

**Location: Town Office, Council Chambers
21 Water Street, 2nd Floor**

**Viewing on: Pioneer Cable – Channel 400
Spectrum Cable – Channel 1301 or Channel 7**

**Public Participation thru Zoom: Meeting ID: 856 7271 4460
NO PASSCODE NEEDED
CALL-IN: 1-929-205-6099**

AGENDA

Special Council Meeting

**August 11, 2025
5:00 PM**

A. (S080125-1) Council enters into Executive Session with the Town Attorney and the Town Manager for the purpose of union negotiations, pursuant to M.R.S.A Title 1, Section 405(6)D.

**B. (S080125-2) Council approves the audio/video recording of Council Meetings for the purpose of transcriptions.
Only transcriptions will be kept on file.**

Adjournment

**Location: Town Office, Council Chambers
21 Water Street, 2nd Floor**

**Viewing on: Pioneer Cable – Channel 400
Spectrum Cable – Channel 1301 or Channel 7**

Public Participation thru Zoom:

**Meeting ID: 856 7271 4460
NO PASSCODE NEEDED
CALL-IN: 1-929-205-6099**

AGENDA

Regular Council Meeting

**August 11, 2025
6:00 PM**

Pledge of Allegiance

Public Comments

I. Minutes: Special & Regular Council Meeting of July 28, 2025

II. Old Business

A. (S070325-1) The Town of Houlton ordains the transfer of up to \$500,000 from the Undesignated Fund Balance for the purpose of reducing taxes. The Town Manager certifies that this is in the best interest of the Town.

(Public Hearing)

Will have updated numbers for the next meeting.

III. New Business

A. (080125-1) Council approves the presentation of the 2026 Long Range Program (Capital Plan), which is subject to funding through the budget process. (Note: The document in its entirety is available for review at the Town Office during normal business hours.)

(Public Hearing)

This is an annual Charter requirement.

B. (080125-2) Council authorizes the Town Manager to execute the Maine Municipal Association Voting Ballot for the Election of MMA Vice President and Executive Committee Members. (Note: List of candidates available at the Town Office during normal business hours.)

C. (080125-3) Council approves the revised Downtown Revitalization Funding Initiative documents for the Revolving Loan Fund Program. (Old words lined through, new words underlined)

Only one change per consensus of Council.

IV. Discussion and Reports

A. Roads

B. Town Managers Report

C. Councilors' Remarks

V. Adjournment

**Special Council Meeting
July 28, 2025**

Chair Torres called the meeting to order at 5:55 PM with all councilors present.

(S070325-1) Councilor Lake introduced the following: The Town of Houlton ordains the transfer of up to \$500,000 from the Undesignated Fund Balance for the purpose of reducing taxes. Town Manager Clark certifies that this is in the best interest of the Town.

Chair Torres noted that the First Reading will be held at tonight's Regular Council Meeting and the Public Hearing will be held on August 11, 2025. Chair Torres noted that there will be an update closer to commitment.

V. Adjournment: On motion by Councilor J. McLaughlin, seconded by Councilor Lake the meeting adjourned at 5:56 PM with all in favor.

Signed,

**Tamara Merritt
Recording Secretary**

**Regular Council Meeting
July 28, 2025**

Chair Torres called the meeting to order at 6:00 PM with all councilors present.

Chair Torres introduced via Zoom Stephen Landry, with the MDOT.

Mr. Landry presented the proposed changes required for the issuance of a traffic movement permit for the ongoing development project on North Street for traffic changes to be made to accommodate Aroma Joe's / Wendy's.

Mr. Landry noted that anything over 100 movements per hour requires a Traffic Movement Plan (TMP), to mitigate the impact on the roadway. When an application is submitted, a traffic study is required, which should identify problem areas.

Mr. Landry noted that in the case of North Street with 4 lanes (2 south, 2 north), one option shrinks the road from 4 lanes to 3 lanes, with one being a turn lane. Another option is a "5 lane" configuration. Mr. Landry noted that this is very expensive, and this scenario does not guarantee a 5-lane configuration. Mr. Landry noted that constraining the lanes between Marden's and Route 2 will work for this project. Traffic signals will need to be adjusted and re-timed to accommodate.

Mr. Landry noted that the last requirement is to "recess" the pavement markings to ensure the longevity of the paint, rather than have the paint ground off by a snowplow each winter.

Mr. Landry noted that overhead lighting for a pedestrian crossing at Marden's could possibly be added.

Town Manager Clark noted that he has spoken with the developer, and the developer is still planning to proceed with the project in the face of this TMP and the required modifications.

Councilor E. McLaughlin thanked Mr. Landry for his work here in Houlton and noted that the Town wants to make this project happen.

Councilor E. McLaughlin noted that she has received feedback about this proposal regarding an anecdote about how the traffic pattern is congested with 4 lanes. Councilor E. McLaughlin noted a recent experience where an ambulance came through and was held up and asked Mr. Landry if there has been any thought to an access road "behind" the subject properties and noted that losing a lane could be a concern.

Councilor E. McLaughlin noted that the 3-lane configuration can be confusing where two vehicles travelling opposite directions could end up in a "head on" path, which can be alarming.

Councilor E. McLaughlin noted that the 3-lane configuration seems like it would cause a higher rate of collision and noted that turning "left" while leaving the new development could be a problem.

Councilor E. McLaughlin asked if an access road behind the property could be an option. Councilor E. McLaughlin noted that there had been concern about a problem previously regarding a road going to the light (at Marden's).

Mr. Landry noted that adding a road in the back which would go to the light was not considered as an option for this project. The issue presented for this project was traffic turning from route 1 into the development. When this happens in a through lane there is a high risk for crashes, which is why this area is so dangerous right now. Mr. Landry noted that the State has 3-lane configurations all over the state and the crash numbers go down when center turn lanes are installed. It allows

vehicles to leave the flow of traffic when making a turn. Bad actors will always be present on the road.

Mr. Landry noted that with the road being reduced from 4 lanes to 3 lanes, in this configuration, there will be more room on the shoulder which should allow more room for drivers to pull over for an ambulances to pass.

Mr. Landry noted there are two options with turn lanes and they either go from 4 to 3 lanes, or from 4 to 5 lanes; going to 5 lanes would be approximately \$2,000,000.

Councilor E. McLaughlin inquired about a third option, which would be to create a a road behind the development that would come out across from Mardens.

Chair Torres noted that the Town of Houlton does not own the property behind the proposed development and cannot put the cost on the incoming businesses and the Town cannot afford to do it themselves.

Councilor E. McLaughlin noted that they could search for grants.

Chair Torres asked if Councilor E. McLaughlin knows of any grants.

Councilor E. McLaughlin asked if anyone has looked?

Chair Torres noted that right now Aroma Joes and Wendy's are ok with footing the bill for MDOT's proposed changes.

Councilor E. McLaughlin noted that she was relaying what has been voiced by citizens who do not feel the proposed 3-lane configuration is the safest possibility.

Mr. Landry noted that the traffic turning into the development is the main issue. MDOT has been meeting over the course of a few years to discuss this 3-lane possibility with the Town.

Chair Torres asked if someone is leaving Aroma Joes can they turn South.

Mr. Landry noted that one of the good things about a center turn lane is it only requires "one" gap in traffic to join the flow. The current configuration requires people to wait for 2 lanes of traffic to clear before someone can join.

Public Comments

Fire Chief Milton Cone noted that some of the local Houlton Ambulance crew were recognized at the state level for their high-quality patient care and exemplary service during a response encounter where they were able to successfully deliver a newborn baby. The care, forward thinking and assurance of safe transport represent the ideals of EMS professionals. Maine EMS awards a stork pin to the following individuals: Zachary Batchelder, Paramedic; Shelby Fenderson, Paramedic and Glen Targonski, Paramedic. Congratulations on the successful delivery and for your commitment to improving the care of children and the system of Emergency Medical Services in Maine. Chief Cone also noted that the Houlton Ambulance will be receiving a stork to be placed on an ambulance.

I. Minutes: It was moved by Councilor Lake, seconded by Councilor J. McLaughlin to accept the minutes of the Special & Regular Council Meeting of July 14, 2025 & Special Council Meeting of July 15, 2025.

All were in favor.

II. Old Business

A. (S070325-1) Chair Torres held the First Reading on the following: the Town of Houlton ordains the transfer of up to \$500,000 from the Undesignated Fund Balance for the purpose of reducing taxes.

Chair Torres noted that the Public Hearing will be held on August 11, 2025. Town Manager Clark certifies that this is in the best interest of the Town. This will be updated closer to commitment.

III. New Business

A. (070225-1) It was moved by Councilor J. McLaughlin, seconded by Councilor Lake that Council approves execution of the application to the Bureau of Alcoholic Beverages by Jeff's Catering & Bake Shop Inc., for Catering Privileges Off Premise for an event on August 9, 2025, at 27 Brown Lane. Approval is required by the state.

Town Manager Clark noted that the application is administratively clear.

Vote to approve the order was taken as follows: Councilor E. McLaughlin, yes; Councilor Brown, yes; Councilor Matthews, yes; Councilor Peters, yes; Councilor Lake, yes; Councilor J. McLaughlin, yes.

The order passed.

B. (070225-2) It was moved by Councilor Lake, seconded by Councilor J. McLaughlin that Council accepts the bid from Dead River of Houlton, to furnish the town's supply of automotive gasoline, #2 fuel oil, propane and kerosene from the period of July 1, 2025, through June 30, 2028.

Town Manager Clark noted that there were three bids received and that Dead River has had this contract for a number of years and the Town has been satisfied with their service.

Vote to approve the order was taken as follows: Councilor J. McLaughlin, yes; Councilor Lake, yes; Councilor Peters, yes; Councilor Matthews, yes; Councilor Brown, yes; Councilor E. McLaughlin, yes.

The order passed.

IV. Discussion and Reports

A. Market Square Housing LP CEA Extension:

Town Manager Clark noted that this property currently has a Credit Enhancement Agreement (CEA) that has allowed an 85% reimbursement on real estate taxes for the last 15 years. The CEA is expiring this year. The property owner, Mr. John Harvell, is here tonight to discuss a possible extension or to negotiate a new CEA. Town Manager Clark needs direction from Council prior to a decision being made.

Town Manager Clark invited Mr. Harvell to the podium.

Mr. Harvell thanked Town Council for allowing him the opportunity to listen to his request regarding the expiring 85/15 CEA in place for Market Square Commons. Mr. Harvell provided some history on the real estate properties owned by Shiretown Properties, as well as the entities that make up the ownership structure of Market Square Commons. Mr. Harvell made note of all of the investment upgrades that have been done to these properties and added that he pays approximately \$150,000 in property taxes each year to this community.

Councilor E. McLaughlin thanked Mr. Harvell for all the work he has done so far and for the services he provides to the community. Councilor E. McLaughlin noted that the TIF funds are needed for the road infrastructure vs being used for reducing taxes for citizens.

Mr. Harvell noted that he would like to avoid a big hit on the taxes for the property in question, but he is willing to pay more than what he paid last year.

Chair Torres asked if Mr. Harvell owned the property last year.

Mr. Harvell noted that it was purchased sometime in 2022. Mr. Harvell noted that, at the time of the purchase, he knew the legislation for affordable housing TIFS was being put into place. He was also advised by the prior owners that an extension of the CEA would likely be possible.

Town Manager Clark noted that the Downtown TIF district was due to expire in 2029. Town Manager Clark noted that the amendments to this district extended its existence through 2039 which would make a CEA possible, but he would like direction from Council going forward as it is Council who sets the limits. Chair Torres shares that this sets a precedent and others may expect the same.

Councilor Peters asked is all of the investments Mr. Harvell has made to his properties have been privately funded. Mr. Harvell noted that he had received CDBG funding of \$500,000 for the Mansur Block, but all other projects have been privately funded. Town Manager Clark noted that many of the projects mentioned in the memo are such that the landlord can charge any rent they wants and there are several different types of rental properties.

Mr. Harvell noted that rent in the Commons is dictated by Maine Housing based on their annual posting of acceptable rental rates for each county. Mr. Harvell noted that the building's budget is built around the existing CEA. He noted that the Town does not cover plowing of the parking lot and he allows the public to use the space. Mr. Harvell hopes that the Town sees the benefit of having an affordable housing project within Market Square and will extend the existing CEA. Mr. Harvell suggested a 70% CEA for the next 10 years which would allow the management team to slowly increase rents as Maine Housing allows with the hope that in the next 10 years they would be in a position to revisit this CEA and could possibly adjust it to a 50% CEA. Mr. Harvell does note that a 375% increase in what is paid property taxes for Market Square Commons would be daunting, but they could manage a lesser increase.

Town Manager Clark noted that there are 2 different types of TIF's. The State has allowed one for Affordable House which is administered by Main Housing and can be approved for up to 30 years. The maximum CEA is 85% for these districts. All of our TIFS are administered under the State's Department of Economic & Community Development (DECD) which has different parameters for CEA's.

Councilor Lake noted that through recent amendments the districts have been extended out until 2039 and that Mr. Harvell seems open to options. Mr. Harvell noted that he is willing to make this work.

Councilor Lake asked if a 60% CEA would work.

Councilor E. McLaughlin noted that negotiations are a process.

Town Manager Clark noted that the CEA is due to expire, the Town needs to work with legal on this and not delay. Town Manager Clark noted that the Town has had CEAs expire in the past.

Mr. Harvell noted that he has space in the building to possibly add 3 additional rental units. He added that the Market Square Commons rentals are for those who are ages 55 and older and that he can almost always fill any vacancy without a significant wait time.

Councilor Brown noted that extending the CEA with a reduced percentage or not extending it would both create increased revenue for the Town. She also acknowledged that not extending it could result in the loss of use of the parking lot. Mr. Harvell noted that Market Square Commons is an ideal location for senior housing as it is in the middle of town, where transportation is not needed to get to shops and restaurants.

Councilor Matthews noted that we do not have to support everyone, but that she feels this is important as Councilors would like to support our local business partners.

Town Manager Clark noted that a nonprofit sold this building with the CEA and is going to have a 375% increase in their tax bill.

Councilor Peters asked if a CEA has to be approved for a 10 year period, or could it could be established to have the percentage change every two years, up to through the 10th year. Mr. Harvell asked if the percentage could be tapered down periodically over the life of the extended CEA, if approved. He is open to considering options.

Councilor E. McLaughlin recommends it be reduced significantly, with a tapering of the percentage.

Town Manager Clark state that he recognized consensus to review this issue further and he will bring back some options for their review.

B. Revolving Loan Fund Guidelines:

Town Manager Clark noted that as directed by Council, he sent a letter to property owners in the Downtown TIF District about the Revolving Loan Fund (RLF) since they felt the program had been underutilized. He noted that with the downtown sidewalk project taking place sometime near years end and into the beginning of next year, that this would be a time for groundwork to be done at properties that may need to upgrade their water utility systems. He added that there would be a 5-year moratorium after the completion of the sidewalk project for people to dig it up.

Town Manager Clark noted that he has been approached by a property owner about a potential RLF for this purpose, however the current guidelines allow a business interest to only hold one active RLF at any given time. The proposed project would provide a new water main to an existing building for potential future development of the property. Town Manager Clark asked the Council for direction on how they would like to address this issue given the current guidelines which they approved this past November. Mr. Harvell is the property owner interested in the RLF. He already has one that is being paid off.

Chair Torres asked Mr. Harvell how many years he has remaining on his current RLF. He stated there were 6 or 7 years left to pay off the loan.

Chair Torres noted that the Town is aware that that many of the downtown properties are in need of new lines going into their buildings. She noted that the estimated cost for this type of work is between \$20,000 and \$30,000. She thinks adjustments should be made to the guidelines to allow for this type of work.

Councilor E. McLaughlin believes that this is an exception for the town.

Town Manager Clark shared that this is the only request he has received, thus far. He will bring amended guidelines back to Council for review.

A. Town Managers Report:

Town Manager Clark noted that the Flying Club held the Props & Pistons event at the airport this past weekend and had over 30 planes fly-in. He noted that the Public Works, Police and Fire Departments were all involved and gave special recognition to Alan Wilson, Airport Manager. They had the place looking great and the Flying Club was very appreciative of their hard work.

Town Manager Clark noted that our Annual Audit has happened and gave a big thanks to Treasurer Kim Denbow and all of the office staff for their hard work on this.

Town Manager Clark noted that the John Millar Civic Center is closed to the public at this time. There is a list of issues that need to be addressed. It is closed for now until there is a plan in place. Town Manager Clark noted that he will be working with the manager of the facility on this and will report out at a future meeting.

D. Councilors' Remarks:

Councilor Lake noted that he did not attend the Props & Pistons event, however he did drive around the airport and it appeared to be booming. Councilor Lake noted that it is great that we have different things going on in this town. Events in the town are a big draw and he is looking forward to seeing more.

Councilor E. McLaughlin noted that there was great comradery at the Props & Pistons event

Councilor E. McLaughlin noted a recent historical unfolding in Houlton where she had an opportunity to refer a gentleman to Leigh Cummings to get information on a German POW from the Houlton Camp that had ended up being buried in Canada.

Councilor E. McLaughlin noted that there was an outstanding breakfast at the Props & Pistons event put on by the Meduxnekeag Rambler's Club.

Councilor E. McLaughlin wanted to commend those involved in the baby delivery. She reminded all about the sensitive information that should not be made public due to privacy laws and asked that we be careful to not provide identifiable information relating to personal health information and what can and cannot be shared.

Councilor Peters noted that he felt the proposed lane changes on North Street will help to control the speeding and noise level of the traffic on that stretch of road.

Chair Torres inquired about the aircraft excise tax number on the Treasurer's report. Town Manager Clark indicated he would check on it and report back.

Chair Torres noted that the Props & Pistons event went well this past weekend.

Chair Torres noted that the Public Works Department is working on the sidewalk in front of the Chamber. They have also cut down the dead trees in the downtown. She thanked them for all of the great work that they are doing.

V. Adjournment: On motion by Councilor Lake, seconded by Councilor J. McLaughlin, the meeting adjourned at 7:08 PM with all in favor.

Signed,

Tamara Merritt
Recording Secretary



**MAINE MUNICIPAL
ASSOCIATION** SINCE 1936

60 Community Drive | Augusta, ME 04330-9486
1-800-452-8786 (in state) | (t) 207-623-8428

III B

To: Key Municipal Officials of MMA Member Municipalities
From: Catherine Conlow, Executive Director
Date: July 29, 2025
Subject: MMA Annual Election: Vice President & Executive Committee Members

DEADLINE: Friday August 29, 2025, 12:00 p.m.

CAST YOUR VOTE FOR THE 2026 MMA EXECUTIVE COMMITTEE

Election Process. Your ballot is attached to help chart the future of MMA. You are voting for Vice President and three committee seats. The Maine Municipal Association (MMA) Executive Committee is elected by member municipal select boards and councils to oversee the Association's operations.

Pursuant to MMA by-laws, these candidates were interviewed by a six-member Nominating Committee, which includes a former Executive Committee past president, an elected municipal officer, a municipal employee, a town or city manager, an MMA affiliate group representative, and an individual from a community-based organization representing the interests of an underrepresented group. As you will note, unlike municipal elections MMA does not provide an option for write-in candidates since our process includes an opportunity to nominate a candidate by petition. The petition process expired on July 18, 2025.

The candidates have provided a brief biography of themselves for you to reference.

The ballot must be signed by a majority of the municipal officers (e.g., select board or council), or a municipal official designated by a majority of the municipal officers and received by MMA no later than **12:00 p.m. (noon) on Friday, August 29, 2025**. We have enclosed a self-addressed, stamped envelope for your convenience. Ballots will be counted on the afternoon of August 29, with the election results confirmed by MMA President Melissa Doane, Bradley town manager.

Election results will be available no later than September 1, 2025, and can be accessed by either contacting the MMA Executive Office or visiting MMA's website at www.memun.org. A formal announcement of the election results will be made at the MMA Annual Business Meeting, and the newly elected members will be introduced at the Awards Luncheon, both of which will be held during MMA's annual convention on Wednesday, October 8.

The newly elected Executive Committee members will take office on January 1, 2026.

If you have any questions on the election process, please do not hesitate to contact me or Kelly Maines at 1-207-623-8428 or by e-mail at kmaines@memun.org. Thank you.



**Maine Municipal Association
Biographical Sketch for
PROPOSED SLATE OF NOMINEES FOR
2025 EXECUTIVE COMMITTEE**

MMA VICE PRESIDENT

One-Year Term

Anthony Ward – Town Manager, Casco, ME

Professional & Municipal Experience

Town Manager, Road Commissioner	Casco, ME	2021-Present
Town Manager, Road Commissioner	Sabattus, ME	2011-2021
Chief of Police	Sabattus, ME	2011-2015
Internal Affairs Lieutenant, Chief of Police Adjutant	Portland Police, Portland, ME	2009-2011
Detective Lieutenant	Portland Police, Portland, ME	2007-2009
Internal Affairs Lieutenant	Portland Police, Portland, ME	2006-2007
Community Affairs Lieutenant	Portland Police, Portland, ME	2003-2006

Other Experience

Board of Directors	ecomaine	2021-Present
Executive Committee Member	Maine Municipal Assoc.	2018-Present
Vice President	Me. Town & City Management Assoc.	2016-Present
Board of Directors	Soccer Maine	2009-2017
Board of Directors	Me. Chiefs of Police Assoc.	2013-2015
Board of Directors	Gray Community Economic Development Committee	2012-2015
Member	Patriot Soccer Club	2002-2013

Education

Master of Public Policy & Management, Policy & Financial Management	University of Southern Maine
Bachelor of Science Applied Technical Leadership	University of Southern Maine
Associates of Science Law Enforcement Technology	Southern Maine Technical Institution

Certifications

ICMA Credential Manager	2023
Maine Town/City Managers Association	2022
Executive Certification, Maine Criminal Justice Academy	2011

Professional Development

ICMA Gettysburg Leadership Development	2024
--	------

International City Manager Associations Professional High-Performance Leadership Academy	2022
International County/City Managers Association	2015
Maine Town/City Managers Association	2015
Lisbon Communication Committee Chair	2015
Maine Chiefs of Police Board of Directors	2013
Kaplan University Advisory Board	2013
Southern Maine Community College Advisory Board	2012
International Association of Chiefs of Police	2011
Maine Chiefs of Police	2011

MMA EXECUTIVE COMMITTEE

Three-Year Term

Phil Crowell – City Manager, Auburn, ME

Professional & Municipal Experience

City Manager	Auburn, ME	2020-Present
Asst. City Manager	Auburn, ME	2018-2020
Chief of Police	Auburn Police, Auburn, ME	2006-2018
Deputy Chief of Police	Auburn Police, Auburn, ME	2000-2006
Detective and Police Officer	Auburn Police, Auburn, ME	1993-2000
Military Police Officer	U.S. Army	1986-1992

Other Experience

Executive Committee	Maine Municipal Assoc.
President	Maine Service Center Coalition
Executive Committee	Lewiston Auburn Metro Chamber of Commerce
Board of Directors	Andwell Health Partners
Member	International City/County Management Association
Executive Committee/Ethics Chair	Maine Town, City & County Management Association
Member	FBI's National Academy Association
Executive Committee/Past President	Androscoggin Valley Council of Government

Specialized Training

Certified City Manager	International City Manager Association
Certified City Manager	Maine Town, City & County Managers
Graduate of the 218 th Session	FBI National Academy
Law Enforcement Assessor	Commission on Accreditation for Law Enforcement Agencies

Certifications & Commendations

Maine Criminal Justice Academy, Professionalism Award
National Exchange Club, 1999 Officer of the Year
Elks Lodge, 1999 Investigator of the Year
City of Auburn, Visionary Award - Progressive & New Initiatives in Serving the Community
Maine Association of Area Agencies on Aging, Excellence in Aging Award -Protecting Citizens with Alzheimer's and Dementia, Implementing the Silver Alert law

Androscoggin County Chamber, Public Service Leadership Award
International Association of Chiefs of Police, Civil Rights Award - Efforts to End Human Trafficking
Maine Chiefs of Police 2018 "Chief of the Year"

Suzette Francis – Town Administrator, Lubec, Maine

Professional & Municipal Experience

Town Administrator	Lubec, ME	2023-Present
Treasurer/Tax Collector	Lubec, ME	2016-2023
Town Clerk	Lubec, ME	2015-2016
Deputy Clerk	Lubec, ME	2014-2015
Cashier	Lyon's IGA	2010-2014
Cashier	Quick Shop & Sandwich Shop	1999-2010
Salmon Farm Processing Boxer	Maine Freeze Limited	1995-1999
Sardine Packer/Sealer/Cartonnier	R.J. Peacock Canning Co.	1985-1995
Herring Stringing/Skinning	McCurdy's Herring Smokehouse	1983-1985

Other Experience

Member	MTCCA Legislative Policy Committee
Member	MMTCTA
Member	MTCCA
Member	MWDA

Education

Associate's degree	Accounting
Certified	Tax Collection
Certified	Treasurer

Specialized Training

Disaster Assistance Team Member	American Red Cross
Lead Member	Home Fire Campaign
Member	Lubec Lions Club

Mark Leonard – Town Manager/Chief of Police, Veazie, ME

Professional & Municipal Experience

Town Manager	Veazie, ME	2013-Present
Chief of Police	Veazie Police, Veazie, ME	2001-Present
Interim Police Chief	Lincoln Police, Lincoln, ME	2023-2025
Fire Chief	Veazie Fire, Veazie, ME	2013-2020
Asst. Supervisory Special Agent	Maine Drug Enforcement Agency	1999-2001

Education

High School Graduate	Hermon High School
Graduate	87 th MCBPS Maine Criminal Justice Academy
Bachelor's degree	Husson College

Specialized Training

Police Supervision	Police Institute, Kentucky
Law Enforcement Executive Development	Federal Bureau of Investigation
Executive Leadership	Maine Community Policing Institute
Emergency Medical Technician	EMTC, Maine
Municipal Leadership	University of Southern Maine
Incident Command	Fire Academy, Maryland
Couter Drug Interdiction	U.S. Army, Alabama
Crisis Negotiation	Federal Bureau of Investigation
Incident Response to Terrorist Bombing	New Mexico

Civic Involvement

Master Mason	Lodge #174, Hermon, ME
Nobel of the Mystic Shrine	Anah Temple, Bangor, ME
Chair	Penquis CAP Board of Directors
Chair	Executive Committee Penquis CAP
Chair	Penquis CAP Steering Committee
Member	Penquis CAP Audit Committee
Member	Penquis CAP Housing Subsidiary Committee
Vice President	Bangor Y Board of Directors
Chair	Penobscot Downeast Cable Consortium
Notary Public	Expires 2029
Member	Fight Crime Invest in Kids
Life Member	NE Association of Chiefs of Police
Life Member	Maine Association of Chiefs of Police
Sexual Assault Response Team	Penobscot County
Domestic Violence Task Force	Penobscot County
American Red Cross	Pine Tree Chapter Board of Directors

Awards

Eagle Scout	Boy Scouts of America
Community Policing Award	NE Association of Chiefs of Police
Commendation for Performance	Numerous Awards
Outstanding Contributions in the Field of Drug Law Enforcement	



MAINE MUNICIPAL
ASSOCIATION SINCE 1936

BALLOT

Election of MMA Vice President and Executive Committee Members

Deadline for Receipt of Voting Ballots – 12:00 noon on Friday, August 29, 2025

VICE-PRESIDENT - 1 YEAR TERM

Vote for One

Proposed by MMA Nominating Committee:

Anthony Ward, Casco Town Manager

☐

EXECUTIVE COMMITTEE MEMBERS - 3 YEAR TERM

Vote for Three

Proposed by MMA Nominating Committee:

Phil Crowell, Auburn City Manager

☐

Suzette Francis, Lubec Town Administrator

☐

Marc Leonard, Veazie Town Manager, Chief of Police

☐

Please note that unlike municipal elections, MMA does not provide for "Write-in Candidates" since our process includes an opportunity to nominate a candidate by petition.

The Voting Ballot may be cast by a majority of the municipal officers, or a municipal official designated by a majority of the municipal officers of each Municipal member.

DATE: _____ **MUNICIPALITY:** _____

Signed by a Municipal Official designated by a majority of Municipal Officers:

PRINT NAME: _____ **POSITION:** _____

SIGNATURE:

OR

Signed by a majority of Municipal Officers:

Current Number of Officers: _____

PRINT NAME

SIGNATURE

Return to: MMA Annual Election
Maine Municipal Association
60 Community Drive
Augusta, Maine 04330
Email: kmaines@memun.org



III C

TOWN OF HOULTON DOWNTOWN REVITALIZATION FUNDING INITIATIVE *Revolving Loan Fund*

Revolving Loan Fund Program:

The objective of this program is to encourage investments that improve the longevity of buildings in the Downtown TIF District through projects such as upgrading & improving roofing, repairing bricks, heating & cooling systems, windows & doors, ADA & life safety compliance. The mortgages placed on property will provide an incentive to pay the funds back to the program so that they can be used to help fund future needs of businesses & building owners in the [Downtown TIF District](#).

The following criteria will apply:

- Loans are based upon the applicant's credit worthiness and ability to repay.
- Maximum loan amount is \$100,000.
- The interest rate is 3% fixed for the term of the loan.
- The term of the loan is based on the use of proceeds, collateral and cash flow.
- The applicant is responsible for all closing costs.
- Funds are approved on a "first come-first served" basis to qualified applicants.
- Only buildings in the Downtown TIF District are eligible.
- Applicants must be a for-profit entity. Loans are not made to public, quasi-public and non-profit entities.
- Applicant must be
 - the building owner or
 - a tenant with the consent of the landlord for leaseholder improvements allowed and the term of the lease must be the length of the loan, at a minimum.
- A person or ownership interest can only hold one loan from this program at any given time (unless approved by Council). Once a loan is paid off, a new application will be considered.
- Building project designs and signage must be in accordance with [Houlton's Historic District Ordinance](#).
- Applicant must owe no outstanding property taxes, fees, judgements or liens to the Town of Houlton and have no outstanding code violations, unless the loan is to ameliorate the violation.
- Loans provide gap funding. They are not to be the primary source of financing for a project. Loans are made in conjunction with conventional bank financing, owner equity & other private sources. Preferred project financing structure is 45/45/10:
 - Minimum 45% lead lender/bank financing
 - Minimum 10% owner/borrower equity
 - Maximum 45% Downtown RLF financing
- Insurance is required.
- Loan recipients agree to place a Downtown TIF Financing sign at the construction site during the time of improvements and in their storefront window for 180 days after completion of the project.
- [Application Package](#) will include the following:
 - Completed application
 - Written Business Plan (*assistance is available through [Small Business Development Center](#) – 207-498-8736*)
 - Personal Financial Statement (*viewed only by loan officer*) (*form provided*)
 - Cash Flow Projections with the first 12 months of the first year detailed by month
 - Schedule of liabilities (*viewed only by loan officer*)
 - Personal tax returns (2 years) (*viewed only by loan officer*)
 - Business tax returns (2 years) (*viewed only by loan officer*)

Loan Process:

- Application package is submitted to Northern Maine Development Commission (NMDC). They will review the application for completeness and process the loan application.
- The Houlton Town Manager reviews NMDC's proposed loan package and prepares a recommendation for the Town Council.
- Town Council will take action on recommendations forwarded to them.
- Approved loans will be issued a commitment letter and closing procedures will be initiated.

For More Information

Nancy Ketch, Director ~ Houlton Community Development Department
21 Water Street ~ Houlton, Maine ~ 04730 ~ Phone: (207)521-5938 ~ E-mail: comm.development@houlton-maine.com

Work Plan Capital and Maintenance 2025,2026,2027

This report lists the planned projects, both capital and maintenance, and in all transportation modes, in Work Plan calendar years 2025,2026,2027 NOTE: This Capital Plan is dependant upon funds placed in ROADS ACCOUNT during the budget process.

WORK PLAN YEAR	Street/Road	traffic Volume	Scope of Work	Action Date	Last Action Type	PRIORITY	ESTIMATED FUNDING
2025	Varney Av.	Low	Remove existing asphalt, regrade. Place 2" of 12.5mm asphalt/ 1" of 9.5mm top coat	spring 2025	Completed 2025	High	\$65,000
2025	Joseph St.	Low	Remove existing asphalt, rebase spots that are soft. Place 2" of 12.5mm asphalt and 1" of 9.5mm top coat. New Curbing both sides	spring 2025	Completed 2025	High	\$35,000
2025	High St. Pearce Av. to EOP	Low	Remove existing asphalt, rebase spots that are soft, Place 2" of 12.5mm asphalt and 1" of 9.5mm top coat.	Spring/Summer 2025	Completed 2025	High	\$55,000
2025	Main St.	High	Reset grant curbing, Grind pavement, Replace with 3" . Catch basin repairs. New section of sidewalk infront of Chamber building. Appx. 125 feet. With new curbing.	Spring/Summer 2026	Completed 2025	High	\$264,000
2025	Highland Ave.	High	Mill out 3" of Asphalt. Replace with 2" of 12.5 mm Binder. Reset Catch basins/utilities. Top coat with 9.5mm asphalt.	Summer 2025	Completed 2025	High	\$133,720
2025	Washburn St. From North St. to Highland Ave.	High	Mill out 3" of Asphalt. Replace with 2" of 12.5 mm Binder. Reset Catch basins/utilities. Top coat with 9.5mm asphalt.	Summer 2025	Completed 2025	High	\$28,616
2025	Prospect St.	Low	Remove existing asphalt. Cut down four maple trees. Ditch roadway. Lower grade of roadway, from Arcosook Auto Tech. Rebase. Pave with 12.5mm asphalt.	Summer 2025		High	\$73,792
2025	Hartford St.	Medium	Went out to bid for construction. Winning bidder was J. McLaughlin Construction. Rebuild roadway. Remove 2 feet of material. Rebase. Filter fabric. 2" of 12.5mm asphalt/ 1" of 9.5mm asphalt	Fall 2025		High	\$175,787
2025	Winter St.	Medium	Remove existing asphalt. Top with new screened gravel. Place 2" of 12.5 mm Binder. Reset catch basins/utilities. Top coat with 9.5mm asphalt	Summer/Fall 2025		High	\$194,181
2025	Aurora Circle	Low	Brown construction will remove existing asphalt, add 8-12" of new screened gravel. Rebuild 2 catch basins. 3" of new asphalt to be placed. Town will haul old asphalt, provide new gravel and pay to have roadway paved.	Fall 2025		M	\$50,760

2026	Sterritt St.	Medium	Curbing needs repairs. Remove asphalt, dig out soft spots on hill. Drainage repairs	Spring 2026	?	High	\$40,000
2026	Johnson St.	Low	Repair Drainage. Might be able to shim/overlay. Will have to look road over more closely spring 2025. If not, remove asphalt regrade. New pavement.	Spring 2026		High	\$41,600
2026	Water St.	High	Mill out 3" of Asphalt. Replace with 2" of 12.5 mm Binder. Reset Catch basins/utilities. Top coat with 9.5mm asphalt.	Summer 2026		High	\$135,000
2026	Hillview Av.	Medium/High	Remove some sections of asphalt, others can be shim and overlaid. Repair drainage. Curbing as needed.	Summer 2026		High	\$239,000
2026	Mechanic St.	Medium	Mill out 3" of Asphalt. Replace with 2" of 12.5 mm Binder. Reset Catch basins/utilities. Top coat with 9.5mm asphalt.	Summer 2026		M	
2026	Broadway	High	Reset granite curbing in spots, Grind pavement, replace with 3". Catch basin repairs. Possible use Down Town TIF funds to complete.	Summer 2026	?	High	
2026	Court St. to Military St.	High	Reset granite curbing in spots, Grind pavement, replace with 3". Catch basin repairs. Possible use Down Town TIF funds to complete.	Summer 2026		High	\$98,000

2026	South St.	Medium/High	Grind pavement, new curbing in places, 3" new asphalt	Summer 2026		High	\$285,000
2026	Grove St.	Low	Remove existing asphalt, rebase spots that are soft, Place 2" of 12.5mm asphalt and 1" of 9.5mm top coat.	Fall 2026		M	\$36,200
2027	Bowdoin St.	Medium/High	New curbing needed, repair catch basins, Remove asphalt, repave. Need to check asphalt depth, might be able to reclaim.	Spring 2027	2006	High	\$160,000
2027	Maple St. East and West Side	High	New curbing, Remove current asphalt, repair catchbasins. Repave.	Summer 2027		High	\$137,500
2027	Watson Av	Low/Medium	New curbing, Remove current asphalt, repair catchbasins. Repave.	Summer 2027		High	\$85,000

[illegible]