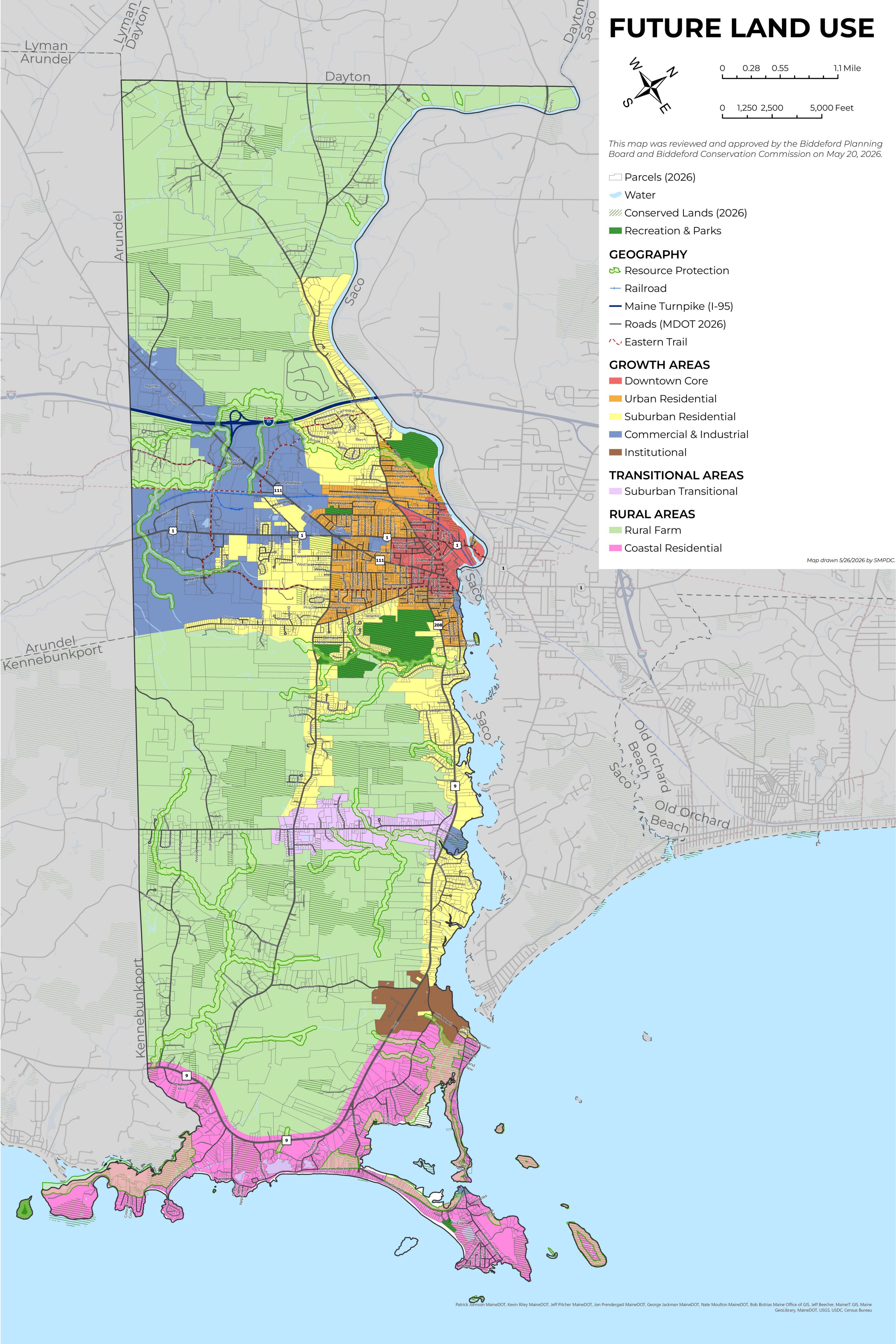
TRANSITIONAL AREAS

- Suburban Transitional

RURAL AREAS

- Rural Farm
- Coastal Residential

Map drawn 5/26/2026 by SMPDC.



Add Section 6. titled “Transitional Areas”

6. Transitional Areas

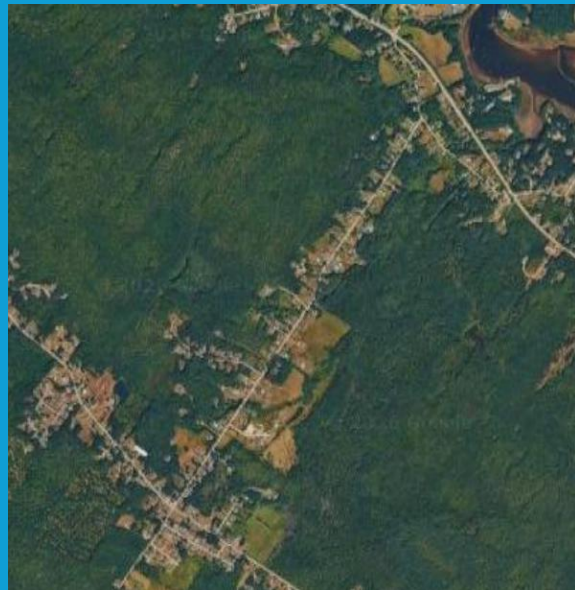
The area surrounding Guinea Road from the intersection of West Street (Guinea Corner) to the intersection of Meeting House Road (Tattle Corner) has been identified as a transitional area. This area was once designated as a growth area, but analyses in this Comprehensive Plan have identified significant natural resource assets in the undeveloped blocks to the northwest, bounded by this road and West Street. While the Guinea Road area has seen development in the last 10 years, it is primarily residential and single-family housing. Moors Brook and its tributaries also run along the Guinea Road corridor. This area bridges sections of the community identified as Growth Areas and Rural Areas. This means that development and future zoning along this corridor should be carefully considered to support West Street and Route 9 development while remaining undeveloped enough to connect areas of significant wildlife habitat.

GUINEA ROAD

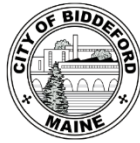
Corridor bridging Suburban Residential and Rural Farm areas.

GOALS:

Consider future zoning to align with natural resource goals for the undeveloped areas to the northwest and growth areas at the intersections.



City of Biddeford



2026.69 **IN BOARD OF CITY COUNCIL... JUNE 16, 2026**

BE IT ORDERED, that the City Council of the City of Biddeford does hereby appropriate the sum of, \$141,991 for the Biddeford Airport comprised of \$141,991 for the AIRPORT OPERATIONS FUND and \$0 in reimbursable grant expenses for the AIRPORT REIMBURSABLE IMPROVEMENT FUND for the fiscal year commencing on July 1, 2026 and ending June 30, 2027, and

BE IT FURTHER ORDERED, that estimated revenues to the Biddeford Airport Fund in the sum of \$142,623 comprised of \$142,623 for the AIRPORT OPERATIONS FUND and \$0 for the AIRPORT REIMBURSABLE IMPROVEMENT FUND be hereby adopted in support of the Biddeford Airport appropriation

Attest by: _____

City of Biddeford



2026.70

IN BOARD OF CITY COUNCIL...JUNE 16, 2026

BE IT ORDERED, that the City Council of the City of Biddeford does hereby appropriate the sum of \$1,672,813 for the AMBULANCE FUND for the fiscal year commencing July 1, 2026 and ending June 30, 2027; and

BE IT FURTHER ORDERED, that the sum of \$1,752,030 in estimated revenues to the Ambulance Fund be hereby adopted in support of the Ambulance Fund appropriation

Attest by: _____

City of Biddeford



2026.71

IN BOARD OF CITY COUNCIL... JUNE 16, 2026

BE IT ORDERED, that the City Council of the City of Biddeford does hereby appropriate the sum of \$40,568 for the MOORING FEES FUND for the fiscal year commencing July 1, 2026 and ending June 30, 2027; and

BE IT FURTHER ORDERED, that the sum of \$39,000 in estimated revenues to the Mooring Fees Fund be hereby adopted in support of the Mooring Fees Fund appropriation.

Attest by: _____

City of Biddeford



2026.72

IN BOARD OF CITY COUNCIL....JUNE 16, 2026

BE IT ORDERED, that the City Council of the City of Biddeford does hereby appropriate the sum of \$105,081 for the POOL BEACH PERMITS FUND for the fiscal year commencing July 1, 2026 and ending June 30, 2027; and

BE IT FURTHER ORDERED, that the sum of \$174,500 in estimated revenues to the Pool Beach Permits Fund be hereby adopted in support of the Pool Beach Permits Fund appropriation.

Attest by: _____



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item 12.j
No:
Item 2026.55 Approval of Capital Committee Recommendations for 5-year CIP
Description: Projects
Submitted By: Truc Dever, City Manager

Key Terms:

Executive Summary:

At the April 8, 2026 Capital Projects/Operations Committee meeting, the committee discussed recommendations to fund a number of specific projects from the Capital Projects list after meeting the city's identified cash match obligations. The committee recommends Council approve fulfilling the cash match obligations and the projects listed for funding in this brief. The Committee discussed their intent to discuss in future meetings further recommendations on funding additional projects and paving as updated financial information becomes available.

Detailed Review:

The required 0.05% of the previous fiscal year's total taxable valuation for Capital improvements is \$2,245,671. The cost-share obligations for FY27 total approximately \$1,519,571, leaving \$726,100 remaining in CIP funding. The Committee offered recommendations to Council for \$167,935 in spending for projects for FY27. The placement of the order for an ambulance was recommended for approval. However, it will be funded in FY28 in the amount of \$85,000.

BPD-FY27-001 Exacq 96 TB server	\$29,066
BPD-FY27-002 WatchGuard Interview rms.	\$30,315
BPD-FY27-005 Interview Room	\$12,100

BFD-FY27-008 LifePak 35 Defibrillator	\$62,954
BFD-FY27-002 Ambulance Replacement	\$85,000 (FY28)
BFD-FY27-004 FD Tactical EMS Vests & Helmets	\$13,500
BFD-FY27-006 Brush Fire/EMS Insert Unit for Ranger 18	\$10,000
Dog Park Fence and Drainage	\$10,000
<hr/>	
Total Expenditures for FY27	\$167,935
<hr/>	
Balance remaining for FY27 CIP	\$558,165

Funding Source:

CIP cash match obligations of \$1,519,571 and \$167,935.00 in additional CIP expenditure allocations.

Staff Recommendation:


Staff and the Capital Projects Committee request Council approve CIP cash match obligations of \$1,519,571 and \$167,935.00 in additional CIP expenditure allocations.

Next Steps:

Attachments:

1. 2026.55 FY27 Capital Improvement Plan- Order (1)
2. CIP Projects Cost Share Memo 4-8-26

City of Biddeford



2026.55 IN BOARD OF CITY COUNCIL... June 16, 2026

BE IT ORDERED, that the City Council does hereby approve of the following Capital Improvement Project expenditures:

The required 0.05% of the previous fiscal year’s total taxable valuation for Capital improvements amount is \$2,245,671. The cost-share obligations for FY27 total approximately \$1,519,571, leaving \$726,100 remaining in CIP funding. The Capital Committee recommends the following:

BPD-FY27-001 Exacq 96 TB server	\$29,066
BPD-FY27-002 WatchGuard Interview rms.	\$30,315
BPD-FY27-005 Interview Room	\$12,100
BFD-FY27-008 LifePak 35 Defibrillator	\$62,954
BFD-FY27-002 Ambulance Replacement	\$85,000 (FY28)
BFD-FY27-004 FD Tactical EMS Vests & Helmets	\$13,500
BFD-FY27-006 Brush Fire/EMS Insert Unit for Ranger 18	\$10,000
Dog Park Fence and Drainage	\$10,000
<hr/>	
Total Expenditures for FY27	\$167,935
<hr/>	
Balance remaining for FY27 CIP	\$558,165

Attest by: _____
City Clerk



April 5, 2026

To: Capital Projects Committee
From: Truc Dever, City Manager
Subject: Biddeford CIP Projects and Cost Sharing Needs

The City Charter requires at least 0.05% of the City's total taxable value be set aside for Capital Improvements each year. For FY27, that amount is estimated to be \$2,245,671. As the Capital Projects Committee considers priority projects to be funded using these funds, it is important to also consider any unfunded capital obligations for the year.

Route 1-Elm Street Master Plan and Corridor Improvements

Recently, I was made aware of a joint project with the Maine Department of Transportation ("MDOT") that required cost sharing. The City has been working with a Downtown Projects Specialist for MDOT on the proposed Route 1 Elm Street Master Plan and Corridor Improvements. An email sent in March provided a breakdown of the City's responsibilities which are estimated to be \$1,020,000.

Based off current project estimates, the total City of Biddeford commitment is as follows:

Preliminary Engineering	\$187,500
Right of Way	\$62,500
Construction	\$700,000
Construction Engineering	\$70,000
Total Project Cost Share Estimate	\$1,020,000

Due to transitions in the MDOT Commissioner's office, the final cooperative agreement with the City of Biddeford was never fully executed. They are currently in the process of revising the draft agreement for signature now that they have a better understanding of the total project estimates for all phases, as outlined below:

Preliminary Engineering	\$750,000.00
Right of Way	\$250,000.00
Construction	\$7,541,405.03
Construction Engineering	\$700,000.00
Total Project Cost Estimate	\$9,241,405.03

Pursuant to a PACTS agreement executed for the project, the City is committed to cover 25% of preliminary engineering and right of way phases.

	Preliminary Engineering	Right of Way
Federal Funding (75%)	\$562,500	\$187,500
City of Biddeford (25%)	\$187,500	\$62,500
Total PE/ROW Funding	\$750,000	\$250,000

Per the same agreement, the City is committed to provide 10% funding for construction and construction engineering phases.

	Construction	Construction Engineering
Federal Funding (80%)	\$6,141,405.03	\$187,500
City of Biddeford (10%)	\$700,000.00	\$70,000.00
State (10%)	\$700,000.00	\$70,000.00

In conversations with staff, it appears staff requested \$900,000 to be allocated in CIP Funding in FY2026, but no such funding was appropriated in subsequent recommendations by management. A review of all city funding accounts previously set up for projects did not yield city cost share funding for this Elm Street Corridor project.

Without the identification of previously allocated funds for this cost sharing project, the City will need to prioritize \$1,020,000 of its FY27 CIP Funding to this project. The Public Works Director anticipates reimbursement of funds from MDOT for the recently completed Elm Street Sewer Project in the amount of approximately \$330,000, which could be applied to the City's cost share total, leaving a balance of **approximately \$690,000 to be funded**.

FY26 AIP and AIG Awards from the Federal Aviation Administration

Biddeford's Municipal Airport received notice on March 18, 2026 that it was in receipt of an AIP grant award in the amount of \$225,331 for the construction of a new 8,500 square foot sponsor-owned hangar for aircraft storage to assist the airport to be as self-sustaining as possible by generating revenue. The grant is associated with the Infrastructure Investment and Jobs Act grant.

On March 25, 2026, Biddeford received notice of an additional Airport Infrastructure Grant (AIG) award in the amount of \$137,003. This project constructs a new parallel taxiway 1,225 feet in length and 25 feet in width and two new stub taxiways 220 feet in length and 25 feet in width to bring the airport into conformity with current standards. This grant funds a portion of phase 1, which consists of preliminary design and permitting.

Both of these grants require small match components that total **approximately \$16,200**. The current proposed FY27 city budget includes an airport subsidy meant to cover this cost-share portion of both projects. Should the Council decide not to fund the subsidy, staff recommends this amount be included in the FY27 CIP Budget.



Safe Streets For All (SS4A) Project

This Connect 2045 GPCOG Project for the 5 Points intersection explores new concept designs to improve safety and mobility. The City posted a Request for Proposals for qualified traffic planning and engineering firms to do this study, which would include data gathering and traffic modeling and progressing concept designs to a 25% level preliminary design.

The Engineering Department will need a match totaling **\$85,000** for this project, which was submitted under the FY27 CIP list.

Project Estimated Costs

SS4A Grant Amount	\$340,000
Other Federal Funds	\$0
State Funds	\$0
Local Funds	\$70,000
In-Kind Match	\$15,000
Other Funds	\$0
Total Eligible Project Cost:	\$425,000

Biddeford-Saco River Wall Project

The Biddeford-Saco River Wall Project has been under construction near the Pepperell Mill campus. The City's cost needed for completion is \$750,000. \$250,000 had already been set aside in reserve for the project, but the remaining \$500,000 has not yet been budgeted through the CIP process. It is recommended that the City use the remaining unallocated CIP funds from **FY26 in the amount of approximately \$150,000 and prioritize the remaining \$350,000 needed from FY27 CIP funding.**

\$6M CDS Grant Award for Sewer Infrastructure

The City recently received a \$6 million CDS award for wastewater capacity improvement projects through the EPA Community Grants Program. This 3-year grant requires a 20% match, totaling \$1,500,000. The good news is that the City can include any work on projects that were included in the City's application dating back to October 1, 2025. That means the Main St. Pump Station project, with an estimated total cost of \$1,372,880 should apply towards the match. That would leave **\$127,120 remaining to be funded over the 3-year grant period.**

Devine Capital Project Sidewalk and Crosswalk

As part of the Andrews Road residential development by Devine Capital, the JDA and Contract Zone Requirements call for a 5' asphalt sidewalk along Alfred St. and crosswalk at Biddeford Crossing to be installed at the City's expense. The cost to install the Rte. 111 crosswalk and sidewalk is **estimated to be \$251,251**. While the agreement indicates Devine will pay the City \$502,250 in building fees for the project, this amount has not been identified by Council to be used for project improvements.



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item No: 12.k
Item Description: 2026.99 Approval Business Impact Fee Payment Plan Ordinance
Submitted By: Truc Dever, City Manager

Key Terms:

Executive Summary:

The City of Biddeford has an interest in attracting and supporting small businesses that want to operate and conduct business in the community. There have been past requests from small business owners for the City to accept installment payments for sewer impact fees and other permit requirements. In these cases, a given applicant would demonstrate that paying the entire impact fee amount up front would constitute an impediment to the non-residential entity's ability to open for business. The attached proposed ordinance language would create guidelines, a consistent application process for such requests, and requirements for the installment agreement.

Detailed Review:

A review conducted by the City Solicitor of the City Charter and various City Code of Ordinances shows no prohibition or restriction on the City to enter into a contract with a business entity to collect impact fees in installment payments.

Funding Source:

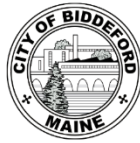
Staff Recommendation:

Next Steps:

Attachments:

1. 2026.99 Business Payment Plan Ordinance-ORDER

City of Biddeford



2026.99 **IN BOARD OF CITY COUNCIL... JUNE 16, 2026**

BE IT ORDERED, that the City Council does hereby approve of the following amendment to the City of Biddeford Code of Ordinances, Pt II, Chapter 22 Businesses, Article II Licenses and Permits Generally, Sec.22-11 by adding the following subsection:

(F) Payment installment plans for small businesses. If a small business is unable to pay any City fee, they may apply with the City's Finance Department to establish a payment installment plan with the city. All payments are due on the first of day of every month, or if City Hall is closed that day, then on the first day of the month that City Hall is open. The length of the plan will be decided at the time of approval but is not to exceed twelve months. If the monthly payment is delinquent by more than 5 calendar days, the payment installment plan will automatically cease, leaving the balance due immediately. Further, interest will be charged on the outstanding balance in accordance with the rate set by City Council for the current tax year. If the balance is not paid in full by the end date of the payment installment plan, the licensee will be ineligible for renewal of their license until such time as the balance is paid in full. A sale of the property during the payment term will automatically terminate the payment installment plan. The Finance Department must be notified of the sale prior to the next payment due date.

Attest by: _____
City Clerk



City Council

Meeting Date: June 16, 2026
Meeting Time: 6:00 PM
Agenda Item No: 12.I
Item Description: 2026.103 Approval- Search Firm for City Manager
Submitted By: Pat Finnigan, municipal government consultant

Key Terms:

Order to approve the selection of a search firm to assist the City in recruiting and selecting a new City Manager and enter into an agreement for professional services

Executive Summary:

The City is seeking an executive search firm to assist the City in selecting the next City Manager. The City issued a Request for Proposals (RFP) on May 18 from firms experienced in conducting executive searches with a focus on recruitment for Managers in communities comparable to Biddeford. The City received 5 proposals.

Detailed Review:

The Request for Proposals (RFP) issued by the City set forth several qualifying criteria that the search firm needs to demonstrate in order to be considered including:

- A proven record of working with elected officials, staff, and citizens to attract candidates with the experience, personal and professional attributes, and skills that the City is seeking in the City Manager
- Evidence of successful placement of City/Town Managers in communities comparable to Biddeford, with preference to firms which have successfully placed City Managers in Maine during the past year
- Competitive pricing for the services to be performed. The City places priority on the experience and qualifications of the firms. However, the proposed professional fee is a factor in the final evaluation and selection.

The following is a list of the firms (in alphabetical order) that submitted proposals and the proposed fee to perform the search:

Firm	Fee
------	-----

First Choice Recruitment & Consulting (Gardiner, ME):	\$ 6,500
Gerrish Municipal Consulting (Brunswick, ME):	\$10,000
Pracademic (Livonia, NY):	\$24,625
SkillCloud/HCM Solutions (Boston, MA):	\$35,000
WBCP (Rogue River, OR):	\$36,800

The quality of the proposals was very high. Most of the firms have experience conducting executive searches, but some of the out-of-state firms had little to no experience conducting City/Town Manager searches in Maine or New England, or for communities which are comparable to Biddeford.

The critical considerations in selecting the firm to conduct this search are: extensive experience and a depth of knowledge and understanding of municipal government, a true appreciation of what it takes to be a successful City Manager, and the ability to work effectively with the elected officials throughout the search process.

The firm that quoted the lowest fee has been in business less than 2 years and despite the company president's years of municipal experience, the firm does not have experience conducting searches for cities that are comparable to Biddeford.

In looking at all the firms' relevant experience, and which firm would best meet the needs of Biddeford to conduct this important search, the primary criteria centers on three considerations: (1) the experience and caliber of the person assigned to lead the search process; (2) their record of successful searches and placements, and (3) if the first two core qualifications are equal, the fee for the firm's professional services.

Funding Source:

Staff Recommendation:

Selecting the right search firm is essential to positioning the City to be successful in choosing Biddeford's next City Manager. The Mayor, City Councilors, employees, and citizens need to know that the person who will be assigned to Biddeford to lead the search is a professional who will work with you to identify your priorities and the qualities and attributes you want in the Biddeford City Manager, who is fully engaged, listens, is realistic in their approach, forthright in their advice and recommendations, and whose experience and reputation will help attract candidates to serve as Biddeford City Manager now and into the future.

The recommendation is that the Council enter into a contract with Don Gerrish Municipal Consulting. Don Gerrish is the President of the firm and will be the person who works directly with the Mayor and City Council throughout this process. Mr. Gerrish has a long and distinguished career in all aspects of Town and City Management spanning more than 50 years. Since he retired from the Town of Brunswick after serving as its Manager for nearly 20 years,

Mr. Gerrish has conducted dozens of City and Town Manager searches throughout Maine. Mr. Gerrish possesses the practical experience and expertise in working successfully with communities to conduct a search process that attracts candidates who become successful managers for the communities which selected them.

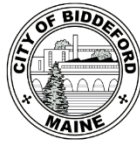
Next Steps:

Consideration of the proposals submitted and award a contract to the search firm which will best meet the City’s needs to help select the Biddeford City Manager.

Attachments:

- 1. 2026.103 Approval Search Firm for City Manager
- 2. CM Search RFP 5-19-26 (F1)
- 3. First Choice Consulting
- 4. Gerrish Municipal Consulting, LLC
- 5. Pracademic
- 6. Skillcloud RFP
- 7. WBCP Proposal

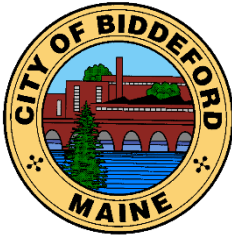
City of Biddeford



2026. 103 IN BOARD OF CITY COUNCIL... JUNE 16, 2026
BE IT ORDERED, that the City Council of the City of Biddeford is hereby authorized to approve the selection of and enter into an agreement for services with _____ as the search firm for a new City Manager in an amount not to exceed \$15,000.00.

Funding Source: 21102-60306

Attest by: _____
City Clerk



Request for Proposals
Recruitment Consulting Services: City Manager
for the
City of Biddeford, Maine

Issue Date: May, 18 2026

Proposal Due Date: June 3, 2026

1. Introduction

The City of Biddeford, Maine (population approximately 22,300) is interested in receiving proposals from experienced executive search firms/individuals with proven experience in successfully recruiting City and Town Managers to assist the City in selecting its next City Manager.

The selected firm will provide comprehensive recruitment and hiring services including: conduct a community engagement process that involves the Mayor, City Council, staff, and community members to identify the expected qualifications, skills, experience, character, and leadership abilities that we are seeking in the City Manager; prepare a job announcement and recruitment materials; work with the Mayor and Council to develop questions; coordinate interviews of selected candidates; review and check qualifications and references of candidates, conduct thorough background checks; and perform all other tasks as necessary that will result in a successful selection and hiring process.

Questions may be directed to Pat Finnigan at the City Manager's Office
pat.finnigan@biddefordmaine.org

2. Scope of Work

The City is seeking proposals and qualifications from experienced executive search firms to assist in all aspects of the recruitment process for Biddeford's next City Manager. Preferred firms will demonstrate a deep understanding of the qualities of a successful City/Town Manager, the qualifications and attributes required of a City Manager, and will propose a plan for an effective search and selection process. The firm will have experience in working closely with elected officials and community members in developing the criteria that will be used to select the City Manager.

Below are examples of work that the firm is expected to provide to assist Biddeford in selecting the City Manager. The final scope of work will be developed in consultation with the Mayor and Council.

Services that the search firm is expected to provide include:

- 1) Create a schedule with a realistic timeline for the search process and selection of the City Manager.

- 2) Develop a candidate profile for the City Manager by meeting with the Mayor and City Council, staff, and community members to obtain information regarding: specific issues and opportunities facing the City; the desirable education, experience and background of the candidates; and the management skills and personal attributes that are essential for the position.
- 3) Develop an outreach plan for conducting an effective City Manager recruitment that describes specific strategies to attract and encourage municipal professionals including those from diverse backgrounds to apply.
- 4) Provide regular updates to the Mayor and Council and the community about the progress of the search process.
- 5) Review resumes to assess those applicants who have the necessary background, qualifications, and experience being sought and assist the Mayor and Council in evaluating which applicants should be interviewed. The firm will make all necessary arrangements for the interviews.
- 6) Based on the interviews, assist in evaluating the candidates and provide insights to determine which candidates will be considered finalists and invited for a second interview.
- 7) Conduct a thorough background check of the finalists to verify their educational and employment background, financial/credit status, and provide other relevant information about the suitability of the candidates for this position.
- 8) Assist the Mayor and City Council in structuring the job offer with the selected candidate.
- 9) Maintain all correspondence and record-keeping throughout the process. Notify all applicants of the final decision.

3. Required Contents of the Proposal

Firms wishing to respond to this request for proposals and qualifications must provide the following information:

- 1) Cover Letter: Introduction of the individual or firm, including contact information.
- 2) Qualifications: Include a detailed description of the firm's experience and qualifications in conducting City/Town Manager searches and the experience of the individual who will be assigned to City of Biddeford for this recruitment.
- 3) Approach: Provide an outline of the proposed recruitment strategy, including methods for reaching and attracting applicants and methods for evaluating their suitability for the position.
- 4) Timeline: Provide a proposed timeline for the recruitment process from the time the firm is awarded the contract to the final candidate selection and the candidate's acceptance of the position.
- 5) Competitive fee proposal: Provide a cost proposal which includes a total, not-to-exceed proposed consulting fee, and any fees associated with the recruitment process that will be charged to the City.

- 6) References: Provide contact information for at least three (3) references from comparable communities where the firm, and the individual who will be assigned to Biddeford, has performed a City/Town Manager or executive search.
- 7) Warranty: In the event the first search effort is unsuccessful, the selected candidate withdraws, or the appointed candidate leaves the employment of the City within one (1) year of placement, outline how the firm intends to address such situations including offering to initiate an additional search at no fee or at a reduced fee, or other options, if any.

4. Evaluation of Proposals

Proposals submitted will be evaluated on the following criteria:

- 1) Relevant experience and qualifications in public sector executive recruitments
- 2) Feasibility of the proposed recruitment strategy
- 3) Evidence of successful placement of City/Town Managers in comparable communities
- 4) Experience with successful community engagement processes
- 5) Proposed timeline and ability to meet deadlines
- 6) Feedback from references on their experience working with the firm
- 7) Firms which have successfully placed Town and City Managers in Maine during the past year may receive preference
- 8) The City places priority on a quality-based selection; however, the proposed fee for services may also factor into the final evaluation and selection.

5. Submission Deadline

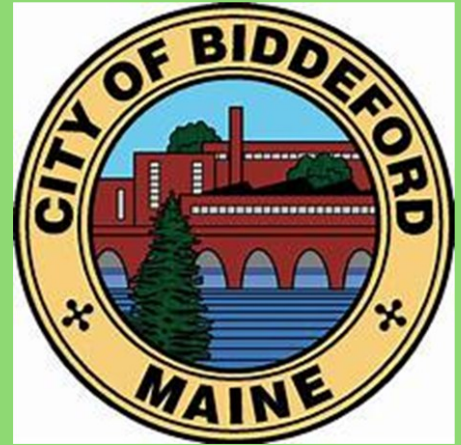
Electronic Submission. Please submit proposals by e-mail with a subject heading “**RFP City Manager Search**” to: pat.finnigan@biddefordmaine.org

Proposals will be accepted until 4:00 p.m. on June 3, 2026. *Note: The City will begin review of proposals upon submission and may interview firms prior to the deadline.*

6. Terms and Conditions

- 1) All Proposals submitted will become the property of the City of Biddeford.
- 2) The successful firm will be required to enter into a contract with the City of Biddeford.
- 3) The contract will be for a negotiated period, with the possibility of extension based on performance and the City’s needs.
- 4) The City of Biddeford reserves the right to reject any or all submissions and negotiate such terms and conditions of any proposal, agreement, or contract that may be in the best interest of the City. The City reserves the right to terminate or amend this process at any time

For questions or further information please contact Patricia Finnigan at 207-571-0703 or pat.finnigan@biddefordmaine.org



Proposal for Recruitment Services for the City of Biddeford, Maine

Submitted to the City of Biddeford, Maine

Prepared by: Christine M. Landes, Owner |
President

First Choice Recruitment & Consulting,
LLC

PO Box 72

Gardiner, ME 04345

207-441-7343

christine@companyoffirstchoice.com

companyoffirstchoice.com

May 29, 2026



First Choice Recruitment & Consulting

Proposal for Comprehensive Recruitment Services

May 29, 2026

Patricia Finnigan
via email

Subject: Proposal for Comprehensive Recruitment Services

Dear Ms. Finnigan:

First Choice Recruitment & Consulting, LLC is pleased to submit this proposal to assist the City of Biddeford with the recruitment and selection of its next City Manager. Our firm specializes in executive recruitment, municipal leadership searches, and strategic workforce consulting for public sector organizations and communities.

We understand the importance of identifying and securing a highly qualified, visionary, and community-oriented executive who can effectively lead the City of Biddeford and build strong partnerships with elected officials, staff, residents, and stakeholders. Our recruitment process is designed to deliver a diverse and highly qualified pool of candidates through targeted outreach, comprehensive screening, stakeholder engagement, and professional assessment practices.

Our team brings experience in executive recruitment, leadership evaluation, candidate sourcing, and organizational consulting. We are committed to conducting a transparent, confidential, and efficient recruitment process tailored to the City's goals and timeline.

Primary Contact:

Christine M. Landes, President | Owner
First Choice Recruitment & Consulting, LLC
207-441-7343
christine@companyoffirstchoice.com

We appreciate the opportunity to submit this proposal and look forward to partnering with the City of Biddeford during this important recruitment effort.

QUALIFICATIONS

Firm Overview

First Choice Recruitment & Consulting, LLC provides executive recruitment and consulting services to public sector organizations, municipalities, nonprofit organizations, and private employers. Our firm specializes in identifying high-performing municipal leaders who possess the professional expertise, leadership capabilities, and community engagement skills necessary for effective executive management.

Our recruitment methodology combines:

- Strategic outreach and candidate sourcing
- National and regional recruitment efforts
- Behavioral and competency-based candidate evaluation
- Confidential candidate management
- Stakeholder engagement
- Diversity-focused recruitment practices
- Executive onboarding support

Relevant Experience

Our firm has experience supporting executive and leadership recruitment efforts involving:

- Municipal leadership positions
- Public administration roles
- Executive management searches
- Department Head recruitment
- Organizational leadership consulting

We understand the operational and political complexities associated with municipal leadership recruitment and the importance of identifying candidates with demonstrated expertise in:

- Municipal operations and budgeting
- Economic development
- Personnel management
- Community engagement
- Intergovernmental relations
- Strategic planning

Assigned Consultant

The primary consultant assigned to the City of Biddeford search will be:

Christine M. Landes, President | Owner

Relevant qualifications include:

Christine has 30 years of experience in municipal government, including 12 years in leadership as a municipal manager, complemented by starting her recruitment and consulting business a year and a half ago. She possesses expertise in managing leadership positions, sourcing, and evaluating candidates, and coordinating stakeholder engagement and interview processes, all underpinned by a solid understanding of public sector organizational leadership.

*The assigned consultant will serve as the primary point of contact throughout the recruitment process and will oversee all phases of the engagement, however First Choice Recruitment & Consulting, LLC may at times source additional recruiters/consultants from the company. *

PROPOSED RECRUITMENT APPROACH

First Choice Recruitment & Consulting, LLC utilizes a structured and collaborative recruitment process designed to attract, identify, and evaluate talented municipal leadership candidates.

Phase 1 – Project Initiation and Stakeholder Consultation

- Conduct kickoff meeting with City of Biddeford representatives
- Review organizational goals, leadership priorities, and position expectations
- Develop recruitment profile and candidate criteria
- Finalize recruitment schedule and communication protocols

Phase 2 – Recruitment Strategy and Outreach

Our recruitment strategy will include:

- National and regional advertising
- Direct outreach to qualified municipal executives
- Professional networking and passive candidate recruitment
- Distribution through municipal management associations and leadership networks
- Diversity-focused outreach initiatives

Recruitment/advertising platforms may include:

- ICMA and regional municipal associations
- Public administration networks
- Executive recruitment databases

- Professional social media and leadership platforms

Phase 3 – Candidate Screening and Evaluation

Our evaluation process includes:

- Resume and application review
- Preliminary candidate interviews
- Leadership and competency assessments
- Reference and background screening
- Evaluation of technical and interpersonal qualifications

We will present the City of Biddeford with a shortlist of highly qualified candidates along with detailed candidate summaries and recommendations.

Phase 4 – Interview and Selection Support

We will assist the City of Biddeford with:

- Interview coordination and scheduling
- Development of interview questions
- Candidate communication and logistics
- Stakeholder engagement sessions if requested
- Finalist evaluation support

Phase 5 – Final Selection and Transition Support

Following candidate selection, our firm will:

- Assist with reference verification
- Support contract negotiations
- Coordinate candidate communications
- Provide onboarding and transition consultation

PROPOSED TIMELINE

A typical municipal manager recruitment takes 12–16 weeks from initial engagement to appointment, broken down as follows:

Phase	Estimated Timeline
Contract Award & Kickoff Meeting	Week 1
Stakeholder Consultation & Position Profile Development	Weeks 2–3
Recruitment & Advertising Period	Weeks 3–6
Candidate Screening & Preliminary Interviews	Weeks 6–8
Presentation of Finalists	Week 9
City Interviews & Community Engagement	Weeks 10–12
Final Candidate Selection	Week 13
Negotiation & Acceptance	Weeks 14–16

Timeline adjustments may be made to accommodate the City’s meeting schedules and decision-making processes.

COMPETITIVE FEE PROPOSAL

First Choice Recruitment & Consulting, LLC proposes the following fee structure for the City Manager recruitment:

Professional Services Fee

Total Not-to-Exceed Fee: \$6,500

The proposed fee includes:

- Project management
- Stakeholder consultation
- Recruitment strategy development
- Advertising coordination
- Candidate sourcing and screening
- Interview coordination
- Personal Reference checks

- Finalist support services

Additional Costs

The following expenses, if authorized by the City, may be billed separately:

- Candidate travel reimbursement
- Advertising placement costs
- Background investigations
- Meeting or facilitation expenses outside project scope

All additional expenses will require prior approval by the City.

- * Travel allowances that exceed four (4) will be billed at the current IRS Mileage rate.
- ** Pricing also includes up to three (3) Zoom calls between the firm and Council if necessary.
- ***We are happy to customize a pricing package that fits the City of Biddeford's recruitment needs if a comprehensive package is not the choice at this time.

REFERENCES

Although First Choice Recruitment & Consulting, LLC is in its infancy stages, the City of Biddeford will be highly satisfied with the services that will be provided. As members of the team have experience with municipal hiring and being a municipal manager, the lack of three comparable community recruitments should not exclude this Maine based company.

Reference

Town of Naples, Maine | Selectboard Chair
Ted Shane
207-831-5967
tshane@townofnaples.org

Reference

Town of Patten, Maine | Vice-chair
Rae Bates
Selectperson
vice-chair@patten-maine.org
(completed process of background check on their current hire)

Professional Reference

Scott Morelli, City Manager | South Portland
smorelli@southportland.gov
207-624-1376

WARRANTY

First Choice Recruitment & Consulting, LLC is committed to delivering a successful recruitment outcome and stands behind the quality of our services.

In the event:

- the initial recruitment effort is unsuccessful,
- the selected candidate withdraws prior to employment, or
- the appointed candidate voluntarily leaves employment within six (6) months of placement, our firm will conduct a replacement recruitment search at no additional professional fee to the City.

The replacement search warranty includes:

- Renewed recruitment outreach
- Candidate sourcing and screening
- Interview coordination and support

The City of Biddeford would remain responsible only for approved third-party expenses such as advertising or candidate travel, if applicable.

CONCLUSION

The City of Biddeford deserves a leader who can not only manage operations effectively but also inspire trust, growth, and progress in the community. First Choice Recruitment & Consulting, LLC., is committed to delivering a comprehensive recruitment process that is thorough, transparent, and designed to source and secure an exceptional candidate capable of leading the City of Biddeford's future.

We would like to schedule a follow-up meeting to review this proposal, answer any questions, and discuss the next steps in our collaboration. Please let us know your availability, and we will be happy to arrange a convenient time.

First Choice Recruitment & Consulting, LLC appreciates the opportunity to submit this proposal to the City of Biddeford. We welcome the opportunity to discuss our proposal further and answer any questions the City may have.

May 25, 2026

Mayor Liam LaFountain & Biddeford City Council
Biddeford City Hall
205 Maine Street
Biddeford , Maine 04005

Dear Mayor LaFountain and City Councilors,

Gerrish Municipal Consulting Services LLC (GMCS) is pleased to submit the following proposal to assist the City of Biddeford in hiring its new City Manager.

Introduction

Gerrish Municipal Consulting Services, located in Brunswick Maine, is a consulting firm providing services in the areas of Municipal Management, Business, Community Assistance, and Governmental Affairs. GMCS has the expertise to provide direct assistance at the municipal, regional, and state levels throughout Maine and New England.

Don Gerrish, who previously worked for Eaton Peabody Consulting Group, is the President of the firm. He has successfully completed over 70 executive recruitments in the last 15 years. The Municipal Services provided are geared toward assisting communities/associations who are in transition, and he can provide assistance in:

- Staff replacements, such as municipal manager/director recruitment
- Assisting communities in reorganization efforts
- Ethics Evaluations
- Labor and Contract Negotiations
- Personnel Evaluations
- Organizational Assessment and Development
- Conflict Resolution
- Board and Council Assistance

GMCS believes that for a successful City Manager search all participants must make a commitment to an agreed upon timeline and process and actively participate. The agreed upon process ensures that everyone is committed to finding the best candidate for the position that

meets the desired qualifications, experience and education and, just as important, is the right fit for the City . We also believe that citizens and staff should be included in the process by inviting them to contribute their ideas on what they feel are important qualities to consider for the next City Manager, and the issues facing Biddeford in the next 5 years. This information gathered will be shared with citizens, staff, candidates and the Mayor and Council. Our goal is to help develop a successful process with the Mayor and Council using our experience and knowledge of the recruitment process, as well as our contacts in the industry, to provide Biddeford with a high level of satisfaction that an effective process was utilized to find the best candidate for the position.

Approach

Don Gerrish will lead the City Manager search. The search process would include the following:

- developing an overall recruitment strategy and process with the Mayor and Council;
- assisting the Mayor and Council in determining the essential skills and experiences required for its next City Manager to assist with the issues and challenges facing Biddeford ;
- determining, with the Mayor and Council , the process and timeline that will be used in the search and who else, if anyone, will be included in the actual interviews;
- developing a format that allows citizens and employees to have input into the personal characteristics, education, traits, and experience that the new City Manager should possess and the issues facing Biddeford in the next 5 years;
- preparing a draft employment advertisement for review by the Mayor and Council;
- determining, with the Mayor and Council where and in what media to advertise (i.e. nationally, regionally, locally, internet and/or newspapers);
- receiving and reviewing all applications, including performing initial investigation of the applicants, preparing information packets on all applicants with their resumes , and assisting the Mayor and Council regarding suitable applicants to interview;
- scheduling all interviews, assisting with suggested questions, and participating in the interviews as an observer;
- after the Mayor and Council have selected the finalist(s), do complete background checks on the top candidate(s) and scheduling second interviews and providing questions if necessary;
- being available to answer any questions and assist the Mayor and Council in its evaluations and selection; and
- assisting in contract negotiations for the terms of employment with the selected candidate, if requested by Mayor and Council.

Related Experience

Don Gerrish retired from municipal government in 2009 after a successful 38-year career in managing a number of Maine communities including Gorham and Brunswick, Maine. Since his retirement ,he has successfully assisted the Towns/Cities of Wiscasset (2), Greenville, Corinth, Orono, Arundel (2), Bowdoinham, Poland(3), Old Town, Damariscotta (2), Bucksport, Kittery(2), Rockland, Auburn, Freeport, Howland(2), Lisbon, Castine, Bar Harbor, Biddeford, Ellsworth,

Hampden (2), Cape Elizabeth, South Portland, Gorham, Ogunquit, Standish, Lincoln , Boothbay Harbor, Thomaston, Windham, Gray, Casco, Farmington, Millinocket, Sabattus, Gardiner, Vinalhaven, Sagadahoc County, Hancock County, Kennebec County, Wells, New Gloucester, Vinalhaven, Bristol, Winterport, Vassalboro, Waterville(2), Limestone , Yarmouth, Carrabassett Valley, Madawaska, Lewiston and Bangor with their Manager searches. He also assisted the Town of Kittery with their Police Chief search. While assisting Wiscasset, Bowdoinham, Poland, Damariscotta, Auburn, South Portland, Ogunquit, Windham and Casco he was also their interim Town/City Manager. He served as Interim General Manager of Portland Metro and assisted in their General Manager search. Mr. Gerrish has also done a number of workshops for the City Councils of Bangor, Lisbon, and Gray on Manager and Council relations.

Please feel free to contact any of the above communities for a reference. Below are the contact information of our most recent searches.

City of Bangor

Susan Hawes Council Chair
susan.hawes@bangormaine.gov
207-745-7751

City of Waterville

Michael Morris, Mayor
mmoris@waterville-me.gov
207-505-2902

City of Lewiston

David Chittim, Council President
dchittim@lewistonmaine.gov
207-513-3121

Town of Kittery

Judy Spiller, Council Chair
[judyspiller43@Agmail.com](mailto:judy-spiller43@Agmail.com)
603-069-5910

Mr. Gerrish also successfully completed the search for a new Executive Director for the Maine Municipal Bond Bank and Maine Health and Higher Education Facilities Authority, General Manager of the Greater Portland Transit District (METRO), Finance Director for the City of Portland, Executive Director of the Greater Portland Council of Governments, Executive Director of the Presque Isle Industrial Council, General Manager of the Kennebunk Light and Power District and General Manager Freeport Sewer District.

A copy of Don Gerrish's resume is attached.

Rates and Fees

GMCS professional services will be provided for a fee of \$10,000, plus reimbursement of direct expenses such as mileage, printing, advertising expenses, and other reasonable expenses incurred. This particularly relates to any expenses related to attracting the candidates. Any and all candidate expenses agreed to by the City are the sole responsibility of the City.

In today's market it may be necessary to readvertise for the position if the right candidate is not found. If this should occur, there will not be an additional fee for services, but direct expenses as outlined above will be charged. If a selected candidate leaves employment with the City within one year of placement GMCS will conduct a new search at no additional fee except for direct costs.

It is estimated that the process will take 2-3 months to have a new City Manager named. The starting date will depend on the employment of the selected candidate, but it is not uncommon for the candidate to need 30-45 days before starting. The exact process and timeline for the search will be developed with the Mayor and Council.

I have also attached a draft of a timeline for the search as an example of a traditional time frame and process for a search.

I am excited about the prospect of working with the City of Biddeford and I welcome the opportunity to meet with the Mayor and Council to discuss this proposal. Please contact me with any questions you may have. I may be reached at 207-751-6828 or via email at dhgerrish@yahoo.com.

Thank you for the opportunity to submit this proposal.

Sincerely,

Don

Donald Gerrish
President GMCS

State of Maine Manager/Executive Searches

- Arundel (2)
- Auburn
- Bar Harbor(2)
- Bangor
- Biddeford
- Boothbay Harbor
- Bowdoinham
- Bristol
- Bucksport
- Cape Elizabeth
- Carrabassett Valley
- Casco
- Castine
- Corinth
- Damariscotta (2)
- Ellsworth (2)
- Farmington
- Freeport
- Gardiner
- Gorham
- Greenville
- Hancock County
- Hampden (2)
- Howland (2)
- Kennebeck Count
- Lewiston
- Limestone
- Kittery (2)
- Lincoln
- Lisbon
- Madawaska
- Millinocket
- New Gloucester
- Old Town
- Ogunquit
- Orono
- Portland (Finance Director)
- Poland (3)
- Rockland

- Sagadahoc County
- Sabattus
- Standish
- South Portland
- Thomaston
- Vassalboro
- Vinalhaven
- Waterville(2)
- Wells
- Wiscasset (2)
- Windham
- Winterport
- Yarmouth
- York
- Greater Portland Council of Governments (Executive Director)
- Greater Portland Transit District (METRO) (General Manager)
- Maine Municipal Bond Bank & Maine Health & Higher Education Facilities Authority (Executive Director)
- Presque Isle Industrial Council (Executive Director)
- Kennebunk Light and Power District (General Manager)
- Freeport sewer District (General Manager)

Supervise 6 department heads and 55 full time employees
Report to a 7 member elected Town Council
Responsible for positive relations with all Federal and State agencies
Act as chief spokesman for Town of Gorham
Chief negotiator for the town with the police union
Maintain positive relationships with University of Southern Maine, Gorham
Initiated first full-time sewer project for part of Gorham

Jan 1978 to July 1978	Acting City Manager, Auburn, Maine (25,000 pop.)
Aug 1976 to Feb 1979	Assistant City Manager, Auburn, Maine (25,000 pop.)
July 1974 to Aug 1976	Assistant to Town Manager, Brunswick, Maine (18,000 pop.)
Feb 1973 to June 1974	Tax Assessor, City of Rockland, Maine (8,500 pop.)
June 1971 to Aug 1971	Intern, Town of Camden, Maine (4,100 pop.)



City Manager

EXECUTIVE RECRUITMENT SERVICES

Submitted to:

City of Biddeford, Maine

June 1, 2026

ALIGNING TOP TALENT WITH LOCAL NEEDS

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Founded in 2018, Pracademic Partners is a nimble and dynamic Executive Search and Management Consulting firm, committed to helping public sector organizations source and develop top talent through a customized and responsive approach.



**Pracademic
Partners:
Real World
Success You
Can Trust.**

Cover Letter

Ms. Patricia Finnigan
pat.finnigan@biddefordmaine.org

Re: Executive Search Services for City Manager

Dear Ms. Finnigan:

The City of Biddeford is approaching an important transition that requires more than just filling a vacancy. Biddeford is a stand-out, boasting one of the youngest communities in Maine and national recognition for a growing Main Street. As such, the City of Biddeford deserves a City Manager who can lead within a complex and highly engaged environment. That's where Pracademic Partners comes in. We are a public-sector-focused firm that works exclusively with local governments, nonprofits, and higher education institutions on executive recruitment, management consulting, and leadership development. We know this world well and we know how to help you find the kind of executive who not only meets your requirements, but reflects your values and is ready to lead with a strategic vision on day one.

Our approach is thorough and hands-on. We'll work alongside you throughout the entire process, defining priorities, developing the candidate profile, managing outreach and screening, coordinating interviews, and facilitating onboarding. Every element outlined in your RFP is fully covered in our proposal, and we'll tailor our process to meet your timeline, expectations, and community context. Pracademic Partners is a dynamic consultancy, and I personally lead every engagement, supported by an executive team with real-world executive level experience. As a former longtime local government manager with more than two decades in CEO positions along with years of teaching at several colleges and universities, I bring not just recruitment experience, but real-world insight into the role for which you're hiring. I understand the pressures facing municipalities and organizations and what it takes to find a leader who can thrive in those environments. My team consists of executive level professionals with similar credentials. Among them is Vice President Gary A. Evans, a practitioner with more than 20 years' experience leading public sector organizations. We're committed to a process that is transparent, responsive, and respectful of your time. I appreciate the opportunity to submit my qualifications and would be honored to assist the City of Biddeford in this critical hiring effort.

Our firm agrees to abide by all terms and conditions as required by the City of Biddeford, including, but not limited to those related to: maintaining a drug-free workplace, indemnification terms, invoicing, terms, protecting the confidentiality of personal information, and nondiscrimination provisions. Pracademic Partners will comply with all laws, ordinances and regulations relevant to providing executive recruitment, personnel, and adhere to other Federal, State, and Local laws (such as nondiscrimination laws, ADA laws, etc.).

I, Dr. Ian M. Coyle, President and Founder of Pracademic Partners, am authorized to make representations for my firm, Pracademic Partners (the Contractor) and to bind the firm in a contract. I would be the project manager and lead consultant for this search and operate as the main point of contact for the City. My information and the firm's contact information is as follows:

Title: President
Address: 6534 Florence Ln. Livonia, N.Y. 14487

Phone: 585.943.0589
Email: ian@pracademicpartners.com




Pracademic
Partners:
Real World
Success You
Can Trust.

Cover Letter Continued...

Pracademic Partners acknowledges that the contents of this submittal are true and accurate, and that the requirements of this recruitment can be met - including, but not limited to, any insurance, bonding, or licensing requirements the City asserts. Pracademic Partners will obtain and maintain all licenses and certifications, if any, required by Federal, State, and Local laws to perform services. Our firm will also abide by the City’s conflict of interest provisions and ethics standards.

What Makes Pracademic Partners the Right Choice for the City of Biddeford:

 **Comprehensive Expertise with a Customized Approach:** As a boutique firm, we provide personalized, strategic search and talent solutions, offering a comprehensive, turnkey approach. Our methods ensure top-tier, expert-level support across all areas of talent acquisition, guaranteeing best-in-class assistance tailored to your organization’s requirements.

 **Deep Local Government Insight with Proven Results:** With over two decades in local government, including twenty-plus years as a Chief Administrative Officer, I bring an intimate understanding of the intricacies and challenges at the local level, particularly in recruitment and retention. Our successful placements across various associations, municipalities, and higher education organizations speak to our capability to not only meet, but exceed expectations in finding the right leadership.

 **Understanding of Next-Generation Leaders:** In addition to my deep government expertise, I teach B.A. and M.P.A.-level courses at top-tier universities. This experience grants unparalleled insights into the expectations and career aspirations of the next generation, allowing Pracademic Partners to position and align young, dynamic leaders with your needs.

 **Conduct Exemplifies Integrity and Transparency:** Our firm operates with the highest standards of integrity and confidentiality, avoiding conflicts of interest by not maintaining preferred or recycled candidate lists. I personally oversee every engagement, ensuring quality and service throughout the entire process.

Thank you for the opportunity to submit our qualifications to the City of Biddeford. We look forward to the chance to discuss how we can tailor our services to meet your needs and contribute to your community’s growth.

Respectfully,

Ian M. Coyle

Dr. Ian M. Coyle, ICMA-CM
President, Pracademic Partners

Additional Points of Contact:
New York: Dr. Ian M. Coyle, ICMA-CM
ian@pracademicpartners.com
585.943.0589

Connecticut: Gary A. Evans, MPA
gary@pracademicpartners.com
860.983.6406

2. QUALIFICATIONS: FIRM OVERVIEW & **OVERALL EXPERIENCE**

“ We were in need of help with an Executive Search for our Chief Administrative Officer position. Ian guided us from start to finish through a review of our job description, to the interview questions, to the follow-up exercises and up to and including job offer negotiation assistance. I would recommend Ian without reservation.”

Hon. Lynne Johnson
Chair of the Legislature
Orleans County, N.Y.

FIRM OVERVIEW

Established in 2018, Pracademic Partners provides consultative services throughout the United States to clients of all sizes, including local government organizations (such as county, city, village, and town governments) as well as non-profit and higher education institutions. Our services encompass executive searches, leadership coaching, management consulting, and training. We specialize in helping clients with talent acquisition, leadership development, organizational improvement, and capacity building. Our firm is based in New York, but operates on a national level. We also have a location in Wethersfield, Connecticut, and Venice, Florida.

Pracademic Partners is a fully turnkey consultancy that provides best-in-class, expert-level solutions in all areas of talent acquisition.

What separates Pracademic Partners from the rest is our “no cookie cutter,” personalized approach. Our unique blend of service, specialized expertise, and cost-efficiency allows us to make a personal connection with your future employees to find the best fit. Our goal is to support our clients in achieving their objectives and fostering excellence within their respective sectors.

Our approach to recruiting for local governments is grounded in a **deep appreciation for the importance of public service and effective governance.**

To that end, **we only accept a select number of engagements annually** to ensure that we not only find candidates with the necessary skills and experience, but also those who embody the values and commitment to community service that are essential for success in government roles.

Firm Name:
Pracademic Partners

Corporate Entity/Firm:
Pracademic Partners is a management consulting firm organized as an S-Corporation.

Staff:
Dr. Ian M. Coyle is the principal employee and President of Pracademic Partners.

Gary A. Evans, MPA is Vice President and provides direct support to Dr. Coyle on specific engagements.

Firm Info:
There are no mergers or acquisitions planned nor any under consideration. We can meet mandated insurance requirements.

WHAT MAKES US DIFFERENT?

WHAT WE OFFER



Executive Search



Management Consulting



Executive Coaching



Teaching & Education

FIRM HISTORY & EXPERIENCE

Established in 2018, Pracademic Partners has provided exceptional, customized services in talent acquisition, leadership coaching, training, and management consulting to non-profit, higher education, and local government clients. We leverage a national network of professional and academic connections, including six universities and several public-sector professional organizations, to source high-quality candidates. Our firm assists clients locally as well as clients throughout the nation, including:

- New York
- Florida
- Georgia
- Mississippi
- North Carolina
- Ohio
- Pennsylvania
- South Carolina
- South Dakota
- Texas
- Vermont
- Virginia
- Washington
- Connecticut
- Arizona

Collectively, these engagements demonstrate our national capability and our capacity to place high-impact executive leaders across diverse governance environments.

Our organization specializes in executive recruitment for public sector organizations; over the past seven years of operation, Pracademic Partners has worked with over **45** different local government clients (county, city, town, village) to successfully place more than **50** executive-level roles. A selection of our successful executive searches and services for associations and agencies includes:

SAMPLE RECRUITMENTS - LAST 24 MONTHS

First 3-5 References Are Listed for Contact:

2026: City of Montpelier, Vermont – Population: 8,074. Placement of the **City Manager (2025)** and **Director of Finance (2026)**

Contact: Jack McCullough, Mayor

Phone: 802-223-9503

E-mail: jmccullough@montpelier-vt.org

2024: City of Ithaca, New York – Population: 32,108. Placement of the **City Manager.**

Contact: Deborah Mohlenhoff, City Manager

Phone: 607-274-6512

E-mail: citymanager@cityofithaca.org

2025: Oberlin, Ohio – Population: 8,053. Placement of the **City Manager.**

Contact: Eboni Johnson, Council President

Phone: 440-775-1531

E-mail: ejohnson@cityofoberlin.com

2025: Bulloch County, Georgia – Population: 84,327. Placement of the **County Manager.**

Contact: Christopher Eldridge, County Manager

Phone: 912-764-6245

E-mail: hr@bullochcounty.net

Firm Experience (continued)

Additional References if Needed:

2026: Housing Authority, City of Meriden. Placement of the **Executive Director (in progress).**

Contact: Hayley Fetrow, Interim Executive Director

Phone: (203) 235-0157

E-mail: hsfetrow@hsf-consulting.com

2025: La Paz County, Arizona – Population: 16,557. Placement of the **County Administrator and, separately, the Director of Administrative and Fiscal Services.**

Contact: Megan Spielman, former County Administrator (assisted in search)

Phone: 928-669-6115

E-mail: smcdowell@lapaz.gov

2025: Hays County, Texas – Population: 292,029. Placement of the **County Administrator.**

Contact: Kandice Boutté, County Administrator

Phone: 512-704-7480

E-mail: Kandice.boutte@hayscountytexas.gov

2025: Village of Larchmont, New York – Population: 6,630. Placement of **Assistant Village Administrator**

Contact: Aylone Katzin, Village Administrator

Phone: 914-834-6230

E-mail: akatzin@larchmontny.gov

2025: Hilton Head, South Carolina – Population: 37,661 Placement of the **Assistant Town Manager.**

Contact: Marc Orlando, Town Manager

Phone: 843-341-4600

E-mail: MarcO@hiltonheadislandsc.gov

2024: Town of Erwin, New York – Population: 8,090. Placement of the **Town Manager.**

Contact: Melissa Greenthal

Phone: 607-962-7021

E-mail: mgreenthal@erwinny.gov

2024: Town of Canandaigua, New York – Population: 10,576 Placement of the **Town Manager.**

Contact: John Falbo, Town Manager

Phone: 585-394-9476

E-mail: jfalbo@townofcanandaigua.org

Additional available upon request.

Pracademic Partners has provided successful recruitment services and consultative assistance to multiple entities nationwide. The previous list is just a sampling of our work and satisfied clientele. We encourage you to contact them to discuss their experience with us.

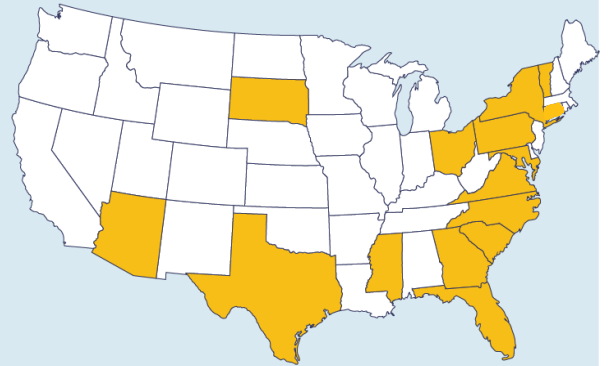
Our Clients

We're proud to partner with leading cities, counties, and nonprofit agencies nationwide—helping organizations identify exceptional leaders, strengthen teams and deliver high-impact public service.

45+ ORGANIZATIONS SERVED

Recent searches and consulting engagements across:

**NY, PA, OH, GA, VA,
TX, AZ, MS, VT, NC,
SC, FL, MD, SD, CT**



FEATURED CLIENTS:



Broome County, N.Y.



City of Oberlin, Ohio



Allegheny County, Pa.



Bulloch County, Ga.



City of Ithaca N.Y.

Why it Matters for a City.

Our experience working with local governments and public sector organizations aligns closely with the governance, accountability, and community impact priorities of municipal operations. We understand the importance of selecting leaders who pair strong administrative expertise with a mission-driven commitment to public service—precisely what successful municipalities need today.

TESTIMONIALS

The City of Geneva was extremely appreciative to have such competent assistance during the search process for our new City Manager in 2022. It came during a time when we not only lost our City Manager, but our City Comptroller too and as Human Resource Director, I was put into the interim roles during that time. I greatly appreciate the quick responses and guidance we received from Ian. He worked closely with me to ensure the job advertisement was published promptly and reached a wide candidate pool, while also taking time to personally connect with many applicants throughout the process. He was thorough, respectful and most importantly, listened to feedback from City Council members, myself and/or other staff; also made himself available to have conversations via email, telephone and/or in-person regarding any aspects of the search/hiring process. We were successful with our hire and Ian had done a wonderful job! I was extremely thankful to have him as part of our team during the transition.

- Jennifer Slywka - Assistant to the City Manager / HR Director, City of Geneva, N.Y.

Pracademic Partners assisted the City of Geneva in their search for a new City Manager.

I have had the pleasure of being recruited by Ian for Town Manager. I would not have seen the position had he not reached out directly, he was responsive and available to share details and kept me informed throughout the process. The Town also utilized Ian's recruiting efforts for the Director of Planning & Economic Development role, he worked with us from concept of this new role to hiring the perfect candidate for us. As a town manager, I would not hesitate to use Pracademic Partners for our recruiting efforts again!

- Melissa Greenthal - Town Manager, Town of Erwin, N.Y.

Pracademic Partners assisted the Town of Erwin with their search for a Town Manager.

I have had the pleasure to work with Ian Coyle on two executive searches. Ian provides significant value to his clients through his thoughtful approach to talent sourcing. Ian customizes his search strategy to a far greater degree than I have seen in the market. He is observant, identifies nuances that others would overlook, and allocates significant resources to the diligence phase. He provides sage advice and is particularly thoughtful regarding "Day 1 and beyond" for both the organization and the chosen candidate. Ian is well connected, easy to work with, and accessible.

- Johanna Ames, City of Cortland / Cortland IDA Search Committee

Pracademic Partners assisted the City of Cortland / Cortland IDA Search Committee with two different executive searches.

STATEMENT OF QUALIFICATION/EXPERIENCE

Dr. Ian Coyle leads Pracademic Partners as its President and Founder. Dr. Coyle provides a personalized approach with every contracted project. He has more than 20 years of experience in government management, including being the Chief Administrative Officer in Livingston County, New York, comprised of 17 distinct towns and nine villages. Dr. Coyle also served as County Administrator from 2008-2024. As part of his extensive responsibilities, Dr. Coyle successfully hired for nearly every managerial position in government, including:

- City and/or Town Manager
- Director of Economic Development
- Chief Information Officer
- Human Resources Director
- Engineering
- Deputy County Administrator
- Director of Information and Technology
- Commissioner of Social Services
- Management – Water/Sewer Authority
- Public Works

Dr. Coyle was widely regarded as an innovator and was often recognized for outstanding service and award-winning initiatives. As Pracademic Partners' President and Founder, Dr. Coyle provides a personalized approach with every contracted project.

Gary A. Evans, MPA is Vice President of Pracademic Partners. In addition to his experience stated on his profile page below, Mr. Evans has more than 20 years' experience in organizational operations, holding executive level positions with a high focus on leadership development, process improvement, strategic planning, and project management initiatives. As a former Chief Executive Officer, Town Manager, and Assistant City Manager, Mr. Evans will assist in recruitment and consulting efforts.

Pracademic Partners exposure working with organizations of varying sizes and structures with their respective executive placements expands the ability to leverage unique resources, personal backgrounds, and networks to effectively assist the City of Biddeford in its search for a dynamic, results-oriented leader.

The resume summary of Dr. Coyle and Mr. Evans, highlighting their qualifications and experiences in local government management and executive recruitment, are included on the following pages.



Dr. Ian M. Coyle

President

Why Dr. Coyle?
20+ years successfully combining academic excellence with practical insight to drive positive change in government and education.

Dr. Ian M. Coyle is a dynamic leader and respected authority in public administration with over 20 years of experience. As President of Pracademic Partners, he focuses on innovation and strategic leadership, inspiring individuals and organizations to achieve their full potential and make a lasting impact on society.

EDUCATION

- Bachelor of Arts, Political Science, St. Bonaventure University
- Master of Public Administration, University at Albany, SUNY
- Doctor of Public Administration, Valdosta State University

AWARDS & RECOGNITIONS

- Distinguished Budget Presentation Award, Government Finance Officer Association
- Pioneer Award, Pioneer Library System
- Community Equity and Inclusion Award, ICMA

ASSOCIATIONS

- ICMA Member
- NYSCMA – Former Board Member, Past President
- NACo – Workforce Network Council (former)
- GFOA – Member
- NACA – Friend of
- PSHRA – Member
- VACo - Member

His breadth of experience in research, consulting, and mentoring has likewise allowed him to build and nurture relationships with a multitude of higher education institutions, offering even more avenues for finding diverse candidates. He teaches B.A. and M.P.A.-level courses at several colleges and universities, including:

- Tulane University
- Northern Illinois University
- The University of Virginia
- Empire State University
- Northeastern University
- North Carolina Central University

EXECUTIVE / MANAGERIAL SEARCH & PLACEMENTS

- County Administrator
- City Manager
- Executive Director
- President / CEO
- Village Administrator
- Assistant City Manager
- Deputy County Administrator
- Director of Health
- Commissioner of Social Services
- Director of Community Services/Mental Health
- Director of Human Resources
- Emergency Management Director
- Highway Superintendent / City Engineer
- Veterans Services Director

PROFESSIONAL LOCAL GOVERNMENT SERVICE

County Administrator – Livingston County, N.Y.	2009-2024
Deputy County Administrator – Livingston County, NY.	2008-2009
Village Manager – Village of Brockport, N.Y.	2004-2008
State of New York – Various Capacities	2002-2003

Why Pracademic?
 20+ years successfully combining academic excellence with practical insight to drive positive change in government and education.



Gary A. Evans, MPA

Vice President

Gary A. Evans is an innovative and motivational practitioner with a history of successful leadership in both public service and the private sector. Having more than 20 years of experience in organizational operations, Gary has held several executive level positions with a high focus on leadership development, process improvement, strategic planning, and community development initiatives.

As Vice President for Pracademic Partners, Gary focuses on strengthening the bond between an organization's team, their clients, constituents, and customers. Whether he is providing services for executive recruitment, management consulting, or leadership training, Gary concentrates on two fundamental areas – improving an organization's internal culture and positively impacting the external environment.

He brings integrity, trust, and high energy to every engagement to help lead his clients to innovative and strategic outcomes.

EXECUTIVE / MANAGERIAL SEARCH & PLACEMENTS

- Executive Director
- Police Chief
- Interim Town Manager
- Town Clerk
- Deputy Fire Chief
- Corporation Counsel (General Counsel)
- Director of Planning & Zoning
- Director of Education
- Human Resources Manager
- Emergency Management Director
- Director of Finance/Comptroller/Senior Accountant

STRATEGIC PLANNING & LEADERSHIP TRAINING

- Municipal – Executive, community-wide, and department level plans, organizational streamlining, succession planning, and community development planning
- Non-profit – Governance, board development, policy evaluation, and organizational restructuring
- Post Secondary Education – executive team development, employee retention strategies, program evaluation plans, and organizational efficiency
- Private Industry – growth and sustainability planning, organizational restructuring, talent development

PROFESSIONAL EXPERIENCE

Municipal Government	17 Years
Non-Profit Leadership & Volunteerism	6 Years
Post Secondary Education	3 Years

pracademicpartners.com

EDUCATION

- Bachelor of Arts, Politics and Government, University of Hartford
- Master of Public Administration, Post University

Specialty Areas

- Developing positive workforce initiatives
- Designing & implementing Community Development Programming
- Moderating community listening sessions/town halls
- Aiding organizations with the development of policies & procedures

ORGANIZATIONS

- Representative Redevelopment Agencies
- Connecticut Economic Development Association member
- Connecticut Housing Coalition
- Connecticut Community Development Association
- American Society of Public Administration

3. APPROACH & **RECRUITMENT STRATEGY**

We value individuality. To that end, we tackle each project with a discerning eye, analyzing our clients wants and needs and customizing our approach to meet them.

STATEMENT OF **UNDERSTANDING**

Pracademic Partners understands our role entails collaborating with City officials, the Mayor, Council members, and other key stakeholders to define criteria, execute a strategic marketing plan, conduct screenings, offer proactive guidance, and ensure transparent, continuous communication.

OUR APPROACH

We value individuality. To that end, we tackle each project with a discerning eye, analyzing our clients' wants and needs and customizing our approach to meet them. To do this, we created a multi-step approach that serves as a guide for determining and ultimately hiring the best possible candidate for your organization. Pracademic Partners understands and is prepared to fulfill the scope of services as noted in the RFP; our approach to recruitment is described below.

NEEDS ASSESSMENT AND PROFILE DEVELOPMENT

- 1** Meet with Mayor, City Council, staff and stakeholders to determine recruitment strategy, define candidate criteria and organizational needs, develop job announcement, position details (including compensation), and a color recruitment brochure that highlight the area's unique and desirable offerings.

RECRUITMENT STRATEGY

- 2** Develop and execute a timeline and strategic outreach plan to advertise the role, including outreach to qualified candidates who are not actively job searching. Our plan includes traditional forms of advertising such as professional publications and industry-standard forums, as well as social media and video production to attract a large and diverse pool of quality candidates on a national level.

CANDIDATE SCREENINGS

- 3** Perform screenings of candidates, including, but not limited to: resume and writing sample reviews, education, background, reference, and media checks. Phone interviews will also be conducted to verify credentials.

CANDIDATE PRESENTATIONS AND INTERVIEW SUPPORT

- 4** Evaluate applications and perform initial interviews. Advise leadership during the full recruitment process, developing evaluation criteria and interview questions. Summarize top candidates and finalists, providing feedback and recommendations on candidates before and after interviews based on evaluation criteria.

ASSIST WITH SELECTION, NEGOTIATIONS, AND HIRING

- 5** Assist with coordinating interviews, communicating with candidates (handling inquiries, etc.), conducting comprehensive background checks, and assisting the City with making final candidate selections. We will also work on contract negotiation and onboarding if applicable.

STANDING BEHIND OUR WORK

- 6** Pracademic Partners commits to re-initiate the search at no extra cost in the event of candidate turnover within one year. This **one year placement warranty/guarantee** - includes instances of premature dismissal for cause or the resignation of the selected candidate.

THE SELECTION PROCESS & APPROACH

We firmly believe in, and actively implement, a customized approach that seamlessly aligns with your requested scope of work. This alignment ensures that our search efforts are not only focused and targeted, but are maximized appropriately to attract qualified and diverse candidates for the job.

TALENT OUTREACH & DIVERSITY RECRUITMENT

Pracademic Partners will develop a colorful, professional recruitment brochure aimed at reaching strong candidates from a wide range of backgrounds and career paths. In addition to standard outreach methods, the announcement will be shared with networks such as the National Forum for Black Public Administrators, Women Leading Government, SheLeads, and the Local Government Hispanic Network to expand the pool of qualified applicants. We will also leverage our mentorship initiative, The Next Local Government Leader, which supports emerging public administrators and helps identify promising individuals who may be a strong fit for this role.



TARGETED ADVERTISING

Executive positions will be advertised in local and regional newspapers, as well as on local job boards, targeting potential candidates in the community. Strategic placement of advertisements in such prominent publications from organizations and associations such as those listed below likewise maximize exposure:

- Maine Town, City, and County Management Association
- Maine Municipal Association
- International City/County Management Association (ICMA)
- Maine Joblink
- Indeed
- Maine Career Centers
- Military Veteran Jobsites
- Local Government Hispanic Network
- National Forum Black Public Administrators
- LinkedIn



ONLINE PRESENCE

Placing the job opening prominently on the official websites of Maine-based public sector organizations and Pracademic Partners maximizes visibility. We also produce a Youtube video, allowing us to advertise both position and community on multiple social media platforms.



RECRUITMENT BROCHURE

Developing a color recruitment brochure ensures broad exposure to a diverse and highly qualified candidate pool and provides a glimpse into life in Biddeford for those unfamiliar with its qualities.



ACADEMIC OUTREACH

Posting the opening within academic circles affiliated with the State of Maine and Pracademic Partners opens an additional pool of highly qualified applicants



SOCIAL MEDIA PROMOTION

Regularly broadcasting the announcement across all City-owned and other social media channels to reach a wider, diverse audience.



Selection & Approach Continued...

Pracademic Partners is committed to attracting qualified, diverse candidates from local, regional, and national talent pools. In close collaboration with the City, we will proactively engage both active and passive candidates, including those who may not currently be seeking new opportunities.

Our comprehensive recruitment strategy combines proven traditional methods with a modernized, targeted approach. In addition to advertising through local and regional media outlets, we will utilize online job boards and, where applicable, the City's social media platforms to extend the reach of the job announcement.

We can also develop a customized recruitment brochure to distribute through professional organizations, such as the Maine Municipal Association, American Association of Municipal Executives (AAME), National Forum for Black Public Administrators, SheLeadsGov, Engaging Local Government Leaders (ELGL), ICMA, LinkedIn, and other relevant outlets. This in-depth brochure helps to overcome challenges related to candidates potentially being unfamiliar with what the area and position has to offer.

All marketing materials will emphasize the high quality of life that makes Biddeford an appealing place to live and work. Additionally, materials will clearly state that the City and Pracademic Partners are equal opportunity employers, and will include any required language or information as specified by the City of Biddeford.

Attracting Diverse Candidates

Pracademic Partners knows the value of building leadership teams that reflect the communities they serve. We take care to attract candidates that are representative of your community during our recruitment process; our approach to diversity in executive recruitment is as follows:

- **Tailored Outreach:** We leverage a deep understanding of public sector dynamics to connect with a broad and diverse network of professionals, ensuring outreach to underrepresented groups within the leadership pipeline.
- **Inclusive Screening Practices:** Our rigorous screening process emphasizes competencies, leadership styles, and cultural alignment over rigid, traditional criteria. This approach has consistently surfaced high-caliber candidates from diverse backgrounds.
- **Proven Results:** In our search engagements, a large percentage of applicants and finalists have been individuals from traditionally underrepresented groups, including women and people of color. This success reflects our intentional focus on equity and representation.

Selection & Approach Continued...

As within any job search for an executive level position, it is important to cast a wide net outside of Maine's base in order to increase the talent pool. Part of our marketing strategy involves leveraging Dr. Coyle's national network and professional connections with several colleges and universities to reach high-quality candidates. Dr. Coyle has taught B.A. and M.P.A.-level courses at the following universities:

- Tulane University (Louisiana)
- Northern Illinois University (Illinois)
- Northeastern University (Massachusetts)
- The University of Virginia (Virginia)
- Empire State University (New York)
- CSU-Dominguez Hills (California)
- North Carolina Central University (North Carolina)

Pracademic Partners sends job announcements to academic programs affiliated with Dr. Coyle and Pracademic Partners, adding to thousands of additional recipients and potential applicants.

Dr. Coyle is also involved with numerous professional organizations in the local government sphere including:

- ICMA – Member
- NACo – Workforce Network Council (former)
- GFOA – Member
- NACA – Board Member (former)
- MAA - Member
- PSHRA - Member

These professional connections provide additional opportunities to reach qualified candidates on a national level. Pracademic Partners can make changes and tailor this marketing plan to meet the City's needs and requests.

Mayor & Council Communication

Pracademic Partners supports clients during each step of the recruitment process, from candidate sourcing to onboarding. A description of our recruitment method and communicating with the Mayor & Council for this project are outlined below:

Communicating & Support of Mayor/Council: Pracademic Partners advises and supports clients during the recruitment process. We work with clients to define their criteria, needs, salary range and benefits for the position and advise the client on interviews, candidate selection, and onboarding. Our firm is responsive to client inquiries (our general response time to client requests for specific project proposals is the next business day) and can provide remote assistance to stay connected to clients (email, phone, text, video conferencing). We also provide weekly progress reports and status updates to clients; We are available for on-site meetings as noted in our cost proposal.

Marketing the Position: Our firm develops a marketing strategy to target diverse, high-quality candidates that fit the client's needs. With the client's input, we develop a recruitment brochure, job profile, and job description. In addition to the targeted outreach mentioned previously, we promote the position on our firm website, the City's website, and its social media (when appropriate). This is in conjunction with traditional, digital media, and professional networks. We identify candidates from a variety of sources and leverage our firm's networks to source additional, high-quality candidates for the position. The City's assistance in recommending unique outreach opportunities and/or placing advertisements would be welcomed to ensure a successful engagement.

Processing Application Materials: In coordination with the client, our firm will process and review application materials (resumes, writing samples, cover letters, etc.) for minimum qualifications and screen out non-qualifying candidates. Pracademic Partners will provide a full applicant tracking summary, as legally permissible. We will also develop a list of recommended candidates for the next stage of the process. A written report on the background, strengths, and accomplishments of up to six candidates (minimum of four) for consideration shall be provided.

Candidate Screenings: Before initiating formal background checks, we perform an initial review of candidate-provided information, verifying that all required documents, applications, and disclosures are complete. During the screening process, we perform a variety of checks in line with the client's requests, including:

- Education and credential verification
- Employment history verification
- Reference checks
- Credit history check (if requested)
- Criminal background checks

Our background and reference check processes align with **Federal regulations** and **State and Local laws** to ensure that all candidate rights are upheld, including disclosure, consent, and dispute resolution processes. We adhere to any jurisdiction-specific requirements, including "ban the box" laws and salary history restrictions. Input and assistance from the City on background work is always appreciated.

Candidate Communication, Coordination, and Additional Services

Candidate Communication: Pracademic Partners stays in touch with candidates throughout the recruitment process. We follow up with candidates to verify their credentials and conduct checks during the screening process, notifying those selected for interviews. We respond to candidate inquiries about the position, city, and region. We notify candidates not selected to move forward in the process.

Candidate Summaries, Recommendations, and Candidate Selection Support: At the interviewing stage, we compile and provide candidate summaries to assist clients during the interview process. We give recommendations on top candidates and feedback on those interviewed to assist the client with making a selection at each stage. A written report on the background, strengths, and accomplishments of up to six candidates (minimum of four) for consideration as finalists shall be provided. Recent engagements have included community forums, stakeholder listening sessions, facilitated candidate meet-and-greets, and public feedback processes that informed final selection decisions.

Interview Coordination and Support: Our team works on behalf of the Mayor & Council to arrange interviews with candidates. We also assist on developing evaluation criteria and interview questions to guide the client during interviews. If requested, we can compile client feedback on each candidate after interviews to support on candidate selection. We will coordinate correspondence, travel arrangements, and recordkeeping. Some assistance from the City may be requested in terms of identifying best hotels and/or reserving community rooms or meeting space.

Psychological Assessments: Pracademic Partners has access to and experience with multiple candidate psychological assessment, talent assessment, and performance-based tools to help overlay personality “fit.”

Facilitated Stakeholder Engagement: Community forums/stakeholder engagement is sometimes recommended to provide an opportunity for public interaction and to evaluate candidate personalities in a non-traditional, interview setting.

Contract Negotiation and Onboarding Support: If applicable, Pracademic Partners works on offer negotiation and onboarding the selected candidate.

(Additional Services) Leadership/Executive Coaching Services and Technical Management Consulting Services: Our firm also offers coaching and consulting services to train staff and leadership. This service is especially beneficial during leadership transitions, but can be added in future years to improve operational performance and drive outcome achievement.

Our firm remains flexible and responsive to the individual needs of our clients; we can make adjustments to our approach and services to fit the City’s needs.

4. PROJECT **TIMELINE**

PROJECT **TIMELINE**



Our proven process involves a phased-in methodology with clearly defined stages, all customized to meet your wants and needs. Weekly updates will be provided to the Mayor and Council throughout all phases. Each stage includes example process steps and proposed times, commencing from the date of contract signing. On this page, we outline what that illustrative example process looks like for your search, step-by-step.

Pracademic Partners prioritizes the individual needs of its clients and can make adjustments to fit the City’s specific needs. A typical executive search takes roughly 10 to as many as 16 weeks, but the exact timeframe for this engagement will be determined by your organization. The schedule below reflects a sample timeline based on a June 16th award date:



5. COST **PROPOSAL**

PRICE PROPOSAL / COST ESTIMATE

Based on your RFP, Pracademic Partners proposes a value-based, professional services lump-sum fee not to exceed **\$24,625** based on the existing executive search requirements. This price is calculated based on our experience with similar contracts, and the assumed time and resources required to provide high-quality candidates. The price is inclusive of overhead, hourly rate, travel, advertising, background checks, and most marketing expenses. Amounts may change based on any negotiated add items agreed upon in advance with the City. Pracademic Partners guarantees that no additional fees will be charged to the City without prior written consent. Pracademic Partners also agrees to comply with any rules or procedures regarding billing and invoicing.

The recruitment phases include the following:

- Project Planning/Needs Assessment
- Recruitment Strategy
- Candidate Screenings
- Candidate Presentations
- Interview Support
- Selection/Engagement Closure

This is an all-inclusive price; no additional search fees will be billed to the City unless mutually agreed upon in advance.

Pracademic Partners assumes approximately 135-hours of work with a blended consulting rate of approximately \$150/hour. Total includes overhead, hourly rate, travel, advertising, and marketing expenses.

Payment Schedule:

- 50% would be due and payable upon contract signing
- 25% due and payable at 60 days (interviewing stage)
- 25% at engagement closure (candidate selection)

**Total:
\$24,625**

Should your organization have other managerial consulting needs during the course of this agreement, Pracademic Partners can provide value to use administrative synergies to produce an economies-of-scale savings. A mutually agreed-upon, comprehensive or adjusted fee would be negotiated should the City of Biddeford be interested.

Cost Breakdown

The fee for this search includes all costs and expenses associated with recruitment and the Scope of Work as outlined in the RFP; these costs and expenses include but are not limited to:

- Consultant travel (assumption of two visits; subject to availability, scheduling etc)
- Specific advertising costs
- Background and reference checks, etc.
- Processing applications
- Screening candidates
- Coordinating interviews and final candidate selection, etc.

Expenses chargeable to the City (i.e. the City's responsibility) include:

- Additional advertising expenses requested after contract signing
- Candidate-specific expenses (e.g. candidate travel)
- Hall/meeting room rentals for community engagement/candidate events
- Food/entertainment related to community engagement/candidate events

An itemized breakdown of estimated costs and expenses associated with each stage is detailed below:

Cost Estimate for Recruitment Stages*

Needs Assessment/Info Gathering	\$4,375
Recruitment Strategy	\$4,575
Candidate Screenings	\$4,750
Candidate Presentations/Interview Support	\$6,125
Selection and Engagement Closure	\$4,825

Pracademic Partners offers other services in addition to recruitment and these include:

- Leadership / Executive coaching services **\$1,200 / month post-hire (for 1:1)**
- Technical management consulting services **\$ Variable**

*As noted above, cost estimate for recruitment stages includes consultant travel (two in-person visits), specific advertising/marketing, background investigations, hourly rate, and overhead. Costs may increase subject to Council requests for additional in-person meetings.

6. REFERENCES & **RECRUITMENTS**

REFERENCES & **SAMPLE** **RECRUITMENTS**

References Listed for Contact:

2026: City of Montpelier, Vermont – Population: 8,074. Placement of the **City Manager (2025)** and **Director of Finance (2026)**

Contact: Jack McCullough, Mayor

Phone: 802-223-9503

E-mail: jmccullough@montpelier-vt.org

2024: City of Ithaca, New York – Population: 32,108. Placement of the **City Manager.**

Contact: Deborah Mohlenhoff, City Manager

Phone: 607-274-6512

E-mail: citymanager@cityofithaca.org

2025: Oberlin, Ohio – Population: 8,053. Placement of the **City Manager.**

Contact: Eboni Johnson, Council President

Phone: 440-775-1531

E-mail: ejohnson@cityofoberlin.com

2025: Bulloch County, Georgia – Population: 84,327. Placement of the **County Manager.**

Contact: Christopher Eldridge, County Manager

Phone: 912-764-6245

E-mail: hr@bullochcounty.net

Additional References & Testimonials are on pages 8-10, if Needed

7. WARRANTY

STANDING BEHIND OUR WORK

If the selected candidate withdraws prior to appointment, resigns within twelve (12) months of hire, or is terminated for cause within twelve (12) months of hire, Pracademic Partners will conduct a replacement search at no additional professional fee. The City would remain responsible only for mutually approved direct expenses, if any.

Appendix: SAMPLE WORK PRODUCT



THE CITY OF MONTPELIER, VT
invites qualified candidates to apply for the position of

CITY MANAGER

Salary: \$140,000-\$170,000

About the City of Montpelier





The smallest state capital with the biggest sense of community.

Nestled in the heart of the Green Mountains, Montpelier is more than just Vermont's capital - it's a vibrant community where history, natural beauty, and progressive values come together to create a uniquely enriching place to live and work. With a population close to 8,000 residents, Montpelier holds the title of the smallest state capital in the U.S., offering the rare combination of small-town intimacy and big-picture impact.

Steeped in New England history, Montpelier's downtown showcases beautifully preserved 19th-century architecture, a thriving arts scene, and an unmistakable sense of civic pride. Stroll through its walkable streets and you'll discover local shops, art galleries, independent bookstores, and an array of farm-to-table restaurants and cafes. The golden dome of the Vermont State House stands as a proud symbol of civic engagement, while the City's inclusive spirit fosters a welcoming atmosphere.

Nature lovers will find themselves at home in Montpelier, where outdoor adventure for all seasons is just minutes away. Hike or snowshoe the wooded trails of Hubbard Park, home to a century-old stone tower with panoramic views, or enjoy kayaking and excellent fishing on the Winooski River that winds through town. Each season offers its own charm, from vibrant autumn foliage and winter wonderlands to blooming spring gardens and sunny summer festivals.

Life in Montpelier strikes a refreshing balance. Residents enjoy excellent public schools, a low crime rate, and strong community ties while being just a short drive from larger cities like Burlington or Boston. The city also boasts a culture of sustainability and innovation, reflected in its commitment to clean energy, walkable infrastructure, and local food systems.

Whether you're starting your career, raising a family, or seeking a meaningful change, Montpelier offers so much more than just a job. Join a community where your work makes a difference, your neighbors know your name, and every day is framed by the stunning backdrop of Vermont's natural beauty.



MONTPELIER, VT

Quick facts:

- **City Population:** Approximately 8,000 residents, making it the smallest state capital in the United States
- **Location:** Situated in Washington County, Montpelier is at the confluence of the Winooski and North Branch Rivers, nestled among the picturesque Green Mountains.
- **City Government Structure:** Mayor, City Manager, City Council members
- **City Government:** Approximately 100 employees working within nine departments - The City manager will supervise 12 full-time employees.
- **Annual City Budget:** ~ \$23 million
- **Median Household Income:** ~\$71,000
- **Education:** Local school districts, private institutions, Community College of Vermont, Norwich University, Vermont College of Fine Arts, Vermont State University System has campuses nearby.
- **Largest Employers:** Vermont State Government System, Cabot Creamery Co-Operative, Central Vermont Medical Center, National Life Group.
- **Notable Attractions:** Vermont State House, Hubbard Park, Vermont History Museum, Ben and Jerry's, numerous ski resorts, parks, and outdoor recreational facilities are within a short driving distance.

The Ideal Candidate





Leadership is more than a job—it's a chance to shape this community's future.

Montpelier is seeking a dynamic, community-focused leader with executive-level municipal experience and a deep understanding of the history, culture, and innovation that define America's Small Town Capital. The City Manager will have a proven track record in leading complex organizations, fostering transparency, building consensus, and delivering high-quality municipal services with integrity and foresight.

This leader will bring expertise in municipal governance—including finance, personnel, public safety, infrastructure, and community development—and be adept at managing multimillion-dollar budgets, negotiating collective bargaining agreements, and driving operational excellence. As an advisor to the City Council, they will translate vision into action with professionalism, responsiveness, and sound judgment.

The ideal candidate will lead with emotional intelligence, humility, and confidence—engaging openly with employees, residents, businesses, nonprofits, and state and regional partners. They will champion diversity, equity, and inclusion across the organization and foster a positive, collaborative workplace culture.

Living and working in Montpelier means being immersed in a walkable, arts-rich, civically engaged community surrounded by Vermont's natural beauty. The successful candidate will be as passionate about building lasting community relationships as they are about leading a high-performing city government—making a tangible, lasting impact in one of New England's most vibrant and livable cities.



Key Competencies and Characteristics

Montpelier's next City Manager will be more than an administrator—they will be a visionary leader, a skilled communicator, and a trusted partner to the community. These key competencies and personal qualities will equip them to inspire staff, build strong relationships, and turn the City's ambitious goals into meaningful results.

Leadership and Organizational Management

A collaborative, strategic leader with experience guiding high-performing teams in municipal settings. Fosters accountability, inclusivity, and service excellence, aligning staff and resources with City Council goals. Strong interpersonal skills, emotional intelligence, and the ability to mentor, motivate, and unify staff are essential.

Public Budgeting and Fiscal Stewardship

Comprehensive understanding of municipal finance, including the development and oversight of operating and capital budgets, capital planning, cost control, and grant administration. Ensures transparency, accuracy, and long-term fiscal sustainability.

Innovation and Problem-Solving

Brings an entrepreneurial mindset to municipal leadership, embracing creative thinking, calculated risks, and inventive solutions to complex challenges. Encourages innovation within city operations, supports local business growth, and pursues partnerships that expand resources and promote economic and community resilience.

Collaborative Partnership-Building

Skilled at forging strong, trust-based relationships with City Council, staff, residents, local businesses, nonprofits, and regional/state leaders. Practices a facilitative leadership style that values diverse perspectives and aligns stakeholders around shared goals.

Ethics and Transparency

Demonstrates the highest ethical standards, integrity, and fairness in all decisions. Builds public trust through consistent policy enforcement, open communication, and a visible commitment to equity and legal compliance.

Public Communication

As the public face of the City, the City Manager communicates clearly and confidently in public meetings, media interactions, and community events. They must be skilled in public speaking and media engagement, able to translate complex issues into accessible language that builds understanding and trust. Strong, transparent communication is essential to fostering confidence, managing expectations, and supporting open government.

Diversity, Equity, and Inclusion

The City Manager will champion equity and belonging, ensuring City policies, services, and workplace culture are inclusive, fair, and reflective of the community's diverse voices.



Key Priorities





As Montpelier looks to the future, the next City Manager will play a vital role in guiding the community through both ongoing challenges and exciting opportunities. City Councilors, staff, and residents are seeking a leader who brings vision, collaboration, and a commitment to sustainable and practical progress. The following key priorities reflect the community's shared aspirations for a thriving, inclusive, and resilient capital city and outline the focus areas where the City Manager's leadership will be most impactful.

DOWNTOWN REVITALIZATION & ECONOMIC DEVELOPMENT

Lead efforts to reinvigorate Montpelier's downtown by supporting small businesses, attracting investment, encouraging creative reuse of space, and boosting foot traffic. Diversify the economy beyond tourism and government while maintaining the City's vibrant character.

TOURISM & CULTURAL VITALITY

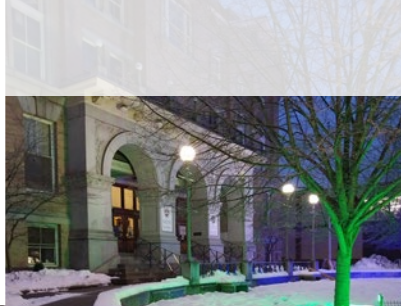
Collaborate with Montpelier Alive and local partners to enhance the city's appeal as a year-round destination, celebrating its arts scene, cultural institutions, and natural beauty. Leverage tourism to strengthen economic growth and community pride.

HOUSING ACCESS & AFFORDABILITY

Tackle the housing shortage by expanding diverse, affordable options. Develop incentive-based strategies for mixed-use and infill development, and partner with developers and nonprofits to deliver results.

COMMUNITY SAFETY & WELL-BEING

Promote policies and services that enhance health, safety, and quality of life for all residents. Strengthen community trust, equity, and access to resources, while supporting first responders and public health initiatives.



CLIMATE RESILIENCE & INFRASTRUCTURE

Modernize aging infrastructure with investments in water, sewer, stormwater, and flood mitigation systems. Integrate climate-resilient practices into all planning and capital projects.

FINANCIAL & ORGANIZATIONAL STRENGTH

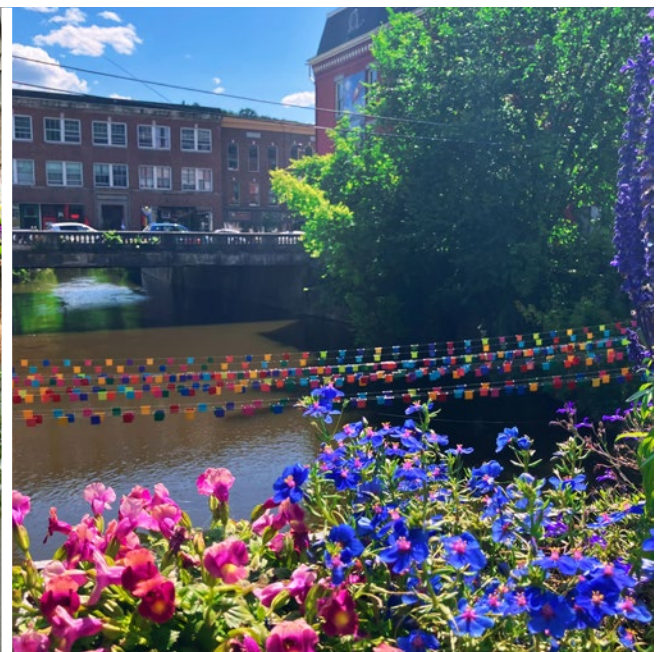
Ensure fiscal health through sound budgeting, operational efficiency, and long-term planning. Modernize systems, streamline workflows, and embrace data-driven decision-making.

STAFF DEVELOPMENT & CAPACITY

Align staffing and resources with community needs. Provide professional development, update job roles, and create a culture of recognition and morale-building.

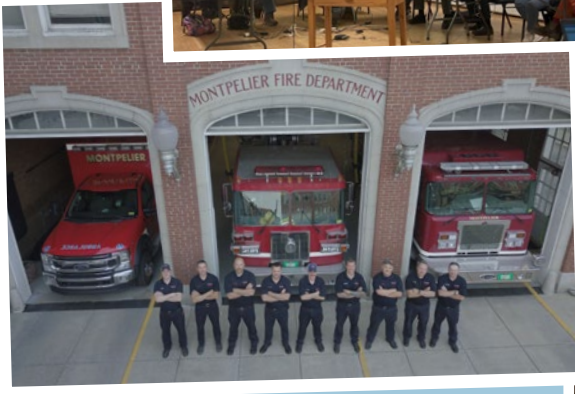
ENGAGEMENT & TRUST

Strengthen connections between City government and residents through transparent communication, inclusive engagement, and active listening, especially with underrepresented groups.

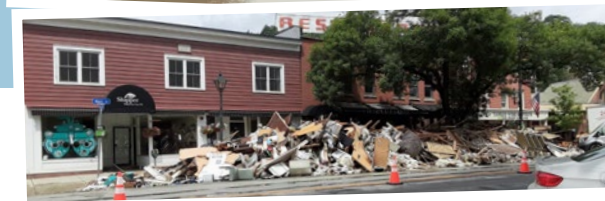


Opportunities and Challenges





As Vermont's capital and a nationally recognized small city, Montpelier offers an exceptional opportunity for a strategic, forward-thinking leader to make a lasting impact. The next City Manager will step into a role filled with both promise and complexity, helping to shape the future of a resilient, progressive, and civically engaged community.



RESILIENCE AND CLIMATE RECOVERY

Montpelier is uniquely positioned, in the wake of the 2023 floods, to become a national leader in resilience and climate adaptation. The next City Manager will guide recovery efforts while advancing innovative infrastructure upgrades, strengthening emergency preparedness, and securing resources that protect residents and businesses.



HOUSING

Advance community-backed housing expansion and zoning reforms to meet urgent needs while preserving Montpelier's historic charm. Work with diverse partners to deliver affordable, accessible housing options.

FISCAL SUSTAINABILITY

Guide a transparent budget process, identifying efficiencies, exploring revenue sources, and balancing long-term financial health with service excellence.



ORGANIZATIONAL MODERNIZATION

Replace outdated systems, improve workflows, and align capacity with community priorities. Cultivate an organizational culture where collaboration, innovation, and high performance are the norm.

PARTNERSHIPS

Strengthen existing relationships and forge new ones with local organizations, institutions, and regional stakeholders to achieve shared goals in economic vitality, climate resilience, housing, and community well-being.

SUSTAINABILITY LEADERSHIP

Advance Montpelier's ambitious Net Zero by 2030 and fossil fuel-free by 2050 goals. Lead initiatives in renewable energy, fleet electrification, and green infrastructure to position the city as a national model for climate leadership.



Job Description



CITY MANAGER

MONTPELIER, VT.

Salary: \$140,000-\$170,000

Benefits: Comprehensive benefits package

Location: Montpelier, Vt.

Reports To: City Council

Application Deadline: 10/15/25 for first review of resumes

Montpelier – Vermont’s capital city – is seeking an experienced, forward-thinking City Manager to lead municipal operations and help shape the community’s future. Reporting to the City Council, the City Manager is the City’s chief executive, overseeing all departments, implementing Council priorities, and ensuring services are delivered effectively, efficiently, and equitably.

This is a rare opportunity to guide a small but vibrant capital through a period of growth, resilience, and innovation. The ideal candidate will bring a proven record in public administration, strong financial acumen, and a collaborative leadership style that inspires staff and engages residents.

**Lead a dedicated team.
Serve a highly engaged community.
Help shape the future of Vermont's capital.**

The Role

- Lead and direct all City departments and staff
- Develop and manage operating and capital budgets
- Advise the Council on financial and operational priorities
- Oversee hiring, evaluation, and workplace culture
- Represent Montpelier in regional, state, and intergovernmental forums
- Lead labor negotiations and ensure compliance with agreements
- Support emergency management and long-term resilience planning
- Foster transparent communication with staff, Council, and community



Qualifications

- Bachelor's degree in public administration, business, or related field (Master's preferred)
- 5+ years of executive-level municipal or organizational leadership
- Expertise in local government operations, budgeting, HR, and policy
- Skilled communicator with integrity, sound judgment, and a commitment to diversity, equity, and inclusion



Selection Process

Finalists for the City Manager position will be expected to participate in a series of public engagement activities as part of the recruitment process. These activities will include a town-hall style community forum, and meetings with staff and Department Heads. The purpose of these sessions is to allow residents, community leaders, and City staff the opportunity to meet the finalists and provide input to the City Council. Candidates should be prepared for a high level of public visibility and interaction during this stage.



How to Apply

To express interest, please submit a cover letter, resume, and list of three (3) professional references via email. For clarity in document handling, please format your files as follows:

- FirstName LastName resume
- FirstName LastName cover letter
- FirstName LastName references

All application materials will be held in confidence and should be sent to:

ian@pracademicpartners.com

Subject line: **City Manager - City of Montpelier**

Employment is contingent upon a background check, drug and medical screening, and verification of City of Montpelier residency at the time of hire. This position is considered open until a final selection is made. Candidates are strongly encouraged to apply by **10/15/25** for first review of resumes

Pracademic Partners is assisting the City of Montpelier with this executive search.

For inquiries or nominations, please contact:

Dr. Ian M. Coyle, ICMA-CM

585.943.0589

City of Montpelier is an Equal Opportunity Employer and encourages candidates from diverse backgrounds to apply.

THANK YOU FOR YOUR CONSIDERATION

Should you have any questions,
please don't hesitate to contact us.



585.943.0589



ian@pracademicpartners.com



www.pracademicpartners.com



Proposal: City Manager Recruitment Consulting Services

City of Biddeford, Maine

Skillcloud is pleased to submit this proposal to support the City of Biddeford in the recruitment and selection of its next City Manager. Skillcloud HCM is a nationally recognized leader in **human resources consulting, executive recruiting, and compensation strategy.**

Our consultants average **15+ years of experience**, partnering with organizations across New England and the U.S. We have supported hundreds of clients—nonprofits, associations, municipalities, and private-sector employers, helping them build strong leadership teams and resilient organizational structures.

Our Values

Skillcloud's work is grounded in:

- **Excellence in Execution**
- **Ethical, respectful conduct**
- **Responsiveness and partnership**
- **Belonging and inclusion**
- **Integrity in every interaction**

We take the time to understand your mission, culture, and strategic priorities so we can deliver leaders who elevate your organization.

We appreciate your consideration and look forward to the opportunity to partner with the City of Biddeford

Qualifications

Skillcloud HCM is a full-service HR and Recruiting organization, allowing us to identify, track and access candidates. Our experienced recruiting consultants use effective recruit to retain strategies to work for you. We bring deep expertise in recruitment with a proven track record of successful placements.

Our team has successfully led executive searches across municipalities, corporate environments, and nonprofit organizations, with a strong understanding of:

- The leadership and operational demands of City/Town Manager roles
 - Working effectively with elected officials, boards, and community stakeholders
 - Identifying candidates with both technical expertise and strong public communication skills
-

Approach & Recruitment Strategy

We provide full service, end-to-end recruiting support, acting as a strategic partner throughout the process. Our approach aligns directly with Biddeford's scope of work:

Phase 1: Discovery & Community Engagement

- Conduct a comprehensive **kickoff ("download") session** with key stakeholders
- Facilitate input gathering from leadership, staff, and (as appropriate) community participants
- Define:
 - Leadership priorities
 - Key challenges and opportunities facing the city
 - Required qualifications, experience, and behavioral competencies
- Develop a detailed **candidate profile** reflecting both technical and cultural fit

Phase 2: Search Strategy & Outreach

- Develop a targeted **recruitment and outreach plan**, including strategies to attract diverse candidates
- Create a compelling and accurate **job description and recruitment materials**
- Post and promote the role across:

- National and regional job boards
- LinkedIn and Indeed
- Municipal and professional associations
- Conduct proactive sourcing to identify and engage high-quality passive candidates

Phase 3: Candidate Screening & Evaluation

- Manage all applicants tracking and communication
- Conduct structured **screening interviews** aligned with defined competencies
- Provide the hiring team with:
 - Candidate resumes
 - Screening summaries
 - Responses to standardized screening questions
- Collaborate with stakeholders to identify candidates for interviews

Phase 4: Interview Coordination & Support

- Develop structured **behavioral interview questions** aligned to core competencies
- Provide candidate weighting tools to help search committee members
- Coordinate and schedule interviews (virtual and in-person)
- Provide guidance and facilitation support to ensure a consistent evaluation process
- Assist in identifying finalist candidates

Phase 5: Final Selection & Offer

- Provide introduction to preferred background check provider and guidance on references if needed
- Provide insights and comparative analysis to support final decision-making
- Assist with:
 - Offer structuring
 - Negotiation
 - Candidate closing

Phase 6: Communication & Candidate Experience

- Maintain consistent communication with all applicants throughout the process
 - Provide professional and respectful notifications to non-selected candidates
 - Ensure all interactions reflect positively on the City of Biddeford
-

Timeline

Our typical search timeline is **4–6 months**, depending on the size of the hiring committee and scheduling availability.

A sample timeline includes:

- Weeks 1–3: Discovery, stakeholder engagement, and candidate profile development
- Weeks 4–12: Active recruitment, sourcing, screening and initial interviews
- Weeks 12–16: Final interviews and candidate selection
- Weeks 16–20: Offer, negotiation, and onboarding transition

We will develop and manage a detailed timeline in collaboration with key stakeholders

Fee Proposal

We propose a **fee of \$35,000** for the full search process, inclusive of:

- All consulting, sourcing, and recruiting services
- Job posting and candidate management
- Interview coordination and support
- Offer negotiation support

Any optional external costs (if applicable) will be discussed and approved in advance.

First Payment: Non-refundable “Retainer” of \$8,750, invoiced upon fully executed agreement and due within 15 days.

Second Payment: If search is not completed within 90 days of fully executed agreement, a second installment of \$8,750, will be invoiced and due within 15 days. If the search is completed within said 90 days, the entire remainder of the flat fee \$35,000 set forth above

shall be due as part of the Final Payment.

Final Payment: Remaining balance, due within 15 days of candidate hire date.

Should additional individuals be hired by Client as a result of Skillclouds's efforts pursuant to this Agreement, within twelve (12) months of the completed performance under this Agreement, a fee of \$10,000 shall become due and payable on the date of each such individual's employment.

Expenses incurred in Skillcloud's performance under this Agreement, including but not limited to advertising, candidate travel, research materials, video conferencing, and express delivery shall be billed to Client at the cost incurred. All added costs shall be subject to Client prior approval.

Interest at the rate of ten percent (10%) annual percentage yield (APY) may be charged on overdue accounts. Skillcloud will provide invoices for services provided. Payment is due, in full, within 15 days of the invoice date.

6. References

We will provide at least three references from comparable municipal or executive search engagements, including contact information, upon request or final agreement of engagement.

7. Warranty / Guarantee and Limitation of Liability

(a) Warranty: SKILLCLOUD HCM warrants that the services to be provided pursuant to this Agreement shall be performed in a professional manner conforming to generally accepted industry standards and practices.

(b) Conditional Guarantee: If the balance of payment as defined in Billing and Payment Terms section is received within fifteen (15) days of candidate hire date, then the following Guarantee is in effect.

If a new hire terminates within sixty (60) days of their start date, either voluntarily or involuntarily, then SKILLCLOUD HCM will either initiate another search for the same Position at no charge, or refund the Client a portion of the Fee, as outlined below.

01 – 30 days: Refund 100% of the non-retained fee

31 – 60 days: Refund 50% of the non-retained fee

The term “non-retained fee” means the flat fee set forth in Section 2, less the amount of the non-refundable retainer described in Section 3. SKILLCLOUD HCM, Retained Search Agreement for the City of Biddeford.

This Guarantee is void if any of the following conditions are in effect:

- a. The Position, its responsibilities, and/or its reporting relationships change significantly;
- b. Client’s location, leadership, or business direction change;
- c. The Client is acquired, reorganized, merged, or there is a transfer of ownership; or
- d. Any other significant changes that would require substantial new efforts to fill the Position.

SKILLCLOUD HCM allocates a large share of time and resources to the early stages of a search. Therefore, no portion of its non-refundable Retainer (as defined in Billing and Payment Terms section) is refundable after the date of fully executed agreement, for any reason.

(c) Limitation of Liability: SKILLCLOUD HCM’s sole and exclusive liability and Client’s sole and exclusive remedy for breach of the warranty set forth in section 4(a) shall be as follows:

(1) SKILLCLOUD HCM will make prompt and reasonable efforts to cure any such breach; provided that if SKILLCLOUD HCM cannot cure such breach within a reasonable time (but not more than thirty [30] days) after Client’s written notice of the breach, Client may, at its option, terminate the Agreement by providing written notice of termination.

(2) The foregoing remedy shall not be available unless Customer provides written notice of the breach within thirty (30) days after acceptance of the relevant services/ work provided by SKILLCLOUD HCM.

(3) In no instance shall Client be entitled to damages for breach of the warranty set forth in section 4(a) that exceed a refund of the refundable fees paid in connection with the provision of the relevant services/ work.

(d) Disclaimer: SKILLCLOUD HCM makes no warranties or guarantees except for those provided in this Section 4. All other warranties or guarantees, express and implied, are expressly disclaimed.

(e) Limitation of Damages: In no event will SKILLCLOUD HCM be liable to client or any third party for any loss of use, revenue, or profit, or for any consequential, incidental indirect, exemplary, special, or punitive damages, whether arising out of breach of contract, tort, or

otherwise, regardless of whether such damage was foreseeable and whether or not SKILLCLOUD HCM has been advised of the possibility of such damages and notwithstanding the failure of any agreed or other remedy of its essential purpose.

Closing

Our team is committed to delivering a high-quality, transparent, and inclusive recruitment process that results in a strong and successful City Manager for Biddeford. We view this engagement as a partnership and will work closely with City leadership to ensure both an efficient process and an exceptional outcome.



RECRUITMENT SERVICES



CITY MANAGER

JUNE 1, 2026

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JUNE 1, 2026

City of Biddeford
205 Main Street
Biddeford, ME 04005



RE: City of Biddeford – City Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Manager of the City of Biddeford. WBCP has worked on many City Manager recruitments, and we look forward to the opportunity to partner with your organization on this critical position!

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

WBCP, Inc. was selected, through a national request for proposal process, as the single-awarded vendor for executive recruitment services through a national competitive process conducted by the National Association of Counties (NACo) under the Public Promise Procurement (PPP) program. This cooperative purchasing agreement, with San Diego County serving as the Lead Public Agency (LPA), allows public sector organizations across the U.S. to satisfy competitive procurement requirements and contract directly with WBCP—without the delays or added costs of a traditional RFP process. The PPP/LPA partnership ensures that organizations can engage WBCP quickly, compliantly, and with confidence in the value and quality of service delivered. **Learn more here:** <https://wbcpinc.com/naco>.

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **Additionally, we guarantee this placement for 12 months, and we provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.**

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future City Manager will lead.

We have exceptional experience successfully recruiting for City Manager positions, with several notable recruitments including, but not limited to:

- **City Manager, City of Milpitas, CA**
- **City Manager, City of Dunsmuir, CA**
- **City Manager, City of Boulder City, NV**
- **City Manager, City of Atwater, CA**
- **City Manager, City of Tillamook, OR**
- **City Administrator, City of Duvall, WA**
- **City Manager, City of Independence, OR**
- **City Manager, City of Goodyear, AZ**

To see a full list of our clients and successful recruitments, visit: <https://tinyurl.com/549ehf23>

We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. WBCP's executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you will read their biographies in this proposal. WBCP now has offices in California, Oregon, Washington, Texas, Arizona, South Dakota, and Florida.

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Our 2025 year-end review showed that, over the past three years, an average of 68% of our placements have been candidates from diverse backgrounds.** In fact, we are often selected and told that we bring a larger, more qualified and diverse groups of candidates than they have ever received from past professional recruiters.

Clients also choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, we love what we do, and we are passionate about finding exceptional candidates who are also passionate about serving others. WBCP’s staff are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.
wendi@wbcpinc.com | 541-664-0376
www.wbcpinc.com

DIVERSITY

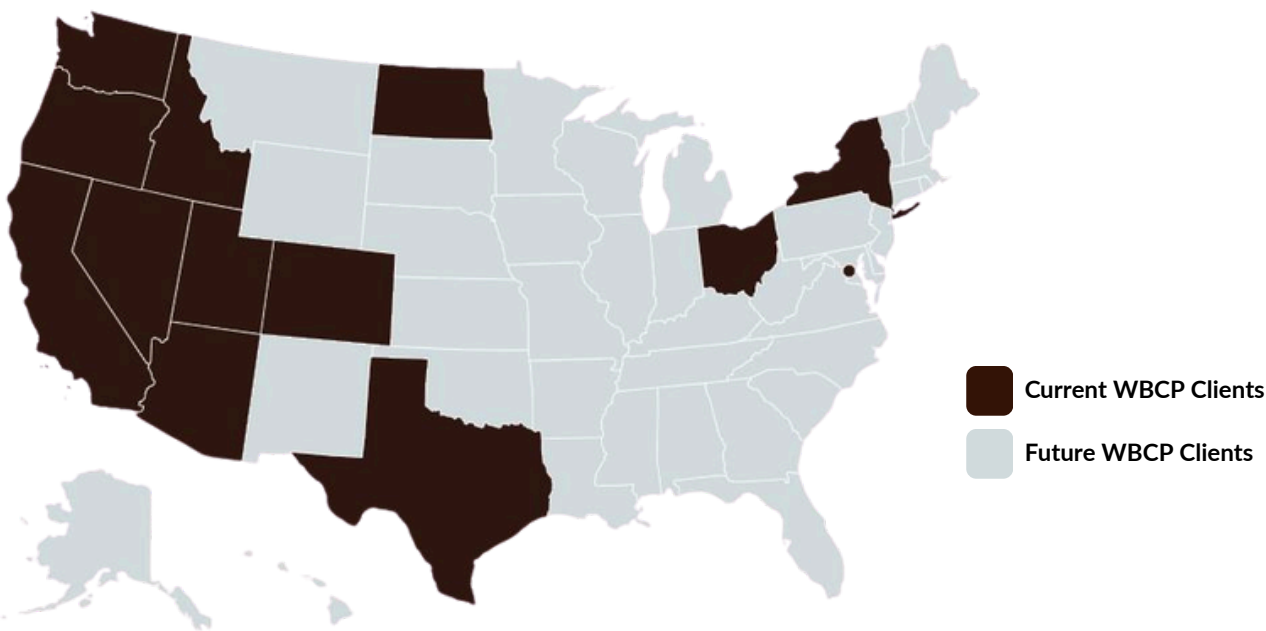
68%

of WBCP candidates placed in positions come from a diverse background

A. FIRM BACKGROUND.....

Principal: Wendi Brown, President/CEO
Company Legal Name: WBCP, Inc. (W. Brown Creative Partners)
Tax ID: 81-5454037
Website: www.wbcpinc.com
Phone: 866-929-WBCP (9227) / 541-664-0376
Address:

- Oregon (3 offices including WBCP, Inc. Headquarters): 213 E Main St., Rogue River, OR, 97537; Grants Pass, Medford, and Tigard
California (6 offices): San Jose, Gilroy, Roseville, Camarillo, Marina Del Rey, and Santa Barbara
Washington (2 offices): Seattle and Walla Walla
Texas: Dallas
Arizona: Douglas
South Dakota: Mitchell
Florida (2 offices): Minneola and Jacksonville



WOMEN OWNED

WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in all of the states that we serve..

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.

B. PAST CLIENTS & RECRUITMENTS.....

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in **California, Arizona, Colorado, Idaho, Nevada, New York, Oregon, Ohio, Texas, Utah, and Washington.**

CITIES & TOWNS

California

- Anaheim
 - Arcata
 - Atwater
 - Banning
 - Berkeley
 - Calistoga
 - Ceres
 - Chino
 - Colfax
 - Corte Madera
 - Culver City
 - Davis
 - Dunsmuir
 - Emeryville
- Encinitas
 - Fremont
 - Fresno
 - Gilroy
 - Goleta
 - Hemet
 - Irvine
 - Laguna Beach
 - Larkspur
 - Lincoln
 - Livermore
 - Livingston
 - Long Beach
 - Los Altos
- Marina
 - Milpitas
 - Napa
 - Novato
 - Ontario
 - Orinda
 - Oxnard
 - Palo Alto
 - Parlier
 - Pasadena
 - Petaluma
 - Pismo Beach
 - Port Hueneme
 - Portola Valley
- Redding
 - Riverside
 - Rocklin
 - Roseville
 - Sacramento
 - San Francisco
 - San Jose
 - San Rafael
 - Santa Maria
 - Santa Monica
 - Santa Paula
 - Santa Rosa
 - Solvang
 - Sonoma
- South Pasadena
 - Sutter Creek
 - Truckee
 - Ventura
 - Vernon
 - Victorville
 - Watsonville
 - West Hollywood
 - Windsor

Oregon

- Ashland
 - Astoria
 - Central Point
 - Garibaldi
 - Gold Hill
 - Grants Pass
 - Hubbard
- Independence
 - Newport
 - Pendleton
 - Phoenix
 - Rogue River
 - Talent
 - Tillamook

Arizona

- Chandler
- Phoenix
- Goodyear

Nevada

- Boulder City

New York

- Rochester

Texas

- Fort Worth

Utah

- Park City

Washington

- Duvall

Ohio

- West Chester



COUNTIES

California

- Alameda
 - Alpine
 - Colusa
 - Contra Costa
 - Del Norte
 - Fresno
 - Humboldt
 - Lake
 - Los Angeles
 - Marin
 - Mariposa
 - Mendocino
 - Merced
 - Mono
- Monterey
 - Napa
 - Nevada
 - Orange
 - Placer
 - Riverside
 - Sacramento
 - San Benito
 - San Bernardino
 - San Diego
 - San Francisco
 - San Mateo
 - San Joaquin
 - Sutter
- San Luis Obispo
 - Santa Barbara
 - Santa Clara
 - Santa Cruz
 - Shasta
 - Solano
 - Sonoma
 - Stanislaus
 - Tehama
 - Tulare
 - Tuolumne
 - Yuba
 - Yolo

Colorado

- Boulder
- El Paso
- Larimer

Oregon

- Jackson
- Lane

Washington

- King

North Dakota

- Cass

Texas

- Comal



B. PAST CLIENTS & RECRUITMENTS.....

LOCAL AND NATIONAL COUNCILS, BOARDS, DISTRICTS, AND JOINT POWERS AUTHORITIES (JPAS)

National

- Hass Avocado Board (HAB)
- North American Blueberry Council / U.S. Highbush Blueberry Council(NABC/USHBC)

California

- Amador Water Agency
- Association of California Water Agencies (ACWA)
- Alameda–Contra Costa Transit District (AC Transit)
- Bay Area Rapid Transit District (BART)
- Bear Valley Community Services District
- Boulder Creek Fire Protection District
- California Municipal Utilities Association (CMUA)
- California Prison Industry Authority (CALPIA)
- Cosumnes Community Services District
- Dublin San Ramon Services District
- Irvine Ranch Water District
- John Wayne Airport
- Los Angeles County Employees Retirement Association (LACERA)
- Los Angeles Unified School District (LAUSD)
- Los Angeles World Airports (LAWA)
- Mendocino County Air Quality Management District
- Metropolitan Transportation Commission (MTC)
- Metropolitan Water District of Southern California
- Modesto Irrigation District
- Monterey One Water
- Nevada Irrigation District
- Newark Chamber of Commerce
- Oakland Housing Authority
- Olivehurst Public Utility District

- Orange County Employees Retirement System (OCERS)Port of Long Beach
- Port of San Diego
- Placer County Transportation Planning Agency (PCTPA)
- Sacramento Area Flood Control Agency (SAFCA)
- Sacramento Employment & Training Agency (SETA)
- Sacramento Public Library Authority
- Sacramento Sewer District
- Sacramento Suburban Water District
- San Benito Council of Governments
- San Benito County Water District
- San Diego Port Authority
- San Joaquin County Employees' Retirement Association (SJCERA)
- San Rafael Sanitation District (SRSD)
- Santa Clarita Valley Water Agency
- Sonoma County Library
- Tri-City Mental Health Authority (TCMHA)
- Truckee-Donner Public Utility District (TDPUD)
- Tuolumne Utilities District
- Turlock Irrigation District
- Trabuco Canyon Water District
- Valley Consortium for Medical Education (VCME)
- Valley Water
- Water Forum
- West Basin Municipal Water District
- Trindel

Oregon

- Jackson County Fire District 5
- Rogue Valley Sewer Services

Idaho

- Teton County Joint Housing Authority (TCJHA)



B. PAST CLIENTS & RECRUITMENTS.....

NONPROFITS

National

- Futures Without Violence (Family Violence Prevention Fund)
- Radio Bilingüe

California

- Center Point
- Central California Legal Services (CCLS)
- Community Food Bank
- Downtown Streets Team
- First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo)
- Gold Coast Health

- Greater Richmond Interfaith Program (GRIP)
- Northern Valley Catholic Social Service (NVCSS)
- Options Recovery
- San Francisco Estuary Institute
- West Angeles Church of God in Christ

Oregon

- Community Works
- Dogs for Better Lives / Dogs for the Deaf
- Southern Oregon Regional Economic Development, Inc. (SORED)



**CENTRAL CALIFORNIA
LEGAL SERVICES**
JUSTICE. EQUITY. POWER.



radio bilingüe
Red Nacional de Radio Pública Latina



Southern Oregon Regional
Economic Development, Inc.



**Northern Valley
Catholic Social Service**
INSPIRING HOPE & TRANSFORMING LIVES



PRIVATE ORGANIZATIONS

- CDS Publications
- Central California Truck and Trailer
- Morton & Pitalo
- NAVA
- Prentice | Long, PC Law Firm
- SWEED
- Tekmanagement
- Touchstone Accounting

CONSULTING SERVICES

Cities

- Fremont (CA)
- Medford (OR)
- Santa Maria (CA)
- Santa Paula (CA)

Counties

- Humboldt (CA)
- Mariposa (CA)
- Santa Barbara (CA)
- San Luis Obispo (CA)

Schools

- Monterey High School



MEDFORD
OREGON



City of
Santa Maria



B. PAST CLIENTS & RECRUITMENTS.....

INDUSTRIES

- Organizational Leadership
- Economic Development
- Facilities & Operations
- Financial, Administrative Services, Accounting, Auditing
- Health & Human Services, Housing, Unhoused
- HR, Risk, Labor/Employee Relations
- Information Technology
- Legal, Counsel, Clerk
- Library
- Marketing, Communications, PR
- Parks & Rec, Community Services, Arts
- Planning, Environmental, Community Development, Building, Transit
- Public Safety
- Public Works, Transportation, Engineering

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:

ORGANIZATIONAL LEADERSHIP

- City Manager, City of Atwater, CA
- City Manager, City of Boulder City, NV
- City Manager, City of Ceres, CA
- City Manager, City of Colfax, CA
- City Manager, City of Dunsmuir, CA 2022
- City Manager, City of Dunsmuir, CA 2026
- City Manager, City of Garibaldi, OR
- City Manager, City of Gold Hill, OR
- City Manager, City of Goodyear, AZ
- City Manager, City of Independence, OR
- City Manager, City of Malibu, CA
- City Manager, City of Milpitas, CA
- City Manager, City of Oxnard, CA
- City Manager, City of Pasadena, CA 2021
- City Manager, City of Pasadena, CA 2026
- City Manager, City of Parlier, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Port Hueneme, CA
- City Manager, City of Santa Maria, CA
- City Manager, City of Santa Monica, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Sonoma, CA
- City Manager, City of Talent, OR
- City Manager, City of Tillamook, OR
- City Manager, City of Ventura, CA
- City Administrator, City of Duvall, WA
- City Administrator, City of Hubbard, OR
- City Administrator, City of Rogue River, OR
- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- Town Manager, Town of Portola Valley, CA
- Interim City Manager, City of Milpitas, CA
- Assistant City Manager (Municipal Services), City of Sacramento, CA
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Assistant City Manager, City of Beverly Hills, CA
- Deputy City Manager, City of Long Beach, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Officer, Downtown Streets Team, CA
- Chief Executive Officer, Newark Chamber of Commerce, CA
- Chief Executive Officer, San Joaquin County Employees' Retirement Association (SJCERA), CA
- Chief Executive Officer, San Joaquin Tributaries Authority, CA
- County Executive Officer, County of Santa Cruz, CA
- County Executive Officer, County of Shasta, CA
- County Administrative Officer, San Benito County, CA
- County Administrative Officer, County of Tuolumne, CA
- Chief Administrative Officer, Port of San Diego, CA

B. PAST CLIENTS & RECRUITMENTS.....

ORGANIZATIONAL LEADERSHIP (CON'T)

- Deputy Chief Administrative Officer, San Diego County, CA
- Deputy Chief Administrative Officer – Budget, San Benito County, CA
- ACAO – Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- ACEO – Assistant County Administrative Officer, County of Santa Barbara, CA
- ACEO – Assistant County Executive Officer, County of Napa, CA
- Assistant Executive Officer, Los Angeles County Employees Retirement Association (LACERA), CA
- General Manager, Bear Valley Community Services District, CA
- General Manager, Los Angeles Public Media, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Radio Bilingüe, CA
- General Manager, San Benito County Water District, CA
- General Manager, Santa Cruz County Animal Services Authority, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, Trabuco Canyon Water District, CA
- Deputy General Manager, City of Ontario, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer – IT and Administrative Services, Valley Water, CA
- Chief Operating Officer – Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer/Executive Director, Valley Consortium of Medical Education, CA
- Assistant General Manager Water Operations, Modesto Irrigation District, CA
- Executive Director, Association of California Water Agencies, CA
- Executive Director, California Municipal Utilities Association (CMUA), CA
- Executive Director, First 5 Association of California, CA
- Executive Director, Water Forum, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Placer County Transportation Planning Agency, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Trindel, Risk Management, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Sacramento Employment and Training Agency (SETA), CA
- Executive Director, Southern Oregon Regional Economic Development, Inc. (SORED), OR
- Executive Director, Pacific Gateway Workforce Innovation Network (PGWIN), City of Long Beach, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Executive Director, First 5 Fresno, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director – Police Accountability Board, City of Rochester, NY
- Executive Director, San Joaquin Tributaries Authority, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Chief Deputy Director, ISD, County of Los Angeles, CA
- Vice President, Center Point, Inc., CA
- Executive Vice President, Center Point, CA

[Check out our full list of
recruitments here:
https://tinyurl.com/549ehf23](https://tinyurl.com/549ehf23)

C. DIVERSITY COMMITMENT.....

RECRUITING WITH DIVERSITY IN MIND:

Since partnering with the country’s largest network of diversity job boards, we have seen a 21% increase in diverse applicants and a 13% increase in diverse candidates placed in positions with our clients. This demonstrates WBCP’s dedication to expanding outreach and removing barriers to apply, ensuring access to a highly qualified and diverse applicant pool.

600 Diversity Job Boards:

When you post a job with WBCP, it is automatically posted through Circa on 600+ local and diversity job boards, maximizing reach and ensuring access to a wide and inclusive pool of talent. We also utilize one of the largest diversity databases, with over 160 million resumes and 15,000 community-based organization contacts, to expand our search. In addition, Circa’s network includes up to 20,000 affiliate organizations, further supporting targeted outreach to diverse communities and qualified candidates.

LinkedIn:

As LinkedIn recruiters, we have access to over 1 Billion profiles, allowing us to evaluate candidates' backgrounds, education, experience, licensure, and more.

AI:

WBCP also leverages AI tools to gather additional information to effectively reach future applicants and candidates contact information for emails and phone numbers.

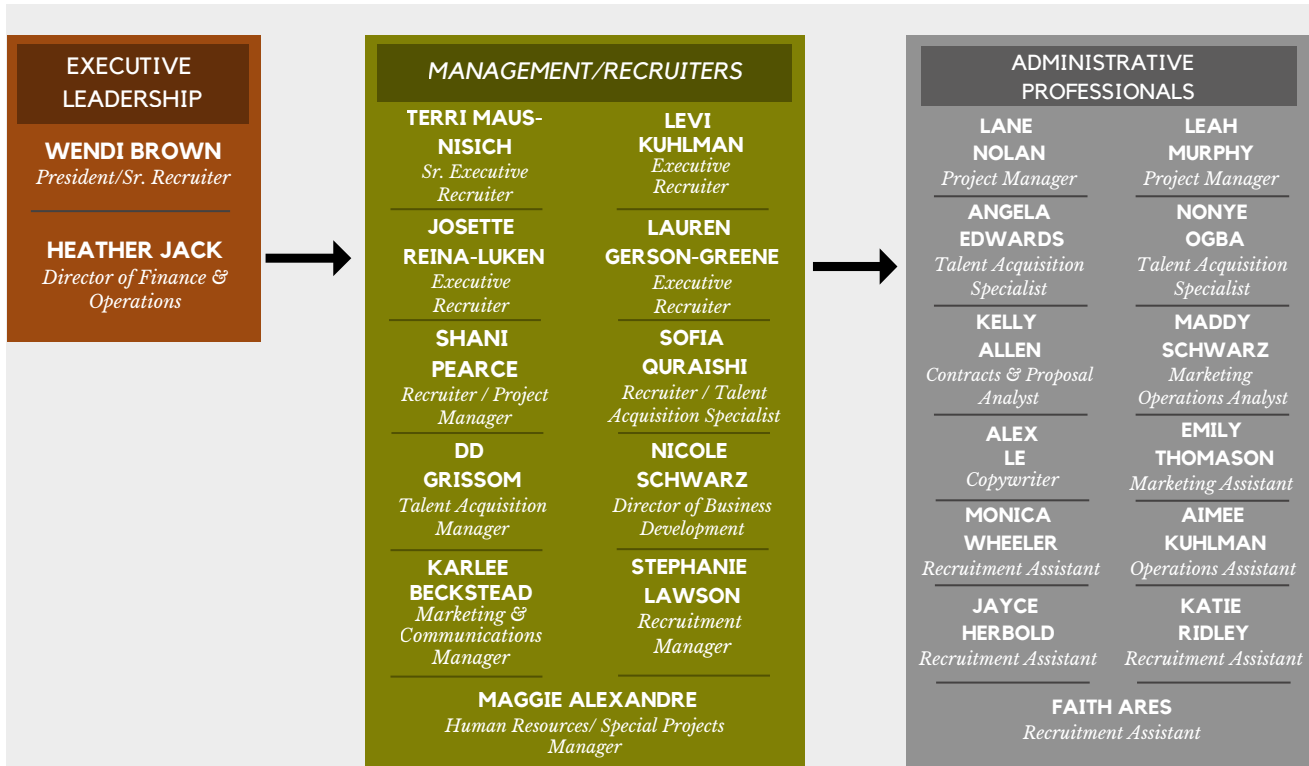
WBCP understands the complexities of meeting the needs of a diverse community, and we provide a thorough, complete, and fair recruitment process.



Streamline and Satisfy the RFP Process to receive recruiting on demand. Reach out to WBCP today for more information.



D. ORGANIZATIONAL CHART.....



CREATIVE PARTNERS / SENIOR ADVISORS

- BRUCE GRIFFITHS**
Organizational Development/ IO Psychologist
- STEVE BROWN**
National Account Manager
- BILL LANDIS**
Public Safety Investigator
- ALAN ROSEN**
Executive Recruiter/ Sr. Facilitator
- BERNIE LICATA**
Organizational Development Consultant
- SCOTT BECKSTEAD, JD**
Sr. Advisor
- MIKE LUKEN**
Sr. Facilitator
- WILLIAM RACOWSCHI**
Fire/Public Safety
- CHRISTY WURSTER**
Sr. Facilitator
- RIVKAH SASS**
Retired Library Director/Sr. Facilitator

WBCP STATISTICS

WBCP is a 100% woman-owned business. Staff and consultants are a diverse mix of gender/ethnicity
Age ranges from 24 - 70+



E. WBCP KEY STAFF.....

WENDI BROWN

*Lead Consultant/
Sr. Executive
Recruiter*



I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor’s of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master’s in Management at Southern Oregon University.

TERRI MAUS-NISICH

Sr. Executive Recruiter



Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri's journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor’s Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University’s JFK School of Government.

E. WBCP KEY STAFF.....

LAUREN GERSON-GREENE
Executive Recruiter



Lauren Gerson is a seasoned Executive Recruiter at WBCP, where she draws on over 15 years of experience in career services, customer relations, and operations. Her recruiting expertise extends across various industries, with notable success in health and human services, utilities, and finance. Lauren has helped organizations across multiple states fill hard-to-hire positions at every level, from individual contributors to executives. Lauren’s diverse professional journey began in operations and events management, where she honed her expertise in human resources, business management, and regulatory compliance. She later transitioned to career services, and prior to joining WBCP, worked with a career coaching company helping job-seekers better leverage their skills and overcome barriers to employment. Lauren holds a Bachelor’s degree in Philosophy from Whittier College. She brings a unique perspective to her role, and is committed to making a positive impact both professionally and personally. With her unwavering dedication and client-centric focus, Lauren continues to drive success and excellence in executive recruitment at WBCP.

LEVI KUHLMAN
Executive Recruiter



Levi Kuhlman is an Executive Recruiter at WBCP, and an experienced professional with a multifaceted career spanning across executive recruitment, real estate, and entrepreneurship. He has worked extensively with local municipalities, special districts, and not-for-profit organizations across the Western region, with a focus in California, Oregon, and Idaho. Levi has conducted many successful recruitments in various industries including planning, rent stabilization and housing, engineering, finance, city management, transportation and transit, community development, building and safety, public safety, risk management, and information technology. Levi serves as a skilled and diplomatic liaison, earning a reputation for his personalized approach to recruiting. Before joining the ranks of WBCP, he advocated on behalf of tenants, landlord, and clients. With a diverse skill set and a commitment to excellence, Levi continues to make significant contributions to WBCP, his clients, and broadening the professional community one recruitment at a time.

E. WBCP KEY STAFF.....

JOSETTE REINA-LUKEN

Executive Recruiter



Josette, an Executive Recruiter at WBCP, specializes in government finance and the water industry with nearly 30 years of experience. Her career began in IT, managing software implementations and leading training and sales teams. After earning her MBA, she transitioned to municipal agencies, holding various management positions, including Administrative Manager and Financial Manager. With expertise in budgeting, strategic planning, and organizational development, Josette has made significant contributions to the agencies she's served. She holds a Bachelor's Degree in Political Science/Public Administration from the University of South Florida, an MBA from the University of Phoenix, and certificates in Human Resources from the California State University and Leadership from the University of Davis.

SHANI PEARCE

Executive Recruiter



Shani Pearce brings over 15 years of corporate and public sector experience to her role as an Executive Recruiter at WBCP, with a background spanning executive support, human resources, project management, and regulatory compliance. She began her career with the City of Medford, working closely with executive leadership on labor relations, wellness initiatives, recruitment, and large-scale events. In the private sector, she advanced as a Human Resources Business Partner, specializing in recruitment, training, and organizational development, before joining a multi-billion-dollar, multi-state energy company where she progressed into project management, overseeing compliance, licensing, permitting, and stakeholder engagement. Alongside her corporate work, Shani co-founded a wedding and event business, further demonstrating her creativity and logistical expertise. At WBCP, she brings this diverse experience to lead recruitment processes, engage with clients, source candidates, and ensure a seamless candidate experience, making her a trusted partner to clients and a valued member of the WBCP team.

REVIEW OTHER EMPLOYEES & CONSULTANT PARTNERS ON OUR WEBSITE: WWW.WBCPINC.COM/WBCP-TEAM

A. RECRUITMENT STRATEGY / PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, to be actively involved in key phases of the recruitment process to help WBCP gain a clear understanding of the organization’s priorities, leadership needs, culture, and long-term goals.



Broad Community Participation: WBCP collaborates with stakeholders identified by the Client, which may include elected officials, governing boards, executive leadership, employees, labor representatives, community organizations, residents, businesses, and partner agencies. Stakeholder input helps WBCP develop the ideal candidate profile, targeted recruitment materials, and a strategic outreach approach tailored to the Client’s needs.

Engagement Options:

LISTENING SESSIONS

- **Internal & External Stakeholder Engagement**
- **Flexible Discussion Formats:**
 - 1:1
 - Small group
 - Large group
- **Virtual & In-Person Options**

ONLINE SURVEYS

- **Internal/External Groups:** we provide customized online surveys and share distribution links to clients for internal and external stakeholder groups, including employees, residents, leadership teams, and community members.
- **Multilingual & Accessible Options:** online surveys can be customized for distribution to specific stakeholder groups, such as individual districts within a city. Surveys may also be provided in multiple languages. Additional customization and translation services may involve an additional cost.

FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client’s review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

A. RECRUITMENT STRATEGY / PHASES.....

MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:



DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes targeted digital advertising and proactive outreach to develop diverse and highly qualified applicant pools, leveraging over 20 years of recruitment experience and tens of thousands of established contacts through our existing network. Our outreach includes local and national job boards, professional associations, industry networks, and social media platforms. In partnership with a diversity recruitment platform, our postings reach up to 600 local employment and diversity websites, connecting with more than 15,000 community organizations and niche sites while accessing a job bank of over 2 million resumes. Upon our 2025 year-end review, we found that 68% of candidates placed over the previous three years came from diverse backgrounds.

EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP’s existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

SOURCING/HEADHUNTING

WBCP employs a proactive recruitment approach focused on identifying, engaging, and connecting with highly qualified candidates through targeted outreach and strategic sourcing efforts, including:

- **LinkedIn Recruiter Access:** utilizing LinkedIn Recruiter’s network of more than 350 million profiles and Boolean search strategies to identify and engage highly qualified candidates.
- **Advanced AI-Driven Sourcing:** leveraging advanced AI tools to access phone numbers, email addresses, and other hard-to-find contact information in today’s competitive market.
- **Centralized Talent Acquisition Support:** WBCP’s centralized talent acquisition team maximizes outreach efforts, expands candidate pipelines, and conducts an average of 100-200 direct outreach calls per recruitment.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client’s needs.

A. RECRUITMENT STRATEGY / PHASES.....

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



COMMUNICATION WITH CANDIDATES

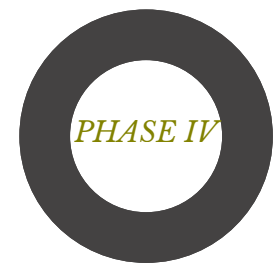
WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

B. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will be conducted in accordance with local law and typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

*BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT
WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT*

Week 1:

- Secure services with search firm, WBCP, Inc.
 - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client
 - Interview with hiring authority and other stakeholders for competencies
 - Identification of advertising venues and ideal candidate prospects
 - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

A. COST SHEET.....

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

**SERVICE COST PER RECRUITMENT
CITY MANAGER**

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
<ul style="list-style-type: none"> • Consulting Services: Phases I-IV in the proposal's recruitment strategy/phases section and related expenses: Brochure/graphic design (\$950) <ul style="list-style-type: none"> ◦ Marketing and advertising which may include: print and postage (if applicable), online job boards targeted per recruitment, social media, sourcing, LinkedIn (\$395), InMails (\$300), Circa Diversity Job Boards (\$295), and ZoomInfo (\$299) ◦ Surveys: Available in multiple languages; internal and external surveys may be customized and distributed as needed. Document shipping and delivery charges included for virtual meetings and panel materials. ◦ Fees for background and reference checks (one candidate) ◦ One facilitator for each virtual or in-person interview day. 	<p>\$36,800 (flat rate)</p>



B. ADDITIONAL SERVICE OPTIONS/TIMELINE POLICY.....

Optional Services (Services Listed Below Fall Outside the Standard Scope of Work)

- **Additional Virtual Interview Facilitation (beyond the two facilitators included):** \$750 per day, per consultant
- **Additional On-Site Meeting Days/Interviews (beyond the two trips included):** \$1,500 per day, per consultant, plus applicable travel expenses*
- **Candidate Travel Coordination:** Up to \$1,500 per non-local candidate for travel reimbursement, including lodging, transportation, and/or stipends. WBCP can coordinate travel arrangements upon request.
- **Additional Background Checks (beyond one final candidate):** \$300 per candidate
- **Additional Reference Checks (beyond one final candidate):** \$500 per candidate
- **Additional Hires (beyond the initial placement):** \$9,000 per candidate
- **Web Content Accessibility Guidelines (WCAG) Brochure Updates (optional):** \$150–\$200 per brochure
- **Investigative Background Services:** WBCP offers comprehensive investigative background services, led by Chief Bill Landis, who brings more than 30 years of public safety experience, including employee investigations. This onsite investigation is available for an additional \$3,200 plus travel expenses and may include a detailed review of professional history, reputation, qualifications, conduct, and any past administrative or internal investigations; interviews with current and former colleagues, supervisors, family, friends, and neighbors; a home and workplace visit; in-person reference checks; and review of publicly available information, including social media, as well as any other inquiries deemed necessary. This service is in addition to the standard background checks included in the proposal expenses, which include online criminal and civil records checks, credit check, education and credential verification, driving record review, and Social Security verification. Investigations of this scope typically take approximately 2–4 weeks to complete, depending on candidate availability and the depth of review required.

Timeline Policy

1. **Work Performed Out of Scope:** To deliver optimal results, adherence to agreed-upon dates and times for critical recruitment milestones (e.g., shortlist meeting and interview dates) is required. Any changes to these timelines after the recruitment process has commenced may result in:

a. **Forfeiture of the Recruitment Guarantee:** Deviating from the agreed timeline will void the recruitment services guarantee if the deviation is significant enough to affect the overall outcome of the recruitment (i.e., losing ideal candidates due to a prolonged timeline)

b. **Additional Charges:** Adjustments to timelines will incur additional fees for additional administrative work, rescheduling, etc., billed at our standard hourly rate of \$250.

These policies ensure clarity, fairness, and high-quality outcomes for all parties involved.

Proposal Negotiations

While our standard pricing reflects the value and quality of our recruitment services, we recognize that each client's needs are unique. As such, we are open to discussing pricing options and also offer flexible partial search services that can be tailored to meet your specific requirements.



1-City of Goodyear, Arizona

Similar Positions Filled:

- City Manager

Contact Information:

- Lyman Locket, Human Resources Director - lyman.locket@goodyearaz.gov | 623-208-8365

2-City of Boulder City, Nevada

Similar Positions Filled:

- City Manager

Contact Information:

- Michael Mays, Interim City Manager - mmays@bcnv.org | 702-293-9261

3-City of Santa Monica, California

Similar Positions Filled:

- City Manager

Contact Information:

- Dana Brown, Director of Human Resources - Dana.Brown@santamonica.gov

VII. WARRANTY

WBCP Inc. provides either a placement guarantee, or a replacement guarantee as determined by the recruitment outcome and defined below:

Successful Placement Guarantee: We guarantee a successful placement and will provide continued consulting services for one additional recruitment at no extra consulting fee. The client will be responsible for any direct expenses.

OR

Replacement Guarantee: If a candidate selected and appointed by the client leaves their position for any reason before completing **12 months** of service, WBCP will provide consulting services at no additional cost to secure a replacement. The client will be responsible for any direct expenses. This guarantee applies to one replacement within one year of the candidate's departure.

Click below to see our marketing samples for similar positions. To see all of our brochures, visit: wbcpsc.com/closed-jobs-private/ and use the password: wbcpsc202510*

- [City Manager, City of Dunsmuir, CA](#)
- [City Manager, City of Milpitas, CA](#)
- [City Manager, City of Independence, OR](#)
- [City Administrator, City of Duvall, WA](#)
- [Town Manager, Town of Truckee, CA](#)
- [City Manager, City of Boulder City, NV](#)
- [City Manager, City of Tillamook, OR](#)
- [City Manager, City of Colfax, CA](#)
- [City Manager, City of Petaluma, CA](#)
- [City Manager, City of Goodyear, AZ](#)
- [City Administrator, City of Hubbard, OR](#)
- [City Manager, City of Oxnard, CA](#)
- [City Manager, City of Sonoma, CA](#)
- [City Manager, City of Port Hueneme, CA](#)
- [City Manager, City of Santa Monica, CA](#)
- [City Manager, City of Malibu, CA](#)

INSURANCE

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems. As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. Our 2025 year-end review showed that, over the past three years, an average of 68% of our placements have been candidates from diverse backgrounds. We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.

FORCE MAJEURE

Client agrees that WBCP, Inc. is not responsible for any events or circumstances beyond its control (e.g., including but not limited to war, riots, embargoes, strikes, and/or Acts of God) that prevent WBCP, Inc. from meeting its obligations under this Agreement.

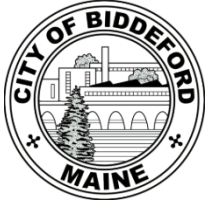
Wendi Brown, President

JUNE 1, 2026

Date

Client, Title

Date



City Council

Meeting June 16, 2026

Date:

Meeting 6:00 PM

Time:

Agenda 12.m

Item No:

Item 2026.104 Approval -Authorization Regarding University of New England Permit

Description: Extension Request (SRCC Permit #20-491 — Research Pier and Float System

Submitted City Solicitor Harry B. Center, II, Esq.

By:

Key Terms:

Vegetative Buffer; 250-foot Vegetative Buffer; Permit; Approval; Applicability; Extension; Review of Applicability.

Executive Summary:

Order directing the City Solicitor to appear on behalf of the City before the Saco River Corridor Commission on any and all administrative proceedings relating to the University of New England's request for an extension of time to complete construction approved in Permit #20-491.

Detailed Review:

In 2024, the University of New England applied to and obtained permission from the Saco River Corridor Commission to construct a marine pier. That approval is set forth in Permit #20-491. During that administrative permitting process, the City of Biddeford did not appear or participate. The City of Biddeford has its own approval process and requirements for any construction of a marine pier, and a prerequisite for such approval is that an applicant, such as the University of New England, must obtain Saco River Corridor approval. The University provided the City with Permit #20-491 as part of the City of Biddeford Planning Board review process and the City relied on that permit, including but not limited to, the Planning Board approval in August 2024. Subsequently in the Fall of 2025, the City became aware of language in Permit #20-209, issued by the SRCC in 2001, wherein the SRCC approved the construction of two fifty-foot-high student housing/dormitories. Contained in that Permit is language establishing a 250-foot vegetative buffer. Contained in the minutes of the hearing during

which that some SRCC members clearly intended to establish a 250-foot no-build zone and University officials represented to the SRCC that once the dormitories were approved, it would never seek to construct anything within 250 feet of the Saco River again.

The City of Biddeford is not seeking to preclude the construction of the marine pier, so long as such construction is legally authorized and not contrary to any law, rule, administrative order, permit or regulation. The City of Biddeford has made significant efforts to obtain clarity and the legal significance of the language in Permit #209 to no avail thus far. The office of Attorney General is not a source of review. Judicial review is pending. However, that will take significant time. This extension request brings the matter back before SRCC. The City now simply seeks clarification of the issue and does not intend to object to any extensions of any lawful permits.

Funding Source:

Staff Recommendation:

This is an opportunity for the City Council to potentially obtain clarification from the SRCC on the vegetative buffer/250 zone issue and the apparent conflict in the language between the two permits. The City Solicitor recommends that if the Council wishes to potentially obtain clarification from the SRCC on these issues, participation in the extension request before the SRCC will potentially provide clarification on the issue and may well render moot the pending judicial review matters. Therefore, the Solicitor recommends that the Council pass the order and instructs the Solicitor to urge the SRCC to make a decision on the issue.

Next Steps:

The City awaits final administrative action/decision from the SRCC. The amendment extension is currently scheduled to be heard at a Supplemental Commission Meeting on July 2nd at 7:00 PM. The City Solicitor will continue to monitor the matter and keep the Mayor and Council informed.

Attachments:

1. 2026.104 Authorization UNE Permit Extension Request -RESOLUTION

City of Biddeford

The seal of the City of Biddeford, Maine, is circular and features a central illustration of a harbor with a ship and a lighthouse. The words "CITY OF BIDDEFORD" are written around the top inner edge of the seal, and "MAINE" is written at the bottom. The seal is flanked by two decorative, symmetrical flourishes.

RESOLUTION

WHEREAS the University of New England is a post-secondary institution with a campus located along the Saco River in the City of Biddeford, and the University is seeking to construct a marine pier extending from the Biddeford campus into the Saco River;

WHEREAS pursuant to the City of Biddeford's Code of Ordinances, Section 74-35, no dock, pier, or wharf may be constructed unless a regulator permit from the Saco River Corridor is obtained by the applicant;

WHEREAS The University of New England has formally provided to the City of Biddeford, Saco River Corridor Commission approval of a certain marine pier, with said Saco River Corridor Commission permit SRCC Permit #20-491, Findings of Fact and Order dated September 13, 2024, approving the University's pier application;

WHEREAS On November 6, 2025, the Biddeford City Council passed a Resolution, 2025.156, wherein the City Council referenced that in 2001, the University of New England appeared before the Saco River Corridor Commission and obtained SRCC Permit #20-209, which established a 250-foot vegetative buffer along the Saco River;

WHEREAS in that Resolution the City Council stated that questions have been raised as to whether the SRCC Permit #20-491 approval is consistent with, or in conflict with the SRCC Permit #20-209, specifically whether the existence of a vegetative buffer zone may affect the legal validity of the current pier permit;

WHEREAS in Resolution 2025.156 the City Council requested that the Office of the Attorney General conduct an immediate review of the aforementioned SRCC Permits and issue a legal opinion on the validity of the permits;

WHEREAS subsequent to that request, the Office of the Attorney General declined to issue any opinions on the validity of the subject SRCC permits, citing that office's advocacy and representation of and on behalf of the Saco River Corridor Commission;

WHEREAS on or about June 3, 2026, the University of New England filed an application of extension with the Saco River Corridor Commission, seeking to extend the time to complete construction of the certain marine pier;

WHEREAS when Permit #20-491 was approved on or about September 13, 2025, the City of Biddeford was not a participant in that process;

WHEREAS now given the questions raise by the language in Permit #20-209 establishing a vegetative buffer and the lack of any reference to or consideration of that buffer in Permit #20-491;

BE IT ORDERED BY THE BIDDEFORD CITY COUNCIL AS FOLLOWS:


1. The City Solicitor is hereby authorized and directed to appear on behalf of the City of Biddeford in all future Saco River Corridor Commission administrative proceedings, including but not limited to any hearings, meetings, conferences and any and all reviews relating to Permit #20-491;
2. The City Solicitor is hereby authorized to appear and attend specifically any and all SRCC Meetings, Supplemental Meetings or other proceedings relating to the request to extend/amend Permit #20-491;
3. The Biddeford City Council is not, per-se, objecting to the University's extension request- provided however, that the language in Permit #20-209 is expressly reviewed and addressed by the Saco River Corridor Commission during the consideration of the extension request;
4. The City Solicitor is further authorized to present such legal positions as further authorized by the Mayor and/or City Council in this matter.

BE IT FURTHER ORDERED that the City of Biddeford, by and through its Mayor and City Council, is seeking to obtain final clarification of the existence of and application of the 250-foot buffer contained in Permit 20-209.

Attest: _____

City Clerk

City of Biddeford

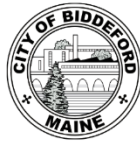


2026.97 IN BOARD OF CITY COUNCIL... , JUNE 16, 2026 BE IT ORDERED, that the City Council does hereby approve amending Appendix A Rules of the City Council, Sec. A-4 Rule 4: Ordinances; Resolutions; Orders by adding the following provision:

e. At either the first or the second readings of the city budget, no amendment to the budget shall be taken, nor any motion to table or postpone a reading thereof, without an agreement of two-thirds of the City Council.

Attest by: _____
City Clerk

City of Biddeford



2026.98 IN BOARD OF CITY COUNCIL... , JUNE 16, 2026 BE IT ORDERED, that the City Council does hereby approve amending Appendix A Rules of the City Council, Sec. A-1 Rule 1: Duties and Powers of Mayor or Presiding Officer by adding the following language in subsection i. in blue underline:

i The Mayor shall call regular meetings of the City Council to order at 6:00 p.m. on the first and third Tuesdays of each month, and regular meetings shall adjourn by 9:00 p.m. unless a majority of the Councilors present and voting, agree to extend the meeting for an additional hour to continue to 10:00 p.m. Beginning at 10:00 p.m., any motion to extend the meeting for one-hour increments shall require a two-thirds vote of the members present and voting. No extension past midnight shall be permitted unless all Councilors present vote unanimously to allow the meeting to continue beyond 12:00 a.m. If the Council is within Executive Session, this requirement may be satisfied by the Chair's taking of an informal poll of the Councilors. All regular and special meetings of the Council, including, but not limited to, Council workshops and public hearings, will be held in the Council chambers, unless a majority of the Councilors agree to a different location.

Attest by: _____
City Clerk