Community Action Plan

RECREATION ECONOMY *for* RURAL COMMUNITIES

Fryeburg, Maine

October 2020

EPA United States Environmental Protection Agency

Northern Border Regional Commission

CONTACT **INFORMATION**

Fryeburg, Maine

October 2020

For more information about RERC, please visit: https://www.epa.gov/smartgrowth/recreation-economy-rural-communities

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COMMUNITY **STORY**

The Saco River flows about 15 miles through Fryeburg.

Fryeburg is a town located in Western Maine on the border with New Hampshire. Before Fryeburg was established, the area was home to Native American tribes who built a settlement, Pequawket, in the location that is now Fryeburg. The native residents of the area left for Canada after being attacked by European settlers in 1725. Decades later, the first permanent European settlement was established in the area and it was incorporated as Fryeburg in 1777.

Fryeburg is one of the oldest settlements in the White Mountains region and served as a frontier outpost before developing a robust industrial economy. The Saco River flows through the town and was harnessed to power mills and factories in the late eighteenth century. After the Civil War, a railroad was built through Fryeburg connecting it to Portland, Maine's largest urban center. The railroad brought visitors to the region and Fryeburg became a popular tourist destination.

Today, Fryeburg is the largest town in Oxford County and is home to 3,438 residents. U.S. Route 302 serves as the town's Main Street and connects Fryeburg to Portland to the Southeast and to New Hampshire and the White Mountain National Forest to the West. About half of Fryeburg's population reside in the downtown area that is located along Main Street. The downtown area is struggling economically compared to the rest of Oxford County and Maine. The average household income of downtown residents is lower than the County and State averages and 6% of town residents are unemployed compared to the state average of 3%. Fryeburg's building stock is relatively old with 79% of buildings constructed before lead paint was banned. The age of the building stock and the potential for asbestos and lead paint issues has limited the appeal of redeveloping downtown Fryeburg. The town is home to one of the oldest private schools in the country, the Fryeburg Academy, and town residents have a high level of educational attainment. Over 30% of residents have some obtained higher education, compared to 19% of Oxford County residents.

Fryeburg is situated just east of the White Mountain National Forest which contains 1,225 square miles of federal lands boasting dramatic mountain peaks, dense forest, and diverse wildlife. The Saco River draws a large contingent of visitors to Fryeburg every summer for rafting and tubing, and there are several local hiking trails, such as Jockey Cap. Furthermore,

STEERING **COMMITTEE**

Rick Buzzell, Recreation Director, Town of Fryeburg

Holly Foster, Secretary, Fryeburg Business Association

Katie Haley, Town Manager, Town of Fryeburg

Erin P. Mayo, Head of School, Fryeburg Academy

Kelsey Pelton, Economic & Environmental Specialist/Economic Recovery Coordinator, Southern Maine Planning and Development Commission

Paul Schumacher, Executive Director, Southern Maine Planning and Development Commission

Figure 1: Local Steering Committee

the Mountain Division Rail Trail and scenic roads provide attractive opportunities for bicycling. Fryeburg applied to the U.S. Environmental Protection Agency's Recreation Economy for Rural Communities technical assistance program because it seeks to capitalize on these assets and establish itself as a hub for outdoor recreation in New England. The town hopes to revitalize its downtown and local economy by serving as a small-town base for visitors to the nearby natural areas. The community has the physical components and organizational capacity necessary to achieve this vision but it needs a plan and strategies to make that happen.

The town has taken some steps towards becoming a center for outdoor recreation in the region. The town owns and maintains the Mountain Division Rail Trail as well as some other trails in the area. The Fryeburg Academy has established an Outdoor Recreation Program and hosted a Mountain Film Festival event that was attended by over 150 people. The Fryeburg Fair, Maine's largest agricultural fair, is a long-running annual event that began in 1851. Fryeburg's two largest private business sectors are the retail trades and accommodations and food services. These sectors are well established and could grow to accommodate a growing regional outdoor recreation economy. Fryeburg's RERC workshop was aimed at developing a set of strategies for establishing the community as a hub for outdoor recreation in Western Maine and New Hampshire.

PLANNING ASSISTANCE **TEAM**

Lauryn Coombs, U.S. EPA Office of Community Revitalization

Rich Grogan, Northern Border Regional Commission

Karl Honkonen, USDA Forest Service

Jim Innes, USDA Forest Service

Nausheen Iqbal, USDA Forest Service

Kira Jacobs, US EPA Region 1

Carolann Ouellette, Maine Office of Outdoor Recreation

Alexis Rourk, U.S. EPA Office of Community Revitalization

Megan McConville, EPR, PC (Facilitator)

Katie Allen, Conservation Leadership Network, The Conservation Fund (Facilitator)

Figure 2: Several federal and state agency partners joined consultants to comprise the planning assistance team.

View of Fryeburg from a top Jockey Cap, jointly owned by the Town of Fryeburg and a town resident

Rural character of North Fryeburg with views of the White Mountains.

ENGAGEMENT **PROCESS**

The planning assistance engagement process for Recreation Economy for Rural Communities has three phases of plan, convene, and act, illustrated in the diagram below. The **plan** phase consists of three preparation conference calls with the local Steering Committee and the planning assistance team to clarify goals and arrange workshop logistics. The **convene** phase includes the effort's capstone event—a workshop in the community. The **act** phase includes three follow up conference calls to finalize a community action plan and strategize on how to implement the plan and maintain momentum generated during the workshop. Due to the COVID-19 pandemic, the community workshop was reformatted for a virtual platform. Six sessions took place over four days from October 26-30, 2020 and activities during those days are described below. Workshop exercise results are summarized in **Appendix A** and a list of workshop attendees are provided in **Appendix B.**

Figure 3: Planning Assistance Process Diagram

VISION **AND VALUES** SESSION ONE

Over 40 Fryeburg residents and community stakeholders convened virtually for the first public session of the workshop on the evening of October 26, 2020. Each participant was asked to introduce themselves and provide one word that represents Fryeburg or outdoor recreation. Their responses were captured and turned into a word cloud (Figure 4). Following introductions, Lauryn Coombs of the U.S. Environmental Protection Agency provided a brief overview of the RERC program purpose and process. Although a physical community tour was not possible, Katie Haley, Fryeburg Town Manager, provided the community context and background for Fryeburg's motivation to apply to the RERC planning assistance program through a virtual tour of assets.

Fryeburg's Bradley Park

Figure 4: One word about Fryeburg or outdoor recreation

Figure 5: What does outdoor recreation look like to you?

COMMUNITY **CONTEXT**

Town Manager Katie Haley provided a virtual tour of Fryeburg's assets to orient the planning assistance team, federal and state agency partners, and workshop attendees to the key locations and opportunities that could be enhanced and supported by the goals of this planning assistance program.

She provided an overview of twelve "tour stops" with information about current conditions, recreation use, and any potential opportunities presently or in the future for this process to consider related to outdoor recreation assets in and around Fryeburg.

Katie highlighted the Mountain Division Rail Trail, a 4-mile paved rail trail that is popular all year round for walking, biking, snowmobiling, and cross-country skiing.

Katie also highlighted popular scenic destinations and overlooks such as the Saco River, North Fryeburg, Jockey Cap, and Evans Notch that provide many outdoor recreation options close to the town. The Saco River winds through Fryeburg where two town-beaches and campgrounds provide access for many of the paddlers and tubers during the summer months. North Fryeburg serves as the gateway area to the White Mountain National Forest and known for its scenic mountain views where cyclists can use the roads safely and enjoy the vistas while car travelers also enjoy the windy road along the scenic byway up to Evans Notch. In town, the Town is working to acquire the 16-acre parcel of Jockey Cap to ensure permanent conservation and access of this trail and overlook.

Fryeburg also has many village outdoor recreation opportunities for a diversity of destinations including several town parks, the Eastern Slope Regional Airport that holds several annual events, the Field of Dreams and Hastings Community Center that hosts many organized sports activities and potential for large tournaments, and several more "hidden gems". The Town Forest abuts the Town-owned Canal Bridge Campground and is bordered by the Saco River. The Fryeburg Conservation Committee is developing a 1-mile interpretive trail in the forest funded by grants, the Town and volunteers. All of these assets define the character of the community of Fryeburg as well as have the opportunity to build a better connection to the village area which includes many of the services and local businesses within close proximity. Fryeburg has much to offer in terms of businesses and services that support the

View from atop Evans Notch

Eastern Slope Regional Airport

New trail coming soon to the Town Forest

community, though there are storefront vacancies. Some local favorites draw folks for retail and restaurants like Spice & Grain, Lemons & Tulips, and Saco River Brewing.

The community context presentation set the stage for the upcoming discussions, led by the planning assistance team, which started creating connections to Fryeburg's vision and goals and the recreation economy to maximize the potential of these individual assets.

RECREATION **ECONOMY**

The planning assistance team provided an overview of opportunities and benefits related to the recreation economy. Presentations detailed how supporting and growing the outdoor recreation economy can be part of a community's overall economic development strategy and can be mutually supportive of other economic development efforts. Outlining how the recreation economy benefits from a comprehensive approach that connects across sectors, the planning assistance team discussed three areas of focus to build the recreation economy: 1) enhancing access to outdoor recreation, 2) revitalizing main streets, and 3) ensuring that equity is an intentional part of the conversation. The team spoke to the growing interest and importance of the outdoor recreation economy both nationally and in the State of Maine, and shared state and regional data demonstrating outdoor recreation as an economic driver. Participants were asked to share brief descriptions of what outdoor recreation means or looks like to them. Their responses are shown in the word cloud in Figure 5.

Figure 6: Recreation Economy in Maine. Credit: https://outdoorindustry.org/state/maine

WORKSHOP **GOALS**

A key purpose of the first session was to start gathering input from workshop participants about their vision for growing the area's recreation economy and revitalizing downtown Fryeburg. The planning assistance team introduced draft workshop goals that were formulated with the Steering Committee in conference calls leading up to the workshop, and asked participants to review and provide any suggestions for improvement. After a couple minor edits later in the workshop, the final goals were as follows:

1. Brand Identity: Develop a brand identity for Fryeburg that connects, promotes, and sustains the region's unique natural, recreational, cultural, and historical assets.

Aerial view of Fryeburg region

2. Connectivity & Accessibility: Improve physical connectivity among Fryeburg's Main Street, recreational assets, and other key destinations for people walking, cycling, paddling, and driving.

3. Sense of Place: Make Fryeburg's Main Street a vibrant community center that attracts residents and visitors, supports businesses, and is grounded in the region's rural character.

4. Business Development: Start and grow businesses that support the outdoor recreation sector, particularly in underutilized spaces downtown.

To help define and describe the community's vision and values related to the outdoor recreation economy, the planning assistance team asked participants to dream about something good that has happened in Fryeburg on the topics of outdoor recreation and main street revitalization and to work in small groups to draft aspirational headlines for 3-5 years from now. Participants were asked to think about what has happened in Fryeburg that had a significant impact and what made it possible. Some of the responses that participants shared are shown in Figure 7.

MAKING **HEADLINES**

- *Fryeburg Becomes a Certified Bike Friendly Community!*
- *Mountain Division Trail from Fryeburg to Portland Completed!*
- *Connectivity Increased Between Conway and Fryeburg Rec Trails!*
- *Fryeburg, the Gateway to Recreational Wealth!*
- *Outdoor Recreation Entrepreneurs and Start-Ups Drive Growth in Fryeburg!*
- *Fryeburg Academy Launches Internship and Directed Study Program to Drive Value-Chain Economy!*
- *Investment in Outdoor Community Spaces Contributes to Visitation, Economic Gains, and a Vibrant Community!*
- *Fryeburg Attracts Record-Breaking Number of Visitors to Downtown with Vibrant Local Food and Outdoor Recreation Scene in 2024!*
- *Mountains to River Adventure Programs Kick Off!*
- *Permit System for Saco Paddlers Improves Visitor Experience and Reduces Degradation!*
- *Fryeburg Opens the Western Maine Botanical Garden in 2023!*

Figure 7: Results of the visioning exercise called "Making Headlines"

PEER **INSPIRATION**

In the closing presentations of the session, the planning assistance team was joined by state and regional leaders to present a series of case studies illustrating stories, lessons learned, and possible models from other communities engaged in leveraging their outdoor recreation economies and community vitality.

Carolann Ouelette, director of the Maine Office of Outdoor Recreation, provided an overview of Maine's Community Destination Academy and its tailored approach to community collaborative project implementation and ongoing product development and marketing. She highlighted the Rangeley Lakes Region's success in curating experience concepts to connect to existing assets and identify needs for investments to improve visitor access to downtown. Participation in the Community Destination Academy led to funding for a strategic wayfinding project and initiated a strategic brand development planning process.

Paul Schumacher, executive director of the Southern Maine Planning and Development Commission, highlighted three success stories. First, he shared how Kennebunk, ME cleaned up an underused gas station and parking lot in downtown with funding from EPA's Brownfields program and proposed a multi-use project that now includes a temporary skating rink in the winter, concert venue and farmers market in the summer. Second, South Berwick, ME used

EPA's Brownfield Program funds to clean up asbestos and lead paint at a public library which led to additional funding from foundations and private entities to create a large, solar-powered community center for lectures and events. And in Biddeford, ME, Paul showed how the community looked to link trails to downtown. The community was successful in developing the Saco Riverwalk that has attracted new breweries, restaurants, retail and housing surrounding the river walking trail. Funding from the EPA's Brownfields Program, the city, and Maine Department of Transportation made this project possible.

Katie Allen from the facilitation team highlighted the Pennsylvania Wilds Initiative, a 12 ½ county regional partnership to develop outdoor recreation destinations, support local businesses and entrepreneurs, and celebrate communities through marketing and branding. The team also shared a business development initiative in the rural community of Marion, Virginia linking downtown revitalization and entrepreneur training to fill vacant storefronts with new businesses. After each presentation, the facilitators provided time for discussion with workshop participants.

ASSET MAPPING **& ASSESSMENT** SESSION TWO

On the morning of October 27, 2020, about 20 Fryeburg participants reconvened for the second session of the virtual workshop. The purpose of this session was to begin to identify opportunities through small group exercises focused on asset mapping and assessment. The goal was for each group to have the time to exchange ideas on topics of interest to prepare for the action brainstorming in the next session. Two breakout groups were formed with one group working on a Social Pinpoint Asset Mapping exercise and one group working on an Asset Assessment exercise.

SOCIAL PINPOINT **MAPPING**

One group worked with a shared online mapping tool called Social Pinpoint to place virtual pins on a map of Fryeburg identifying favorite places, outdoor recreation assets, community assets, areas needing improvement, opportunities and big ideas, and the location of partners or organizations. The interactive RERC Fryeburg map can be viewed here: https://eprpc.mysocialpinpoint.com/rerc-fryeburg#/ This website (screenshot in Figure 8) will remain open for comment and input by the community until the end of March 2021. A summary of the content generated as of December 2020 is available in **Appendix A**.

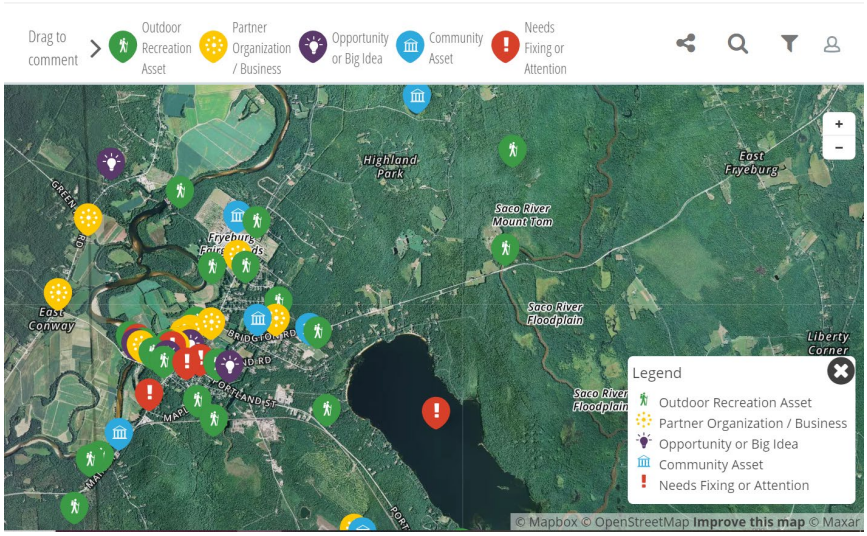

Figure 8: A screenshot of Fryeburg's Social Pinpoint map

ASSET **ASSESSMENT**

The other breakout group worked with the facilitation team to consider opportunities/assets and challenges/barriers around the four workshop goals. Working virtually in a shared document, groups identified what is working well in Fryeburg to build on the outdoor recreation economy and revitalize downtown. In

addressing challenges, each group was asked to identify what barriers exist to achieving goals around outdoor recreation and downtown revitalization, and what needs to happen to overcome those barriers. Each group answered these questions for each goal. The outputs of this exercise are summarized **Appendix A**. An example of the assets and challenges identified for Goal 1 related to brand identity is provided below in Figure 9.

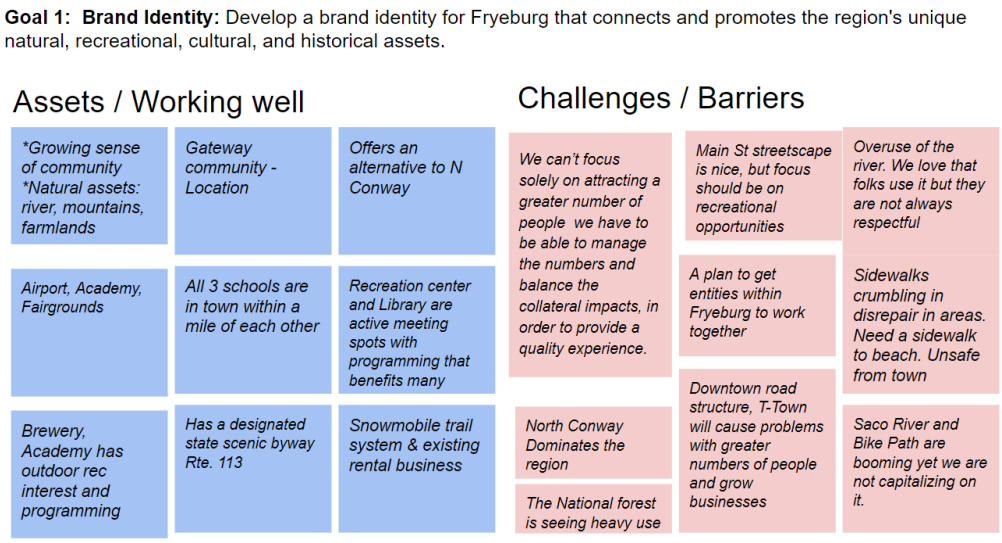

Figure 9: Sample of an assets & challenges exercise slide; a complete set of exercise results are in Appendix A.

ACTION **PLANNING**

The action planning process during the workshop consisted of four phases of work, each phase a virtual working session. Below is a summary of this process and outcomes at the Fryeburg workshop. Overall, group participation by the community in Fryeburg was very thoughtful with productive conversations and learning, and the workshop managed to maintain a good level of energy throughout. To the right is a Zoom group picture that is emblematic of the participation and energy.

ACTION **BRAINSTORMING** SESSION THREE

On the afternoon of October 27, 2020, about 20 people reconvened for session three of the virtual workshop to begin action brainstorming. The purpose of this session was to get Fryeburg participants thinking about how they can achieve their goals. Participants were instructed to think of actions that in the near to medium term (within two years) could be implemented to advance a goal. Using a shared document, each participant was given time to work independently to brainstorm and type in actions. Once completed, the facilitation team reviewed the posted actions from each participant, noting areas of overlap and asking for clarification or additional feedback from attendees. Between session four and session five, the planning assistance team organized each of the brainstormed actions into themes, looked for similar actions to combine, and inputted the actions into a voting form. Participants were instructed to vote for their priority actions, being allocated 8 votes to assign to the actions of their choice. In the voting form, they choose their priorities from all of the brainstormed actions. The results of the voting were then discussed in session four.

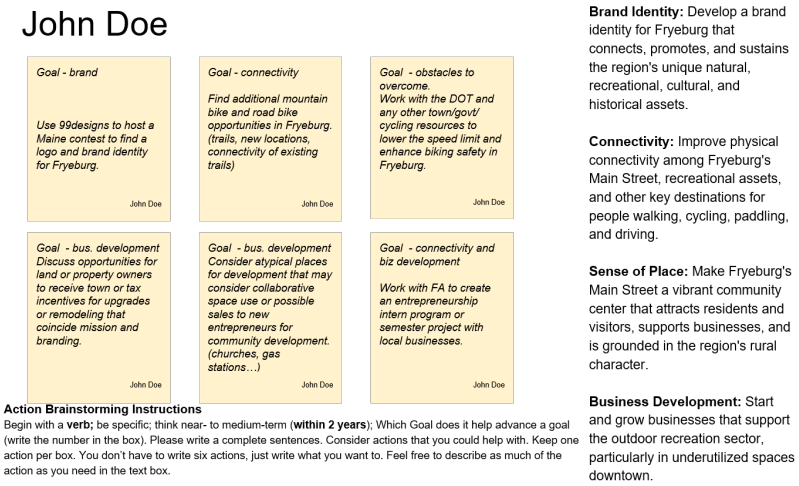

Figure 10: Example of an action brainstorming slide where every participant had their own slide in a shared Google Slides document, and wrote a set of actions to support one or more workshop goals.

ACTION **PRIORITIZATION** SESSION FOUR

After providing a break for participants to reflect and as vote for their priority actions, about 20 participants joined for the fourth session of the virtual workshop on the morning of October 28, 2020. The purpose of this session was to discuss as a group what actions are most important to make progress on each goal. At the start of the session, the facilitation team allowed any remaining participants to vote for their highest priority actions while federal and state agency partners introduced their roles in supporting the recreation economy and the types of assistance their programs can offer to support implementation of community goals.

Once completed, the facilitation team reviewed the voting results with the participants. The facilitation team worked with participants to confirm priorities based on those votes and to select actions to move forward in the planning process. The actions ranked for Goal 3 are shown in Figure 11, with the full transcript of actions and ranks collected in **Appendix A**.

ACTION **PLANNING** SESSION FIVE

The final phase of the action planning process culminated on the morning of October 30, 2020 with an action detailing exercise. About 20 participants worked in small groups assigned to each goal. These working groups assessed the prioritization voting and fleshed out the details of the top actions for each goal, such as

importance, timeframe, lead role, etc. For each goal, three to four priority actions were detailed during the allotted time. Each group prepared to report on their actions for the final session.

WORKSHOP **CLOSE** SESSION SIX

Over 40 participants joined for the sixth and final session of the virtual workshop on the afternoon of October 30, 2020. This final session was all about making it happen. Each of the session five working groups were asked to present the results of the action planning session. Participants were then asked to provide feedback, and together they discussed next steps. In this final phase, the resulting action plan tables that follow provide additional background information and detail for each goal and action. At the close of the workshop, each participant was asked to offer something to advance the action plan and ask for something that they hope and/or expect from the process moving forward. Below is a list of those offers and asks that can be used to support the implementation of the action plan, noting the interest of volunteers.

OFFERS

- Charlie Buterbaugh: Offers collaboration and a focus on Goal 1 actions related to the brand identity and messaging initiative
- Steph Carver (SMPDC): Offers resources at SMPDC to work with the town to see if we can allocate some of our resources for grant writing or planning to implementation
- Mark Dindorf: Offers resources and input of Upper Saco Valley Land Trust, Saco Headwaters Alliance and Saco Swift Rivers Local Advisory Committee
- Jessica Dominguez (EPA): Offers to be a point of contact for questions and resources related to outdoor recreation and human health and the environment, particularly as it relates to regional EPA programs (brownfields, water, etc.) and COVID economic recovery....and to visit in person when possible again!
- Lauryn Coombs (EPA): Offers to provide connections to additional federal agency stakeholder support
- Janice Crawford: Offers her experience working over 30 years with organizations; she is willing to attend committee meetings as an advisor
- Janice Crawford: Offers to review the mtwashingtonvalley.org and MWVCC.org websites for information on many of these topics
- Holly Foster: Offers to partner the Fryeburg Business Association with the renewed Economic/Community Development Committee
- Katie Haley: Offers to work in her capacity as the town manager to bring all of these ideas together and to fruition and to report all of this great information to the Select Board so they will consider supporting, budgeting and funding efforts.
- Michiye Harper: Offers to help with branding and would love to be involved in the Economic/Community Development Committee and related actions
- Julie Isbill (NPS): Offers to provide a conversation to see if the National Park Service can help you accomplish some of Fryeburg's conservation and outdoor recreation goals.
- Kira Jacobs (EPA): Offers to deliver the newly printed Saco River maps and brochures by the Saco Watershed Collaborative to Fryeburg! Specifically, to teachers connecting with Erin Mayo, Diane Reo in Rotary, and Jotham Oliver at Molly Ockett, and Rick Buzzell of the Fryeburg Recreation Department
- Dan Jenkins (Congressman. Golden): Offers a connection to Congressman Golden who wants to be an ally in Fryeburg's activities, and help to find (and support) grant funding to advance the agenda. To do

so, please don't hesitate to email or call him as his district representative for Oxford County and his grants coordinator, Dan Jenkins dan.jenkins@mail.house.gov 207-241-6767

- Kelsey Pelton (SMPDC): Offers to help with to Goal 1 actions related to brand identity and messaging through creating maps for trails in town if needed!
- Eric Meltzer: Offers the resources of the airport to support actions related to all goals
- Scot Montgomery: Offers to join the Economic/Community Development Committee
- Mike Morin: Offers the Access Fund as a resource to support the Fryeburg's interest in conserving and stewarding Jockey Cap as well as exploring other private land climbing opportunities. On a personal level I'm here to provide support around management planning and development of town parks and forest.
- Carolann Ouellette: Offers to stay connected and assist with making other connections.
- Mia Purcell: Offers to support and assist with any economic development and downtown development initiatives and activities.
- Jill Rundle: Offers to continue engagement and support of planning and marketing processes
- Keli Ryan: Offers to join a committee and/or utilize our store and/or non-profit to get information and support out there
- Paul Schumacher (SMPDC): Offers to come to Fryeburg to discuss all of the programs and resources available for brownfields
- Nora Schwarz: Offers consultation and information from her husband who is a civil engineer and spent many years in environmental issues and clean ups.
- Michael Wilson: Offers connection to digital business assistance and a regional destination development/outdoor recreation grant program at the Northern Forest Center

ASKS

- Sherri Billings: Asks for priorities for natural resources conservation, especially for protections for rivers in Fryeburg
- Charlie Buterbaugh: Asks for continued engagement from the state and federal partners so we can leverage expertise and stay focused on the big picture
- Jessica Dominguez (EPA): Asks to be part of the follow up meetings from this workshop
- Holly Foster: Asks for consideration of walk/motorized bridge across Saco River at Weston's bridge as a priority connector and project to access grant monies
- Larry Garland: Asks for a thoughtful balance of natural and cultural resource values with proposed development projects
- Kira Jacobs (EPA): Asks for those interested to join the Saco Watershed Collaborative (www.sustainthesaco.org). An annual meeting will be in early December (held virtually this year) and join the Stand Up for Forests Campaign: standupforforests.org
- Lauryn Coombs (EPA): Asks to one day be able to visit Fryeburg!
- Janice Crawford: Asks for the contact information for all of the resource people introduced as well as the counterparts for these organizations in New Hampshire
- Dan Jenkins (Congressman Golden): Asks to be informed in an ongoing basis to the progress the group makes in meeting its benchmarks
- Eric Meltzer: Asks that any river or trail maps should include prominent landmarks or mileage marks that would help locate people in the event of an emergency

- Donna Moreland: Asks for inventory and assessment grids to help the process get off the ground
- Jill Rundle: Asks that actions consider collaboration with the "suburbs" of Fryeburg , which are closely interconnected and for which she is a representative
- Keli Ryan: Asks to be a continued part of follow up
- Nora Schwarz: Asks the community to learn more about Fryeburg's water cleanliness and adequate volume needs for public drinking, recreation, and septic/wastewater to advance priorities related to water resources for the town.

COMMUNITY **ACTION PLAN |** Fryeburg

Here are the final goals and actions developed through Fryeburg's Recreation Economy for Rural Communities action planning process.

Goal 1 – Brand Identity: Develop a brand identity for Fryeburg that connects, promotes, and sustains the region's unique natural, recreational, cultural, and historical assets.

- *Action 1.1: Create a guidance document for the development of a Fryeburg brand identity.*
- *Action 1.2: Compile an inventory and map of all nature-based recreational, cultural, and historic assets in Fryeburg.*
- *Action 1.3: Plan, fund, and create a marketing plan that reflects the history, culture, and community character of Fryeburg.*

Goal 2 – Connectivity: Improve physical connectivity among Fryeburg's Main Street, recreational assets, and other key destinations for people walking, cycling, paddling, and driving.

- *Action 2. 1: Revive town committees by launching a campaign to fill working groups to implement connectivity and accessibility projects.*
- *Action 2.2: Develop and nurture private landowner relationships to improve land access and support stewardship and management.*
- *Action 2.3: Celebrate the newly installed sidewalk that connects downtown and Jockey Cap with a Jockey Cap volunteer clean-up event, ribbon cutting, and bike rodeo.*

Goal 3 – Sense of Place: Make Fryeburg's Main Street a vibrant community center that attracts residents and visitors, supports businesses, and is grounded in the region's rural character.

- *Action 3.1: Investigate a comprehensive downtown revitalization program, gather input from the community, and identify and prioritize initial projects.*
- *Action 3.2: Assess and initiate cleanup of the abandoned gas station site downtown.*
- *Action 3.3: Hold 1-2 events downtown that will engage local residents and build momentum behind revitalization, possibly including the Mountain Film Fest.*
- *Action 3.4: Make progress toward a municipal septic system to remove barriers to entry for new businesses.*

Goal 4 – Business Development: Start and grow businesses that support the outdoor recreation sector, particularly in underutilized spaces downtown.

- *Action 4.1: Conduct a feasibility or market analysis to identify types of businesses that would contribute to the growing outdoor recreation sector and would thrive in Fryeburg*
- *Action 4.2: Identify the underutilized spaces downtown and in adjacent areas where outdoor recreation businesses could locate the investments needed to make those spaces usable.*
- *Action 4.3: Develop community-based events and activities to engage residents in outdoor recreation.*

Goal 1 – Brand Identity: Develop a brand identity for Fryeburg that connects, promotes, and sustains the region's unique natural, recreational, cultural, and historical assets.

Fryeburg seeks to promote its recreational activities and the unique opportunities it offers in restaurants, shops, community gathering places, and cultural amenities. The community can elevate the qualities that make it special through communication tools targeted to residents and visitors alike. Developing a cohesive brand identity and supportive marketing plans and materials can bring together the many natural, recreational, cultural, and historical amenities in the town; raise its profile among prospective visitors, residents, and business owners; and attract the people and economic activity needed to build a vibrant outdoor recreation sector. While promoting this economic growth, it is important that Fryeburg safeguards and stewards its assets in order to protect its character and quality of life.

Action 1.1: Create a guidance document for the development of a Fryeburg brand identity.	
What this is. Why it is important. Who benefits?	• A small working group will collaborate to create a guiding document that will outline the brand development process for Fryeburg. • This document will develop an initial messaging framework to inform the community's brand identity, laying out how to present Fryeburg's character and vision to both residents and visitors. It will describe the resource inventory, communication tools, and implementation steps and will provide recommendations on consultant services needed. • Fryeburg has several experienced branding and marketing professionals living in town, and this small working group approach will take advantage of their expertise and jump-start the community's brand development efforts • The Fryeburg Business Association is building efforts around "Find it in Fryeburg" with an accompanying website, this action will support and build off of work already in motion.
Measures of success	• Guidance document is complete • Document is shared with the RERC group and other community leaders and feedback is obtained • Next steps are identified
Timeframe	• In process – small working group is meeting
Lead Roles	• Charlie Buterbaugh, Fryeburg Planning Board • Carolann Ouelette, Maine Office of Outdoor Recreation • Jill Rundle, Greater Lovell Land Trust • Michiye Harper, Fryeburg Business Owner
Supporting cast	• Katie Haley, Town of Fryeburg • Southern Maine Planning and Development Commission • Business owners (Keli Ryan, Spice & Grain) – surveys • Holly Foster, Fryeburg Business Association
Needed resources and possible sources	• RESOURCE: Fryeburg Business Association's "Find it in Fryeburg" campaign, website, and gateway signage effort

Action 1.2: Compile an inventory and map of all nature-based recreational, cultural, and historic assets in Fryeburg.	
What this is. Why it is important. Who benefits?	• A comprehensive inventory of Fryeburg's recreational, cultural, and historic assets is needed for inclusion in future mapping, marketing, and infrastructure development. The inventory, which will be developed by volunteers and maintained by the Town, will include ownership and public access constraints. • In the short term, it will be used to create a "Find it in Fryeburg" map that will serve as a public engagement tool and also promote Fryeburg's assets to visitors and locals.
Measures of success	• Completion of the inventory • Completion of the map • Both are shared with RERC team and other community leaders • Trails are added to Maine Trail Finder • Next steps for promoting and maintaining the inventory and map are identified
Timeframe	• In process – work is ongoing with SMPDC
Lead Roles	• Town of Fryeburg - inventory and map owner/maintainer • Abby King, Upper Saco Valley Land Trust and Fryeburg Resident - inventory and map development • Southern Maine Planning and Development Commission • Charlie Buterbaugh, Fryeburg Planning Board • Carolann Ouelette, Maine Office of Outdoor Recreation • Donna Moreland, Maine Office of Tourism • Jill Rundle, Greater Lovell Land Trust • Michiye Harper, Fryeburg Business Owner • Holly Foster, Fryeburg Business Association • Town Conservation Committee • Additional Volunteers (Nora Schwarz)
Supporting cast	• Katie Haley, Town of Fryeburg • CCGIS • Jim Innes, USDA Forest Service
Needed resources and possible sources	• RESOURCE: Outdoor Recreation Roundtable funding • RESOURCE: Inventory Template from ME Office of Tourism • RESOURCE: SMPDC can assist with GIS/mapping • RESOURCE: Fryeburg Business Association's "Find it in Fryeburg" website and gateway signage projects

Action 1.3: Plan, fund, and create a marketing plan that reflects the history, culture, and community character of Fryeburg.	
What this is. Why it is important. Who benefits?	• The guidance document developed through action 1.1 will provide the roadmap for how Fryeburg will promote and advertise its assets to residents and visitors online, via social media, and through wayfinding signage and other infrastructure installations. It will highlight what makes Fryeburg a special destination and reflect the history, culture, and community values, including outdoor recreation, community pride, and a rural New England character. • To develop this plan, promoting diverse collaboration and engagement is essential. The process will also consult existing plans such as the Open Space Plan to inform values and strategies.
Measures of success	• Plan is completed • Implementation funding is secured • Communication elements and graphic standards are developed
Timeframe	
Lead Roles	• Consultant TBD • Charlie Buterbaugh, Town of Fryeburg Planning Commission • Carolann Ouelette, Maine Office of Outdoor Recreation • Jill Rundle, Greater Lovell Land Trust • Michiye Harper, Fryeburg Business Owner • Steering Committee (TBD 6-10 people) - will "own" and drive implementation of the plan
Supporting cast	• Katie Haley, Town of Fryeburg • Holly Foster, Fryeburg Business Association • Diverse community involvement (in review of elements) • Keli Ryan, Spice & Grain • Tom Rebman
Needed resources and possible sources	• RESOURCE: ME Office of Tourism • RESOURCE: ME Office of Recreation • RESOURCE: Northern Forest Center Destination Development Matching Grant Program • RESOURCE: "Find it in Fryeburg" branding at Fryeburg Business Association • NEED: Funding for Consultant

Goal 2 – Connectivity: Improve physical connectivity among Fryeburg's Main Street, recreational assets, and other key destinations for people walking, cycling, paddling, and driving.

Physical connections contribute to lifestyle and quality of life in a community. Providing safe options for pedestrians and bicyclists encourages physical activity among residents and visitors, reduces reliance on motor vehicles, increases equitable access to community amenities, and reduces infrastructure costs (such as parking) and carbon emissions. Fryeburg will assess its physical connections to serve use changes created by the planned recreation economy and to benefit recreationists including hikers, bicyclists, cross country skiers, snowmobilers, ATVers, paddlers, and more. Supporting improvements to streets, sidewalks, trails, and access to the recreation amenities of the community will elevate Fryeburg's image as a community that promotes equitable access to physical activity, considers safety, and accommodates limited mobility.

Action 2. 1: Revive town committees by launching a campaign to fill working groups to implement connectivity and accessibility projects.	

What this is. Why it is important. Who benefits?	• The Town of Fryeburg's committees play a critical role in engaging community members in the planning and implementation of projects. However, there are currently committees that do not have any members, and there is a need to attract more volunteers to working groups that can take on important efforts. This action would revive committees including Economic Development (or Economic and Community Development), Parks, and Bike/Pedestrian; additionally, the Conservation Committee has one open seat that needs to be filled. There is also the potential to create a beautification committee to support other community goals. Through a campaign to fill seats, messaging will bring legitimacy to the role of each committee, create visibility among selectmen of the need for the committees and future efforts towards implementation, and engage diverse community members in volunteer service.
	• Each committee would be tasked with reviewing existing relevant plans, developing priority projects, and leading the implementation of designated projects. For example, the Bicycle and Pedestrian committee will focus on key goals to improve connectivity in and around town including:
	  ○ Improving bicycle and pedestrian routes, both formal and informal.
	  ○ Improving safety
	  ○ Improving alternatives to single-occupancy vehicle use

Measures of success	• Committees are established by the Select Board • Active recruitment campaign generates buzz and committees are filled with a diverse range of perspectives • Committees have developed mission statements and action plans informed by project ideas from RERC process • Resounding support by community for efforts of working committees
Timeframe	• Work with Select Board to establish committees – immediately

	• Seek volunteers from among RERC workshop participants for each committee – immediately • Advertise committee openings to the public – winter 2021 • Fill committees and begin convening – winter 2021

Lead Roles	• Town of Fryeburg - Katie Haley to work with Select Board to get approval for creation of committees, determine process for chartering them and filling membership, review mission statements
	• RERC workshop participants/volunteers for each committee include:
	  ○ Scot Montgomery - Economic Development
	  ○ TBD – Parks Committee
	  ○ Ingrid Kellas, JD Lichtman, Mason Irish (Natalie Spak is current member)

Supporting cast	• Southern Maine Planning and Development Commission (supporting with committee facilitation)
	• Identified places to publicize the volunteer campaign for committees:
	  ○ Upper Saco Cultural Alliance
	  ○ Fryeburg Town Column
	  ○ Businesses across Fryeburg:
	  ○ Keli Ryan, Spice & Grain
	  ○ Hardware Store
	  ○ Dentist Office
	  ○ Churches
	  ○ Lower Schools
	  ○ Coffee Shops
	  ○ Youth groups

Needed resources and possible sources	• RESOURCE: Southern Maine Planning and Development Commission technical assistance and planning • RESOURCE: 2009 Fryeburg Bike/Ped Plan • RESOURCES: NPS RTCA can help with TA/planning assistance (Julie Isbill) - applications will be due in March • RESOURCE: Maine DOT for Bike/Ped technical assistance • RESOURCE: Complete Streets - A Complete Streets approach integrates people and place. See https://smartgrowthamerica.org/program/national-complete-streets-coalition/ • RESOURCE: How to Design Multimodal Streets for All Users. See National Association of City Transportation Officials at https://nacto.org/event/training-design-multimodal-streets-users/ • RESOURCE: Small Town and Rural Design Guide was published by the U.S. DoT as an online design resource and idea book, intended to help small towns and rural communities support safe, comfortable, and active travel for people of all ages and abilities. See https://ruraldesignguide.com/

Action 2.2: Develop and nurture private landowner relationships to improve land access and support stewardship and management.	
What this is. Why it is important. Who benefits?	• Connecting existing trails and building new ones relies on access to both public ways and to land that is currently in private ownership. As a result, it is critical to develop and nurture relationships to improve access. strong relationships with landowners in order to create legal access agreements and allow public use of these properties for recreation. Improving public access to private land can produce mutual benefits by expanding community access to outdoor recreation and protecting it in perpetuity through legal agreements, and also offering stewardship programs for private land.
Measures of success	• Landowner outreach is underway (this is intertwined with the branding and other outreach taking place). Can take place at community events as well as individual meetings on their property • Relationships built with key landowners • New access agreements in place to connect existing/new trails • New trail connections or trails built
Timeframe	• Start when new committees form, ongoing
Lead Roles	• Bike/ped and/or Conservation Committees (initial research, outreach to expert partners when needed)
Supporting cast	• Mike Morin, Access Fund • Friends of the Ledges • Abby King, Upper Saco Valley Land Trust (easements) • Mount Washington Valley Trails Association • White Mountains NEMBA/Mount Washington Valley Bike Coalition • Interstate Snowgoers (templates for written trail agreements that are not easements) • Recreation clubs, teams, and commercial outfitters, e.g. snowmobile clubs, cross country ski teams, and equipment rental providers
Needed resources and possible sources	• RESOURCE: Look to Conway's Pine Hill Community Forest and work hired consultant did to identify opportunities and constraints. • RESOURCE: Julie Isbill, NPS RTCA • RESOURCE: Maine Department of Inland Fisheries and Wildlife has a landowner relations program (Carolann and Luis have contacts)

Action 2.3: Celebrate the newly installed sidewalk that connects downtown and Jockey Cap with a Jockey Cap volunteer clean-up event, ribbon cutting, and bike rodeo.	
What this is. Why it is important. Who benefits?	• The completion of this sidewalk connector will provide a key village pedestrian corridor. Celebrating this project with a community event will generate momentum to do more. This event will also be an opportunity to showcase Fryeburg's priorities for outdoor recreation and community development and to gather feedback.
Measures of success	• Event held, with robust participation from community members
Timeframe	• After completion of sidewalk, late summer 2021
Lead Roles	• Bike/ped committee, • Katie Haley, Town of Fryeburg
Supporting cast	• Mike Morin, Access Fund • Friends of the Ledges • Southern Maine Planning and Development Commission
Needed resources and possible sources	

Goal 3 – Sense of Place: Make Fryeburg's Main Street a vibrant community center that attracts residents and visitors, supports businesses, and is grounded in the region's rural character.

The outdoor recreation economy can contribute to downtown revitalization, and Fryeburg is taking steps to align priorities for recreation and developing a vibrant community center. Main Street, the commercial center of Fryeburg, is the hub for residents and visitors and has a key role in 1) connecting residents to recreation destinations with transportation options, wayfinding, and marketing in the downtown; 2) growing the local recreation-based and related businesses in the downtown; and 3) identifying policy and investment decisions to evaluate infill and mixed used development and adaptive reuse of historic buildings, vacant lots, or brownfields in addition to other aesthetic, sustainable, and compatible land use improvements. Investing is Fryeburg's Main Street gives confidence to residents, business owners, and entrepreneurs that Fryeburg will support and promote their enterprise with vision and planning.

Action 3.1: Investigate a comprehensive downtown revitalization program, gather input from the community, and identify and prioritize initial projects.	
What this is. Why it is important. Who benefits?	• Establishing a comprehensive downtown revitalization program will bring focus and attention to the village area; build capacity to address community and economic development, beautification, and infrastructure goals downtown; and serve as a vehicle for gathering community input and driving revitalization forward. • The program can work with the Maine Downtown Center and use the National Main Street Centers Four Point Approach that advances economic development in downtowns through work on economic vitality, design, promotion, and organization. • This action will explore what it would take to establish such a program, gather needed input and support, and identify initial tangible projects.
Measures of success	• Exploration process launched • Initial meeting held with Maine Downtown Center to discuss Maine's National Main Street and Downtown Affiliate Program • Key stakeholders identified • Community outreach begun • 1-2 initial projects identified
Timeframe	• 2-18 months
Lead Roles	• Economic Development Committee and/or Beautification Committee (see Action 2.1)
Supporting cast	• Anne Ball, Maine Downtown Center – willing to make a presentation about what a comprehensive downtown revitalization program could look like (structure, funding, methodology, etc.), and to provide technical assistance on specific downtown issues/challenges/opportunities at any point on an as-needed basis • Upper Saco Cultural Alliance • Fryeburg Business Association

	• Town of Fryeburg • Residents • Small business owners • Southern Maine Planning and Development Commission • Maggie Drummond-Bahl, Maine Community Foundation • Carolann Ouellette, Maine Office of Outdoor Recreation • Lauryn Coombs, U.S. Environmental Protection Agency Office of Community Revitalization
Needed resources and possible sources	• RESOURCE: NBRC Grant Funding – Investigate if this is a fundable project • RESOURCE: U.S. EPA Office of Community Revitalization publications and expertise • NEED: Fundraising. Main Street Communities: Most Maine Main Street Affiliate Communities are all-volunteer, their annual budgets range from $10,000 - $60,000 and their municipalities typically contribute 1/3 of the budget, the businesses/property owners contribute 1/3 and the residents or grants make up the other 1/3.

Action 3.2: Assess and initiate cleanup of the abandoned gas station site downtown.	
What this is. Why it is important. Who benefits?	• The abandoned gas station site is currently an eyesore in Fryeburg's downtown—but also a major opportunity for renewal and growth. Cleaning up the site and reusing it would be a major boost to the downtown and a catalytic project that would build momentum for further revitalization efforts. • Fryeburg is fortunate to have a strong partnership with the Southern Maine Planning and Development Commission, which has deep expertise on brownfields funding and cleanup. This is an opportune time to initiate an assessment and cleanup process for the gas station site, which will involve contacting and working closely with the property owner. • The site is situated at a gateway entrance to the community and has significant opportunity to be a catalytic anchor project to engage the community in conversations around use/vision/ what it could be, needs to be, etc. and jumpstart downtown revitalization.
Measures of success	• Conduct a meeting with Southern Maine Planning and Development Commission to discuss funding options and next steps • Identify property owner and reach out
Timeframe	• Meeting with SMPDC: immediate
Lead Roles	• Economic Development Committee and/or Beautification Committee (see Action 2.1)
Supporting cast	• Southern Maine Planning and Development Commission • Property owner • Alan Peterson, U.S. Environmental Protection Agency Region 1 • Jessica Dominguez, U.S. Environmental Protection Agency Region 1 • Anne Ball, Maine Downtown Center Fryeburg Business Association

Needed resources and possible sources	• RESOURCE: SMPDC/EPA Brownfields funding (can be applied to other brownfield sites as well)

Action 3.3: Hold 1-2 events downtown that will engage local residents and build momentum behind revitalization, possibly including the Mountain Film Fest.	
What this is. Why it is important. Who benefits?	• Downtown events will build community engagement and momentum among community members for revitalization of Fryeburg's Main Street, promotion of its outdoor recreation assets, and stewardship of its rural and historic New England character. Furthermore, well-planned and unique events could raise the profile of outdoor recreation and tourism in the community and attract visitors. • Events held could include reprising the Mountain Film Fest with a strengthened connection to downtown venues and partnerships, potential side events/outings, and other efforts to engage the community and build momentum behind the other actions described in this action plan. They could also include other events such as art walks and other walking tours, educational/market-style events, community picnics, bonfires, and outdoor music and movies at Fryeburg's town parks.
Measures of success	• 1-2 new events held with robust community participation in the planning and execution • Growth of attendance at regularly scheduled/recurring events
Timeframe	• Ongoing
Lead Roles	• Upper Saco Cultural Alliance • Downtown business owners • Fryeburg Business Association • Fryeburg Rotary • Keli Ryan, Spice and Grain (film fest) • Abby King, Upper Saco Valley Land Trust and Fryeburg resident (film fest) • Dylan Harry (film fest)
Supporting cast	• Fryeburg Academy Performing Arts Center (Mike Dana, Erin Mayo) • Anne Ball, Maine Downtown Center • Fryeburg Parks, Open Space, and Beautification Committees
Needed resources and possible sources	• NEED: Promotional resources • NEED: Funds for beautification and signage

Action 3.4: Make progress toward a municipal septic system to remove barriers to entry for new businesses.	
What this is. Why it is important. Who benefits?	• A municipal septic system would be a major driver for growth and development in Fryeburg's downtown, and a major incentive to new businesses establishing there. It is also a critical priority for the protection of water quality and the watershed. • There is consensus that this major and high cost issue needs to be addressed. This action will identify progress towards a municipal septic system and what needs to be done next.

	• Federal and state support will be vital. This action will capitalize on the strengthened partnerships among Fryeburg and federal and state agencies coming out of the RERC workshop.
Measures of success	• Need to break this one into phases for planning, funding, and build-out.
Timeframe	• Initial steps taken for Select Board communications – will not be a Select Board goal focus for 2021, but will restart discussions for 2022 • 5+ years until completion
Lead Roles	• Select Board of Fryeburg • Katie Haley, Town of Fryeburg
Supporting cast	• Mia Purcell, Community Concepts Finance Corporation • Fryeburg Water District • Kira Jacobs, U.S. Environmental Protection Agency Region 1 (helping move towards conversations with state partners) • Southern Maine Planning and Development Commission
Needed resources and possible sources	• RESOURCE: USDA Rural Development Water and Environmental Programs • RESOURCE: EPA Water/Wastewater Programs • RESOURCE: Town of Bridgton example

Goal 4 – Business Development: Start and grow businesses that support the outdoor recreation sector, particularly in underutilized spaces downtown.

The outdoor recreation economy is a unique economic generator that relates to many established sectors such as hospitality and entertainment, arts and culture, local foods and agritourism, and other natural resource-based industries. This connection leverages opportunities for increased business development. Communities can capitalize on and steward outdoor recreation assets nearby, and create targeted programs to promote small businesses and entrepreneurs that are catering specifically to outdoor recreation services (i.e. guides and outfitters, gear retail and repair, small-scale manufacturing, and artisans). Encouraging businesses that support outdoor recreation is a creative addition to a diverse economic development strategy. This focus will create future possibilities for population retention of young people, attracting new residents, and continuing to generate community wealth and job opportunities across sectors.

Action 4.1: Conduct a feasibility or market analysis to identify types of businesses that would contribute to the growing outdoor recreation sector and would thrive in Fryeburg.	
What this is. Why it is important. Who benefits?	• Identifying opportunities to strengthen economic development in Fryeburg's outdoor recreation sector will require developing ideas on the types of businesses that fit the community needs in order to inform planning, outreach, and small business development efforts that will let businesses thrive. • Conducting a feasibility or market analysis will allow Fryeburg to proactively identify what types of economic activity the community wants to attract and grow rather than simply taking anything that comes. This will also be an opportunity to explore what will work in a post-Covid world.
Measures of success	• Completed feasibility or market analysis with specific recommendations
Timeframe	• 1 year
Lead Roles	• Economic & Community Development Committee
Supporting cast	• Anne Ball, Maine Downtown Center • Carolann Ouelette, Maine Office of Outdoor Recreation • Erin Mayo, Fryeburg Academy • Business owners • Fryeburg Business Association • Alan Brigham, U.S. Economic Development Administration
Needed resources and possible sources	• NEED: Grant funds (Skowhegan example) • RESOURCE: SBA resources • RESOURCE: SMPDC GIS support • RESOURCE: USDA Rural Development resources (Rural Business Development Grants) • RESOURCE: EPA Brownfields program can fund market analysis if brownfield sites are involved

Action 4.2: Identify the underutilized spaces downtown and in adjacent areas where outdoor recreation businesses could locate the investments needed to make those spaces usable.	
What this is. Why it is important. Who benefits?	• This is a high priority for reducing vacancies of Main Street storefronts, attracting new businesses in central locations and improving village aesthetics. • It will benefit all other local businesses by increasing foot traffic and the customer base, and it will also increase the availability of local goods and services to keep people shopping local and improve convenience for residents. • To advance this action, an understanding of commercial real estate issues from listing realtors is needed.
Measures of success	• Up-to-date inventory of vacant and underutilized commercial spaces and system for matching business owners and entrepreneurs with those properties • Renovation and utilization of vacant buildings • Establishment of businesses • Potential pop-up usage of spaces for short terms for entrepreneurs
Timeframe	• Ongoing
Lead Roles	• Economic & Community Development Committee
Supporting cast	• Southern Maine Planning and Development Commission • Anne Ball, Maine Downtown Center
Needed resources and possible sources	• RESOURCE: Consult with local realtors who live and do business in Fryeburg to help identify uses of empty storefronts • RESOURCE: Maine Historic Preservation Commission for any architectural surveys of the downtown, can determine if any properties are listed or are eligible for the National Register of Historic Properties which may make them eligible for State and Federal Historic Preservation Tax Credits • RESOURCE: Anne Ball can provide guidance on how volunteers can complete a building inventory

Action 4.3: Develop community-based events and activities to engage residents in outdoor recreation.	
What this is. Why it is important. Who benefits?	• This priority provides an awareness of Fryeburg's local assets that many residents may be unaware of, especially with the recent population influx of people from outside the local area. • Provides an opportunity to "show-off" Fryeburg and educate people on responsible and sustainable use of outdoor spaces. • Potential events might include running, cycling, cross country skiing or mountain bike series, poker run/scavenger hunts at town parks, clean-up days. • Opportunity to use exiting events, such as the airport skydiving event, thru-cycling events, to expand to other community-based activities.
Measures of success	• TBD
Timeframe	• TBD
Lead Roles	• Parks, Open Space & Beautification Committees
Supporting cast	• Friends of the Ledges • USCA • Airport • Fryeburg Fair • Bicycle Coalition
Needed resources and possible sources	• NEED: Publicize events, upon approval, on secure poster boards at Fair Grounds, Town Building, Post Office, and USCA's Dragonfly, and FBB's Fryeburg Matters, Charity Chatter, and CDS

IMPLEMENTATION AND **NEXT STEPS**

Following the workshop, the Steering Committee and additional interested stakeholders who participated in the workshop began to meet via video conference to reflect and review on the results of the workshop. Three video conference calls were held on December 1, 2020; January 11, 2021; and March 3, 2021, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. In between the first and second post-workshop calls, a small subcommittee of the Steering Committee met to add detail to the actions in Goals 3 and 4. For all four workshop goals, the local team in Fryeburg has made progress on beginning to implement actions and next steps, despite the post workshop era being constrained by the COVID-19 pandemic, closures, and reopening main street efforts. Listed below are some key post-workshop implementation steps the local team in Fryeburg has made since the workshop.

- *Action 1.1.: Charlie Buterbaugh, Michiye Harper, Carolann Ouelette, and Jill Rundle worked together to develop a brand development concept, initial narrative, and proposed process, to include community focus groups led by RERC participants. They presented this work on the second post-workshop call. They will continue to develop the guidance document and process, identify leads and participants for the focus groups, and lay out a timeframe and potential funding needs and sources.*
- *Action 1.2 & 2.2.: Fryeburg was successful in receiving a $5000 grant from the Outdoor Recreation Roundtable. Their grant will be used to contract with the Center for Community GIS to inventory and map trails for upload onto the Maine Trail Finder website. Data will also be captured on ArcGIS online for map making and marketing materials. These projects will support Fryeburg's efforts to ensure outdoor access (in activities like biking, camping, boating, and rock climbing) to all members of its community.*
- *Action 2.1: The Town has approved the establishment or reestablishment of three committees: the Economic and Community Development Committee; the Bicycle, Walkways and Trails Committee; and the Parks, Open Space and Beautification Committee. Committee members will soon be appointed and the RERC action plan and report will provide a road map for each committee's efforts.*
- *Action 3.2: Paul Schumacher/SMPDC has been exploring the opportunity to work with the property owner to use the brownfields program to clean up the vacant Mobile station.*
- *Action 4.2: The snow school is still fundraising to get acquisition of the property to start planning and development of the site. There is a brownfields tie-in as asbestos cleanup is needed.*
- *All actions: SMPDC has secured Community Development Block Grant funding to cover SMPDC staff time to identify potential projects in Fryeburg for NBRC support.*

APPENDICES

- *Appendix A – Workshop Exercise Results*
- *Appendix B – Workshop Participants*
- *Appendix C – References*
- *Appendix D – Funding and Technical Assistance*