

# Attachment A: Falmouth Economic Improvement Committee

## Establishment and purpose

There is hereby established an Economic Improvement Committee (EIC) consisting of seven (7) members serving without pay to be appointed by the town council pursuant to 30-A M.R.S.A. § 3261. The term of office is three (3) years.

**Definition(s):** Economic development means the retention and expansion of jobs in Falmouth in a manner consistent with these ordinances and current town ordinances.

## Purpose/goals/charge

The economic improvement committee (EIC) shall:

- (1) Encourage and promote economic development within the town consistent with other ordinances and policies.
- (2) Undertake and support activities aimed at enhancing the economic well-being of the community by the promotion of a sustainable economy which will retain and create quality employment opportunities and a broadened tax base for the town and its' residents.
- (3) Provide advisory assistance to the town manager and town council for matters pertaining to economic development including but not limited to policy development, strategic planning, and land use.
- (4) Develop guidelines and recommendations in such areas related to economic development including but not limited to business retention, business attraction, workforce development, the development of infrastructure necessary to support economic growth, redevelopment, and business development.
- (5) Work with other public and private entities and staff to promote the economic well being of the community and perform such other functions as may be appropriate to achieve such goals.
- (6) Develop an economic development plan for the town, submit to the town council for approval, and review this plan every three (3) years.
- (7) Participate in regional economic development efforts.

## Membership: Appointment, term, makeup

- (1) Beginning upon enactment by the town council, seven (7) members shall be appointed to serve the remainder of the calendar year 2010 until December 31, 2010. Of these seven (7) initial members, two (2) members shall be appointed for one-year terms; two (2) members shall be appointed for two-year terms; and three (3) members shall be appointed for three-year terms, all commencing on January 1, 2011. All appointments thereafter shall be three-year terms.
- (2) The make up of the committee shall at a minimum consist of one (1) representative from each of the following groups:
  - a) Rt. 1 Business Rep from zone SB1 or BP
  - b) Rt. 100 Business Rep from zone VMU, WFCMPD or MUC
  - c) Falmouth Chamber of Commerce
  - d) Falmouth Long-Range Planning Advisory Committee
- (3) A minimum of four (4) members shall have a business background.
- (4) The town council, at its annual organizational meeting, shall appoint a council liaison to this committee.

## Attachment B: Notes from Discussions with Invited Business Stakeholders

Draft: June 20, 2011

The FEIC met with several business representatives in three consecutive meetings to discuss their experience going through the Falmouth permit review process. Suggested questions for the guests to address were:

- 1) How did you perceive the Town of Falmouth permitting process?
- 2) Why did you (not) chose Falmouth for your business?
- 3) Were you helped/supported during the permit process? What would have made it more inviting or easier?
- 4) Were there any rules/ordinances that proved burdensome or did not make sense?
- 5) What more could the Town of Falmouth have done?

### **KEVIN DORE, CHRISTMAN POOL**

Kevin Dore is owner of Christman Pool Service. He stated that his company, until recently, has been in Falmouth since 1981. The company bought its property on Gray Road in mid-late 1980's and started with one truck. Now the company has 15-20 service vehicles. The Gray Road location is not a retail location and his business is not a destination retail business. The access to the Turnpike that the Gray Road location gave was perfect. In 2004 he added a warehouse. Jim Thibodeau helped him with that. In 2-3 years following that business sales were doubled. The service industry is dying due to large companies such as Wal-Mart and the internet. The company's market area is Falmouth, Cumberland, Yarmouth, Pemaquid peninsula ("gold coast"). Falmouth was a great location.

Two years ago he planned an office expansion to be more efficient and have tight logistics. The proposal was to add a second floor, not to expand the footprint. The warehouse project was budgeted for \$75-90K, but cost \$200K. That process took 11 months and was frustrating. The review meetings were: how about this, followed by how about that, etc. But he worked through it. He believes he could do \$3M business per year. His 5 year plan is for a \$6-7M business and have 60 employees. He has grown his business from 12 employees to 30. These are mostly blue collar, and include local youth.

The second expansion was within the same footprint. It involved losing 4-5 parking spaces and taking down signage that had been approved by the Town earlier. The Planning Board also wanted to have a picnic lunch on the property in order to see the business. He felt that was Big Brother, and that he had nothing to hide. After 2-3 meetings he had not gotten to final design stage. At that time, due to the economy, he had a chance to buy a building for a reasonable price on Warren Avenue in Portland. Within 6 weeks he had the permit in hand. The City of Portland gave him a package of what he needed to do. The Warren Avenue location has better retail traffic. He would have stayed in Falmouth as it is easier to operate out of Gray Road location. The main issue was that he could not get quickly enough through Falmouth Planning Board.

Question: When was the office expansion application? The answer was: In Fall of 2009.

Question: Did he go to the Planning Board. The answer was: Yes, Stan Bennett on the Planning Board suggested the picnic lunch.

Jim Thibodeau added that staff did a good job, but had a difficult ordinance to work with. The Route 100 requirements were being imposed.

Kevin stated that he made a lot of improvements on the property, such as \$20K of landscaping and hired a landscape architect. Planning Board did not like some parking spots that it had approved three years before that. He acknowledged that Route 100 needed to be “cleaned up,” but felt that the regulations that governed Hannaford should not apply to him.

Question: Did he want to add anything else. The answer was: No.

Bill clarified that the FEIC would hear at a later date all sides of the story.

Kevin added that he does not dislike Falmouth, that Falmouth was an important part of his business. He felt the Town should pay attention to small businesses, as they do want to expand. He was not crying over spilled milk.

Question: Did he still own the Gray Road property? The answer was: Yes. It is a difficult property to sell because of the floodplain. There is also a fear of MDOT and the grade of the road. Storm drainage runs from the road onto the site and into the building. A second floor office would have solved that.

#### **BILL SOWLES, MORONG FALMOUTH**

Bill Sowles stated that Morong Falmouth has been here since 1970. His company has done 3-4 expansions on the sales side of the business. In 2002 the Portland Athletic Club building was purchased and allowed a service expansion. His most recent project was to renovate his sales and former service building into four showrooms. The service project was done with the “old regime,” i.e. with staff that is no longer present.

Bill Lunt noted that the ordinances were still here.

Bill Sowles stated: He served on every Route One committee that has been in existence since the 1980’s. There have been 3 or 4 committees over the years. He found the permit process expensive as one had to hire experts and there were multiple documents to follow, which were contradictory. It was hard to come up with a proposal that the Town liked. The Planning Board did try to be flexible, but the ordinances were not really clear. If he had one complaint, it was the peer review by Tom Emery. That review was all over the map. Bill asked if Tom was still working for the Town. The answer was yes. Bill felt that Tom’s interpretations were “out there,” that he changed his opinion and went back and forth. That turned out to be expensive. Bill felt the Town did not need a peer reviewer. He felt he had a great working relationship with Ethan Croce and that staff could handle it.

Bill understood that the work of the latest Route One committee is now with the Community Development Committee (CDC). That work was started some 10 years ago and lots of money was spent on consultants, such as Steve Mohr. But nothing has been done with that. Bill estimated that he spent \$200-250K on extras that he felt were unnecessary. One example of that was underground electric. At the final Planning Board approval meeting he was asked to put underground electric across Route One and that added \$25K. He felt that that improvement was not his responsibility. Other examples were a sidewalk that went into the woods, to nowhere. He also did landscaping which was expensive, but he did his part to make the area look good. The parking islands in the service center lot were hard to plow. He stated he was not Hannaford with lots of public traffic coming and going, but rather a destination

spot with not a lot of public traffic. The islands had to be 20 feet wide and that made him lose parking spots. His business is one that is not easily moved, so he has to work with the Town, but he would change the Route One ordinance.

Question: Where would he move to, if he could? The answer was: Perhaps where there are other dealers, as each feeds off the other, but his is a destination business.

Bill stated that he worked with Theo to make sure his business was a permitted use and not a special exception. He stated he lived in Yarmouth.

Bill Lunt stated that in the last 4-5 months the Town had peer review of buildings done by an architect, not a landscape architect.

Bill Sowles commented on the blue roof issue. The color blue is what the Town said it wanted. With a later application the Planning Board wanted a different color. That color was ultimately changed by Bill, but it was a judgment call by the Board. Bill said he worked through the issues. He had sensed some frustration with Ethan about the peer review.

Question: Did the blue color issue come from the peer review, or was it mandated by the ordinance? The answer was: The ordinance required a “New England style” roof. It was a total judgment call.

Bill stated that at the end of the day, he grew up here and is proud of what he had done. He felt his business and the Town were both better off.

Question: How could it be better? Is there room for improvement? The answer was: Bill would not have built the paver sidewalk that made him lose parking.

#### **STEVE WOODS, TIDESMART GLOBAL**

Steve stated that, for the record, his first ten years in business were in the pool business. He has been chairman of the Yarmouth Planning Board and last year was elected to the Yarmouth Town Council, so he has appreciation for the Town side as well. A year and a half ago his business was in the Old Port. The economic crisis allowed him to purchase the Pinkham and Greer building on Route One. His first contact with the Town had been with Nathan, who had been great. Nathan alerted him to Pine Tree Zone, which saved him \$10K's and will save him more in time to come. He felt that Ethan and Amanda were very qualified and technical. He felt that Falmouth is a different place and that issues need to be looked at holistically. He reads the letters in The Forecaster including those of Michael Doyle and sees the pressures in town, which force people to be rigid and technical. The people here are vocal and there are disparate views. The experience with the Planning Board led him to write some e-mails with capital letters out of frustration. But he felt the staff had been professional and courteous and did the best it could. The Town has diverse personalities and business sizes and the Council debates reflect that. It seemed to be a “blood sport.” In Yarmouth, by contrast, there were no comments on the adoption of the Comprehensive Plan or the \$31M budget. This could be due to apathy or confidence in the leadership. He thought it was the latter. Because of the adversarial environment in Falmouth, not as effective job can be done. He did not want to comment on the details in the ordinances, such as sign size or building color. He believed that new ways needed to be thought of to have a more effective government. He suggested doing away with some ordinances and giving staff more authority. He cited as an example that he wanted a dumpster, but that he was questioned by the Planning Board if he needed a dumpster as the truck that picks them up made noise. Consultants cost money and he would

have preferred to reinvest that money into his business. He felt that Falmouth was perhaps the second best community in Maine. Maine is a unique place and the Falmouth-Freeport corridor was exceptional, as were the school systems. Falmouth is a strong economic engine, more than Yarmouth, and he would like it to “get it together.” He discussed leasing the old Shaw’s space, but people were wondering how that was going to work. He stated that perception was reality. The perception is that Falmouth is challenging and expensive. He felt that Falmouth needed to have more clear mandates and give more control to staff, because otherwise it is too subjective. He senses negative energy in meetings around issues, but felt that Falmouth was an unbelievable city. He stated that there smart people and willingness in Town Hall, but paralysis caused by outside forces, that should be managed.

#### **CHERYL BRANDT, GORHAM SAVINGS BANK**

Cheryl Brandt represented Gorham Savings Bank. The bank had hired a site planner, architect, and contractor for this project. The landlord was also involved. All of these had relationships with the Town, and helped to navigate the process. Early on a need for a setback variance was identified. This variance was addressed through a relatively quick response and it was not an issue. During the review process that was not a full quorum and that was addressed through a conference call. On another occasion there were numerous projects on the agenda and a week delay was incurred, but that was not a major issue. Changes to the plans were relatively easy and staff was available to address those. Town officials showed up for the groundbreaking and grand opening and the bank felt that was supportive.

As to why locate in Falmouth, Cheryl said that the bank already has a West Falmouth branch. This new branch captures commuter traffic along Route 1, not just from Falmouth, but also from Cumberland, Yarmouth, and South Freeport. She felt the site was easy to get and out of. She stated that there was nothing that could have been done differently. Dave commented that that was a testament to staff.

Question: Whose idea was it to have a LEED-certified building? The answer was: That idea came from the bank.

Question: How did the West Falmouth branch came about? Cheryl knew that Richard Berman was the developer for that project, but her first day with the bank was on opening day.

Question: Who were the consultants on the Route One project? The answer was Sebago Technics, Gawron Architects, and Allied Engineering.

Question: Did the bank have a design-build process? The answer was that there was an existing team already in place. In the future, Cheryl expected that such projects would be bid out.

Question: The landlord also did site improvements, how did that work out? The answer was that that worked out well. The landlord had delineated a lease area for which the bank was responsible. The landlord made site improvements outside that area.

Ann A. confirmed that this location was well suited as a commuter location. Bill explained that staff comments would be entertained at a later meeting. Dave commented that the new bank was showpiece on Route One. Bill explained that the purpose of the committee was to help economic development along and that there had been some perceived permitting issues.

## **ANDY HYLAND, PORT CITY ARCHITECTURE**

Andy Hyland, architect with Port City Architecture, said that there were a lot of ordinances to go through and that he had done projects all over. The worst time, he said, was to go through a project with staff and then get the Planning Board to request something different. This was not the case in Falmouth, however, where the staff and the Planning Board generally follow the same path. The rules in Falmouth were pretty well administered. He cited the example of the Handy Boat project which is currently in construction. That was a complicated project and it presented a learning curve for all parties. The new owner John Marr wanted to make the building better and safer. The checklist that was used could have been “murderous” if the applicant had been taken to task. Everything was looked at, and the applicant added some features to the project. It would have been harder to navigate this process had there been “land mines.”

Elsewhere it seems to be an all or nothing process that followed the letter of the law. Where complying with 80% of the rules was not good enough. Andy wondered what could be done about that. He suggested that a different approach should be followed for renovation of an existing building or site and new construction.

Bill commented that he had been 6 years on the Planning Board and that in the beginning the board did not exercise flexibility. He agreed that new construction should be treated differently. He felt that a remodel of a site should be treated with flexibility. That that was only fair and the Town should encourage upgrades.

Andy felt it was a win for the Town when it got 80% there, and that the Handy Boat project was a reasonable upgrade.

Andy cited a college pharmacy project in Portland where the Historic Preservation Committee did not like the project. The applicant moved the building 30 feet over, out of the historic zone. The proposed building was shading a non-historic courtyard. Traffic also seems to be an area where concerns are frequently raised.

Andy felt that the Falmouth Village project had gone great, even though he had to deal with overlapping ordinances. There was a willing applicant who had hired good consultants. Andy hoped that the zoning amendments for Route One that were in the works would enhance the area even further.

Andy felt that the RTG project with Bob Blackburn had been a failure. This was a 90 acre site, where a 28 acre residential development was proposed leaving the rest undeveloped. The project also made another 250 acres landlocked. However, due to objections from a couple of neighbors this became a 2 year process. He thought that neighbors could be a guide for the “best” development, but not for “no” development.

Andy felt that contract zones can be a disaster. A contract zone had originally been proposed for the RTG project. The clustered design did result in less infrastructure and that it was better way to preserve wildlife than 100 feet wide swaths. A deeryard was now preserved forever. The new owner of the RTG project, Mike Payson, was done well, but at Bob’s expense. Andy did not know why it happened this way. He felt that too much credence had been given to the neighbors. There was also the traffic “monster,” which was hard for an applicant to disprove. The conservation zoning may be an improvement. The issue is in the ordinances. They are sometimes conflicting and not flexible. This can be a problem if they are in the wrong hands. The ordinance should provide enough options, so one

would not be forced to just do 5-10 acre lots. It should be more formula driven to get more compact housing.

Bill felt that the best way for that was contract zoning. Andy responded by citing a project in Morrill's Corner in Portland. This is a redevelopment of a dilapidated, toxic site where crack deals happened. It turned out to be a 4 year project, which proposed to contribute \$2M for intersection improvements. However, the Council and the Planning Board were at odds, and neither party could be satisfied. The project ultimately squeaked through, but remains unbuilt due to the recession. The applicant spent \$5M in planning funds. It was going to be a development with layered densities, but Andy predicted that it will never be built.

Dave noted the issue with two bodies that have differing opinions.

Andy stated that the Falmouth Village project dealt with more open ordinances that contained "ideas." He recognized that this was two-edged sword, but it allowed the Town to work with the applicant. Terry DeWan did peer review on this project and that was fine. Andy promoted ordinance language with flexibility to allow the Planning Board to make judgment calls. Bill stated that in that case the Council had passed guidelines and then got out of the way.

Andy noted that The Forecaster had commented on the Falmouth Village project that it was still a strip mall, and he felt the reporter had no idea how hard it was to do a development. He felt that contract zoning was very difficult and would not recommend it to his clients.

Question: What did he think of the peer reviewers? The answer was that they had been OK, but that the Town may be relying on them a little too much. Tom Emery had been fine. They had been reasonable people. Development is now done better than it used to be. The best development probably dates back before cars.

Question: What was the cost that peer review added to a project? What percentage? The answer was that that depended on the project. An issue was that clients find it an affront that they have to pay for service that they already paid for. Jim commented that he has seen dissatisfaction with peer review. He cited a project where a cupola was proposed that according to the peer reviewer did not fit. He also wondered about landscape architects reviewing architecture. Andy stated that with the RTG project buildings had to be moved one foot by the peer reviewer and tree locations had been specified to accomplish sufficient privacy between units. But that took time and cost money. In the end it did not make the project much better. During construction some foundations had to be moved due to ledge, and some the earlier work had been for nothing.

Dave stated that the consultants were professionals, the staff were professionals and the Planning Board consisted of professionals. He wondered why peer review was needed. Andy stated that he thought it did make sense to do peer review if no design expertise was used by the applicant.

Bill stated that the committee would hear from the other perspective (i.e. staff) and that a report would be prepared and that Andy would get a copy of that. He anticipated that the recommendations may fall somewhere in the middle, but that flexibility was the key. He would look for the ease of the process and to allow staff to make decisions, because even the Planning Board was political.

Andy stated that South Portland is like that. He would spend 3-4 meetings with staff on a project and just one meeting with the Planning Board. Jim added that this was the case unless there was a major issue.

Andy suggested to add an explanation of the objectives of zoning rules to the ordinance. What was the Council thinking when it established a rule? He recommended to give the Planning Board and staff a little more freedom. He felt it was impossible for projects to meet an ordinance 100%. Jim recommended that the ordinance should have specific examples with commentary, and then leave it up to staff and the Planning Board. Andy acknowledged that ordinance writing was difficult. He cited the example of the Route One guidelines when he was on that committee. A zero setback was proposed. Did that have to apply to the whole building or only a portion? He felt that objectives such as: orient the front doors to the street, build closer to the street, and make it less automotive would be the way to go. Using numbers to specific rules resulted in some funny building cuts. Andy stated that that may be too radical, but felt that something should be done about the ordinance's intention.

### **BETH MCKENNEY, HUGS RESTAURANT**

Beth McKenney's experience overall had been good. She went through the Town process about 7 months ago. Her first stop was with Carol Kloth for her victualer's license. Carol had been kind and helpful. Because Beth had been in business before, she knew that this license was needed. Beth was wondering how other people would know that. When a new business comes to town there should be a "trigger" that provides a welcome and helps people out what steps they need to take to start a business. Beth has a home in Falmouth and had been looking for a place for her business in this area for some time. She found a place that suited her needs. She had been in contact with Ethan, Nathan, and Melissa, and they had all been kind and helpful.

As to the rules, Beth's issues were with the State of Maine. In Falmouth there had been a sign issue. Beth did not understand the process as there had been a business previously in this location. She felt she had to go through a lot of hoops to recreate an existing sign, such as providing 12 copies of all materials. This was costly. She suggested that providing 1 copy to the Town would have been sufficient and that the Town could have offered to make the other copies. This sign required Planning Board approval. The Board had been supportive at the meeting. What more the Town could have done? Beth invited all to come in for dinner.

Question: Would an Open House with the Town Manager, Council Chair, and The Forecaster be a welcome event? The answer was: Yes, 100%. Any publicity would be welcomed.

Question: What information would be useful to include in a business resource packet? The answer was: A directory of available businesses would be helpful, where businesses could support each other. It is hard to run a business.

Bill stated that the FEIC would address all issues heard with staff and get back to the guests with the results. The committee stated its appreciation for Beth coming to the meeting.

### **ADAM SHAPIRO, BERNIE'S AND BERNIE'S FORESIDE RESTAURANTS**

Adam Shapiro of Bernie's Restaurant stated that the permitting process had been pretty easy. He felt he was supported and that that was a plus. He has lived in Falmouth for 42 years and there had been a family business here before that. He loved being part of the Falmouth community. He thought that Ellen Planer was "aces, the best" and went above the call of duty. He has a restaurant in West Falmouth and

now a second one along Route One. The big hang-up with the second place was temporary signs and a deck/patio that he wanted to have. The deck would be located on private “common space” where a propane tank on a concrete pad with an overhang was located. He felt that the Town should work as a business and show more understanding and caring. Instead, he felt, he got the reverse how he was told he could not do what he wanted to do. He felt that the Town needs to help make businesses better. The reply should have been “let’s figure out how we *can* do it” “let’s find a loophole.” The issue had been with a door to the deck/patio. The proposed improvement would only help Falmouth. He also expressed a concern with trees as they were hiding the businesses. He felt that there should have been some help and wiggle room for him. This was frustrating. But he also emphasized that he was still happy. But the Town could have a better attitude and be run as a business. He was not advocating for little signs everywhere and making things “tacky,” but felt there was a need to allow for more temporary signage to announce specials.

Question: Did he know about the sandwich board signs for new businesses that the Town allows for 30 days? The answer was: Yes, he did. Adam commented on the real estate signs that he sees and felt that his signs should be permitted in a similar fashion. He also noted the political signs that the Town does permit along the road. He had a sign in West Falmouth that had been on the sidewalk taken away, and he also had a flashing “open” sign that had been a problem. Anne T. stated that realtors do contribute to the Town’s tax base and that Adam had not been harsh. Bill stated that there needed to be a balance with residents and that staff sometimes gets caught up in the issues. Adam stated that he says to his employees: give me answers, not problems. He also noted that it was tough doing business out there. There was a comment that Foreside Tavern had a similar sign problem.

#### **KATHRYN DOBROWOLSKI, FALMOUTH ACE HARDWARE**

Kathryn Dobrowolski of Ace Hardware stated she is part of a larger retail development at the former Saab dealership. She noted that their plans had been changed a few times because of required changes to the overall plan. Instead of doing a demolition of the former Saab building, a rehab was done. The existing building did not conform to the guidelines, but they had done the best they could with it. Kathy felt that with a reuse of a building there could have been an easier process. The specific approvals she needed went OK, but she did feel there was a disconnect between the Planning Board and the Codes Enforcement office. The process for sign permits could have been streamlined. The Planning Board had been very business friendly and professional and the staff had been helpful.

She would have appreciated the ability to display “wind waiver” signs for 60 days to advertise what products were available in the store. To be able to let people know about Craftsman and Husqvarna products helped to draw people in the store. Ace provides a banner for each event, such as Father’s Day, to the store for display. Originally she had planned for larger window areas so she could have had more interior signage. She now uses signage that is wrapped around her delivery van. She felt she had a great location. There was no hardware store in the area, Ace had already done market research, and the location was next to a traffic light. Kathy lives nearby in Yarmouth. She had not done research on the permit process, but felt that for the most part Falmouth was a great place to do business. She was appreciative of having the Town accounts. She felt that information on a step-by-step process would be helpful, with contact information who to call to ask for help. She had called Ethan a lot. She felt that business-to-business mentoring was great. She welcomed a ribbon-cutting event (it was not too late for that) and felt that a list of other businesses with contact information would be useful, so they could business with each other.

Nathan suggested that the Town and Chamber could talk to coordinate a ribbon cutting event. Dave asked if the Chamber had an outreach program for new businesses. Ann A. commented that the Chamber does organize after hour events, which are sometimes in Falmouth and can be a place of business. Kathy asked if the Chamber had a business location. Ann A. answered that the Falmouth-Cumberland Community Chamber was part of the regional Chamber and that the regional chamber had staff and an office in Portland.

There was a discussion as to who keeps track of new businesses in the community. Nathan replied that this is currently done separately by each department, and that he felt there was an opportunity to coordinate that and create a master business list. He felt it was important to link up with the chamber on that. Bill suggested that the FEIC could be the sponsor of ribbon cutting events and do the outreach as it was a Town committee, but had a closer link to the Chamber. Ann A. reported that the American Cancer Foundation had moved to Falmouth.

Bill stated that Nathan had a lot to do, including being the go between for businesses. Nathan explained how he saw the Community Development Department as responsible for the permit process and that Theo was separate from that, wearing the economic development "hat," and working directly with the Town Manager and the Town Council.

Bill stated that the next step would be a follow-up with staff and that the situation was not as dire. He felt that the ordinances were written for new construction and that rehabs should be treated differently. He also felt that Ethan Croce should be given more ability to make decisions. He was excited and felt that the committee had gathered some good feedback. Nathan stated that his juices were flowing too and this was an opportunity to see what roles we all play in the permit process. He was pleased to hear that the right people were working for the Town.

Anne T. mentioned she had recently been at Mercy Hospital and felt that was a fabulous experience as a customer. Nathan stated that it was important for businesses to let the Town know that they are there. Ann A. stated that at the Chamber's annual meeting it was stated that Falmouth businesses include 30-40% "self-occupied home offices" (SOHO). Bill noted that a lot of these probably did not get a permit. This makes it hard to know that they are there.

Bill noted that it required 14 days to get a building permit and felt that was too long. Amanda noted that the codes office was not fully staffed.

## Attachment C: Possible New Business Outreach by Town of Falmouth

Draft: August 10, 2011

Possible Entry Points	Frequency	Town Department
Location, financial or zoning need	ongoing	Town Manager/ Planning
Site Plan Review Permit	ongoing	Planning
Sign Permit	ongoing	Codes
Building Permit	ongoing	Codes
Sewer Connection Permit	ongoing	Wastewater
Life Safety Code Inspection	ongoing	Fire
Certificate of Occupancy or Completion	ongoing	Codes
Victualer's License	expires every June 30	Town Clerk/Codes
Liquor License	expires every June 30?	Town Clerk
Sole Proprietor Filing	ongoing (do once)	Town Clerk
Personal Property Declaration	April 14 (do annually)	Assessor

### Proposed Process

1. Theo to create New Business Tracking Database and place it in Common Folder
2. Each department to add info on each New Business (if it is not listed yet) to the database as soon as that information is known:
  - Contact Name and Business Name
  - Business Location
  - Contact Phone and E-mail
3. Theo to contact new business to learn more about:
  - Business type and size
  - Anticipated Schedule
  - Other Needs the Business may have

### New Business Packet

- Navigating Town services (written explanation of the various points of entry and who to see)
- Town application forms
- Town Map
- Open Space Map

- Solid waste and recycling information, if applicable for commercial uses
- Utility contact information
- Business and civic organization contact information
- Economic development assistance information from region/state
- Town Report
- Community Programs brochure
- Chamber of Commerce packet
- FEIC Charge
- Town History summary
- Key Falmouth Statistics
- Current Development Initiatives (such as Route 1 Infrastructure Plan, TIF districts)
- Information on amenities (such as parks), transit, and culture

Examples of business packets:

<http://www.buenavistabusiness.com/shared/Editor/assets/How%20to%20Start%202008.pdf>

<http://downtownmuskegon.org/pdfs/welcomepacket.pdf>

<http://www.kilmarnockva.com/wp-content/uploads/2010/11/T-of-K-Biz-Intro-11-01-2010.pdf>

**Business Promotion Opportunities which can be offered to a new business by Town:**

- Preparation of press release to media for ribbon-cutting, grand opening event
- Participation in ribbon-cutting, grand opening event (Town staff, councilors, Community Chamber)
- Provision of Google Places button on Town website (to promote businesses establishing a presence on Google Places) See:

<https://www.google.com/accounts/ServiceLogin?service=lbc&passive=1209600&continue=http://www.google.com/local/add/businessCenter?hl%3Den%26gl%3Dus&followup=http://www.google.com/local/add/businessCenter?hl%3Den%26gl%3Dus&hl=en#tab0>

Other promotion ideas (for future consideration):

- Inclusion in Business Directory (see below)
- Mention on Town website
- Link on Town website to website of the new business

**Falmouth Local Business Directory** (for future consideration)

- Intended users are customers of the listed businesses.
- Develop in cooperation with Chamber of Commerce?

Examples of business directories:

<http://www.ankenyiowa.gov/Index.aspx?page=423>

<http://upperdublin.net/inc/documents/30/BusinessDirectoryFlyer.pdf>

<http://downtownlincoln.org/find/business/>

**Falmouth Business Database** (for future consideration)

- Expand on Personal Property Database
- Get a better handle on what type of businesses are located in Falmouth
- Use for ongoing business visitation program to see what their needs are and if Town can assist them