MUNICIPAL REVENUE WORKING GROUP

MEETING SUMMARY

October 15, 2026; 12pm – 3pm

Kennebec Valley Council of Governments
17 Main St, Fairfield, ME

Overview

The Municipal Revenue Working Group held its first meeting on October 15, 2026, gathering at the offices at the Kennebec Valley Council of Governments for about three hours. The Kennebec River Restoration Trust convened the Working Group to provide a forum to raise and discuss the implications and impacts of river restoration on municipal revenue and to develop potential approaches to address those impacts.

Meeting participants included town/city managers from Waterville, Winslow, Fairfield, and Skowhegan, as well as the town manager of Farmington (who also serves on the Trust's overall Advisory Committee), together with staff and a consultant from the Trust, and a meeting facilitator. A participant list and meeting agenda are included in an appendix below.

The meeting started with introductory context and reflections, then focused on the group's objectives and workplan, as well as other details about how the group will work together.

Summary of takeaways

Working Group mandate and scope

The group did an exercise to name the elements of a successful Working Group process over the next two years. Elements included:

- Credible plans developed to ensure municipal revenue isn't negatively affected by this initiative.

    - Consider contingent plans
    - Look at any impacts on municipal expenses as well
- Working Group functions in a way that:
    - Is transparent
    - Is collaborative
    - Has consistent messaging
    - Taps previous experience and knowledge
    - Participation doesn't signal a particular stance for, or against, the river restoration initiative

Participants then reviewed its draft purpose and objectives captured in a draft charter document.

Workplan

The group provided initial input on a detailed workplan to address the core questions. The input included:

- Step 1: Confirm the current revenue impacts on each municipality from the hydro facilities
    - Consider all impacts, including utility fees, potential impacts on private property tax revenue, and other pieces
    - Consider if any upcoming activities, reevaluations, etc. might alter this picture
- Step 2: Discuss in detail what changes would occur to the river after dam decommissioning
    - What municipal infrastructure might be impacted, including utilities
    - Learn from past experiences – Edwards Dam, Fort Halifax Dam, Penobscot River experience, etc.
- Step 3: Consider the full scope of redevelopment opportunities
    - Understand the footprint of the sites and what is adjacent
    - While another Working Group will be looking at redevelopment opportunities specifically for the buildings, this group can zoom out and take a bigger view of possibilities.
- Future steps (not discussed, but will include considerations for a replacement revenue fund and related issues, such as possible changes to municipal expenses from river restoration)

The group agreed that the Trust and the facilitator will sketch out a draft workplan ahead of the next meeting.

How the group will work together

The group spoke about the following elements of the structure and functioning of the Working Group.

- Transparency: Participants will need to report out about the meetings. The group agreed that the facilitator will create meeting summaries that can be published on the Trust's website and used by participants to explain the process to others.
- Meeting frequency and method: Participants expressed a general preference for in-person meetings (with a hybrid option), complemented by shorter virtual meetings as needed. One approach would be in-person meetings every other month, with a short virtual meeting or perhaps a quick survey request on the off month, if there is content needing attention.
- Group composition: Continue to invite town managers, or an appropriate town official, from all seven communities receiving revenues from the hydro facilities. At the request of one municipality, invite one or more county officials. For specific topics and meetings, invite additional participants to bring relevant expertise, such as utilities, and municipal and other government officials familiar with dam decommissioning and removal, etc.

Next steps

- The meeting facilitator will distribute a draft meeting summary and an updated version of the charter
- The Trust and facilitator will develop a draft workplan and agenda for a next meeting, and schedule that meeting

APPENDIX 1 – Agenda and Participants

12:00 – 12:15 Arrive and sit for lunch

- KVCOG welcome from Joel Greenwood

12:15 – 1:00 Opening reflections

- Introductions
- Overview of the effort, the Advisory Council and Working Group process, and how this conversation fits in
- Today's agenda
- Clarifying questions

1:00 – 1:30 Our mandate

- What does it look like to get this right?
- Are we all clear on objectives and scope of these conversations?

1:30 – 1:40 BREAK

1:40 – 2:30 Develop a workplan

- Refining key questions
  - Current fiscal and revenue implications:
    - Do we have a full picture of current property taxes/municipal revenue paid by Brookfield?
    - What other municipal revenue impacts should be factored into future planning/forecasting?
  - Revenue replacement strategies:
    - What options are there for offsetting lost revenue?
    - How should positive economic impacts from river restoration be factored into future planning/forecasting?
- Sequence of issues
- Inputs and resources we'll need to have a constructive conversation

2:30 – 3:00 Working together

- Review and refine charter draft, including:
  - How we'll work together
- How best to involve key stakeholders and keep them informed
- Meeting schedule moving forward
- Final reflections

Participants (Oct 15, 2026):

Nick Cloutier	Town Manager, Waterville
Michelle Flewelling	Town Manager, Fairfield
Marc Amaral	Town Manager, Winslow
Aaron Miller	Town Manager, Skowhegan
Erica LaCroix	Town Manager, Farmington (participating as KRRT Advisory Council member)
Alex Mas	CEO, Kennebec River Restoration Trust
Jeremy Cluchey	Public Affairs Director, TNC Maine
Kay Rand	Consultant (for the Trust)
David Plumb	Consensus Building Institute, facilitator