



Joint Meeting For the Cities of Auburn and Lewiston



Thursday, January 30, 2014
6:00 p.m. to 7:00 p.m. Light Dinner for Mayors & Councilors
(2nd floor, Community Room)
7:00 p.m. Meeting
Auburn Hall City Council Chambers

Agenda

1. Welcome and Introductions (5 Minutes)
2. Overview of Emerging Trends and Best Practices in Economic Development (20 Minutes)
3. Process and Principals Going Forward (10 Minutes)
4. Facilitated Discussion on Issues to be Addressed Going Forward (90 Minutes)
This will include full group discussion regarding:
 - a. Activities/processes which have worked well and should be KEPT going forward and why
 - b. Activities/processes which have not worked and should be DISCARDED going forward and why
 - c. Activities/processes related to new/emerging trends and should be added
5. Wrap up and Next Steps (15 Minutes)
6. Adjourn

City of Auburn, Maine

"Maine's City of Opportunity"

Office of the City Manager

Joint Auburn & Lewiston Meeting Agenda

Auburn Hall

Thursday, January 30, 2014

7:00pm

1. Welcome and Introductions – 5 minutes
2. Overview of Emerging Trends and Best Practices in Economic Development – 20 minutes
3. Process and Principles Going Forward – 10 minutes
4. Facilitated Discussion on Issues to be Addressed Going Forward – 90 minutes - This will include full group discussion regarding:
 - a. Activities/processes which have worked well and should be KEPT going forward and why
 - b. Activities/processes which have not worked well and should be DISCARDED going forward and why
 - c. Activities/processes related to new/emerging trends and should be added
5. Wrap-up and Next Steps – 15 minutes

January 23, 2014

C. Deschene

Page 1 of 1



City of Lewiston Executive Department

EDWARD A. BARRETT
City Administrator

PHIL NADEAU
Deputy City Administrator



January 23, 2014

To: Honorable Mayor and City Council
Fr: Edward A. Barrett
Su: Joint Meeting with Auburn – Background on Growth Council Discussion

Attached please find some of the documents that have been developed over the last several years during discussions regarding the future of the Lewiston Auburn Growth Council. This has been a complex discussion covering a wide range of issues and concerns. The attached material is not exhaustive but attempts to pull together some of the key documents and events that have occurred over this time.

Recent issues involving the Lewiston Auburn Growth Council (LAEGC) first arose during budget discussions several years ago where it became apparent that some officials in Auburn had concerns regarding the role of the Growth Council in economic development and how that agency's efforts coincided/coordinated with the individual efforts of each City and the various economic development agencies operating in the area.

To begin to address these issues, a facilitated joint meeting of the Lewiston and Auburn Councils was held on October 17, 2012 to discuss economic development. The notes of that meeting can be found as Attachment A. A second joint meeting was held on January 28, 2013 as a follow-up to the facilitated session. See agenda, Attachment B. I do not believe minutes were prepared for that meeting. At the meeting, however, Mayor LaBonte offered to prepare information on alternative approaches that might be considered. He subsequently prepared and presented in various forums a PowerPoint presentation (Attachment C).

A third joint meeting was held on May 1, 2013 where a working paper, "Reinventing our Economic Development Strategy and its Implementation," that was jointly developed by the cities' staff was presented and discussed. (See Attachment D.) At that meeting, both Councils adopted a resolve "supporting the effort to review, revise, and update the economic development structure currently in place in Lewiston and Auburn with the goal of implementing a broadly based, widely supported and focused joint economic development strategy, sustaining broadly based input from partners and businesses, increasing the knowledge and involvement of municipal elected officials in economic development efforts, and better coordinating and focusing the efforts and resources of the Cities and private sector partners on the areas identified as key to the economic future of the cities."

Subsequently, a working group was formed to work toward implementing this resolve. It

consisted of Mayor LaBonte; Council President Cayer; City Administrator Barrett; City Manager Deschene; Mark Adams, Chair of the LAEGC Board; Lucien Gosselin, LAEGC President; and representatives of the Lewiston Development Corporation (LDC) and the Auburn Business Development Corporation (ABDC). This group met around eight times over the summer/fall and presented the results of its efforts in the fall of 2013. At the time the group's work was presented, Lewiston's representatives believed that this product (see attachment E) was based on a consensus of the participants.

This document was subsequently presented to both Councils. The Lewiston City Council indicated it was supportive.

When it was presented to the Auburn City Council, Mayor LaBonte provided his recommendations (see Attachment F) which raised a number of issues. As I understand it, the approaches advocated by the Mayor were generally supported by the Auburn City Council, although no formal vote was taken.

The working group then met on several additional occasions to discuss the areas where the initial scope of services produced by the group diverged from what Mayor LaBonte recommended. Based on these additional conversations, a revised scope of services was developed. Attachment G provides this version in marked up form to highlight the proposed changes.

This revised version was then discussed by both Councils.

At the time this revision was discussed in Lewiston, some Councilors expressed concern over the elimination of the focus on community/downtown development (proposed by Auburn given that a recently hired staff member has expertise in this area), the emphasis on a port authority which some believed would primarily benefit Auburn given its higher level of rail service and adjacent developable land, and concern that the extent to which LAEGC would rely on outside contracting might diminish the internal staff capabilities of the organization to the point that it might become ineffective due to limited funding and staff.

At the same time, the Lewiston Council indicated a desire to meet jointly with the Auburn Council to continue discussion.

Communications between Mayor LaBonte, Council President Cayer, and the City Manager and Administrator of the respective communities arranged for the facilitated meeting to be held on January 30th.

Should you have any questions or need any additional information, please contact me.

ATTACHMENT A

Summary of Joint Council Meeting of October 17, 2012

Joint Council Meeting, October 17, 2012

Downtown – Focus of Collaboration

- Design standards
- Market is shared
- Events
- Business Attraction
- Shared regs/resp/plans
- Joint programs/services
- ----- & ----- on shared organization/agency
 - Maintain and build upon – discuss future
- Arts! – Livability – Connectivity
- Define a clear vision
- Build trust around joint agencies; better communication around shared benefits and costs
- Don – how do you say no?
- Need to understand shared history
- Ed – more than downtowns
 - LAEGC serves that industrial sector
- Need for a new entity?
- Creative Economic Conference now in Camden (focused on creative economy-place based) – Not getting our share
- Doing too much?
- Quality of life and people should be a metric
- River binds us
- Evaluate if our programs/agencies are right
- Downtown is our future
- Start on the riverfront
- DT vision should be inclusive, across money and classes
 - Strong communities are diverse and inclusive
- Evaluate – revisit joint agency mission and founding docs
 - Need to understand history of why
- How about joint river clean up? (LLB)
- Be careful of excluding all but DT
- People are choosing where to live, business follows
- Assets – TP, airport, rail
- Cluster of green recycling
- What is our niche? Look at Portland model – capitalize on our assets
- Two prong strategy – DT & BP's

- ROI takes time to mature
 - With a plan – ppl will wait for
- Industry and agric are base of ▲
- How to pick winner/losers
- Need to stay the course
- LA is a marriage – will have bumps on the road
- Continuity starts with a plan
- Need to talk strategy and tactics
 - Sustainability requires evolution
- Caution to not destroy what we already have
 - Don't forget uptown for downtown
- How to change image for the better
- Stabilize and improve schools* (future joint meeting topic)

Key Points

1. Riverfront
2. Defining downtown
3. Economic development strategy and tactics
4. Review joint agencies

Next Meeting (before budget, after elections)

- Mid November?
- Mid December?
 - Mangers, Mayors, and Councilors from LA
- Schools focus / Can't do everything

ATTACHMENT B

Agenda, Joint Meeting of January 28, 2013

Auburn & Lewiston

Joint City Council Meeting, January 28, 2013

Auburn City Council Chambers
5:30pm to 6:15pm Social Hour
6:15pm Agenda Start:

1. Pledge of Allegiance and Roll Call (5 Minutes)
2. Opening comments from Mayors and protocol for meeting (10 Minutes)
3. Presentation of research by Ed Barrett and Clint Deschene – notes from first meeting and work to date (20 Minutes)
4. Facilitated Conversation by Managers with both Councils on: (1 Hour)
 - a. Commitment to joint economic development
 - b. Feedback on LAEGC's role
 - c. Shared Downtown manager
 - d. Joint Branding Effort
 - e. Wayfinding Signage
 - f. Regional Economic Development strategy
 - g. Budget Process for Joint Agencies
5. Next Meetings (10 Minutes)
 - a. How often?
 - b. Possible future topics: Transportation (Bike/Ped, Transit, Airport, Turnpike, etc.), Arts/Culture/Events, Education, Other
6. Adjourn

ATTACHMENT C

PowerPoint Presentation Prepared by

Auburn Mayor Jonathan LaBonte



Investing in our shared strengths: Organizing for the future of Lewiston-Auburn

March 11, 2013

Questions from current Council

- What does ABDC do?
- What's the status of the new industrial park?
- Who is using the Foreign Trade Zone?
- What do we get for our money from LAEGC?
- Can't we save money by doing more with Auburn staff?

A really, really, really brief history

- 1870's – Lewiston-Auburn Railroad Company (LARC)
 - » Chartered under a legislative act and operates under its own set of by-laws
 - » Organized as a private corporation with shares split between Lewiston (75%) and Auburn (25%)
 - » Directors are technically appointed by the Lewiston (6 directors) and Auburn City (3 directors) Councils
- 1950's – Lewiston Development Corporation
 - » Private development corporation focused on the development interests of the City of Lewiston
 - » Board Selected by a Nominating Committee of the Board, with one Lewiston City staff representative and no voting rights for elected officials
- 1970's – Auburn Lewiston Municipal Airport
 - » Established as a non-profit corporation under state law through an interlocal agreement between Lewiston and Auburn (including rights to engage in industrial and commercial development)
 - » Governed by a 9 member board that includes one City Councilor from each city, one resident from each city, four staff from public agencies, and one nominated by the County Chamber of Commerce
 - » Industrial/Commercial land and commercial excise tax shared between both Cities

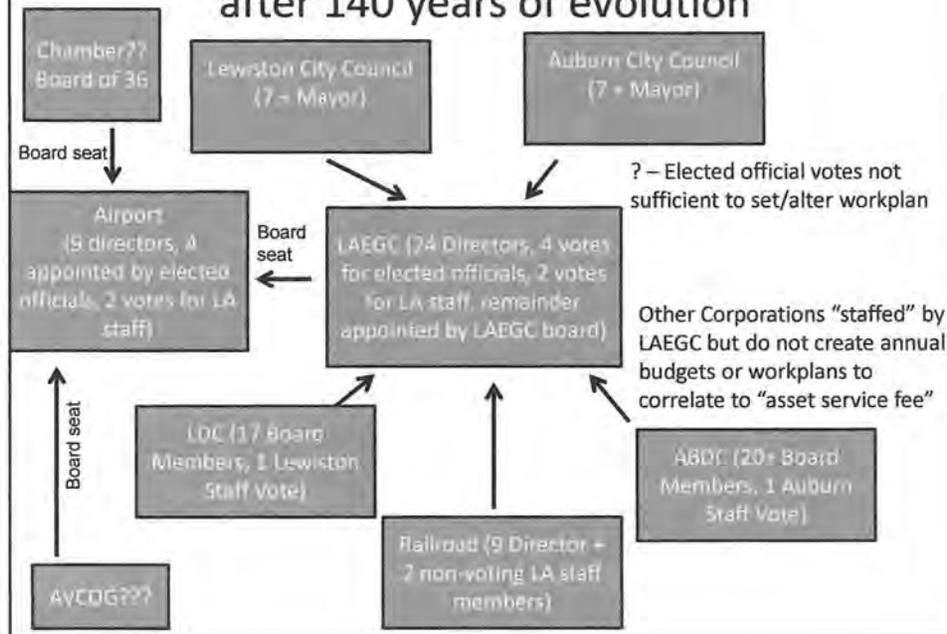
Two Joint City Council Meetings

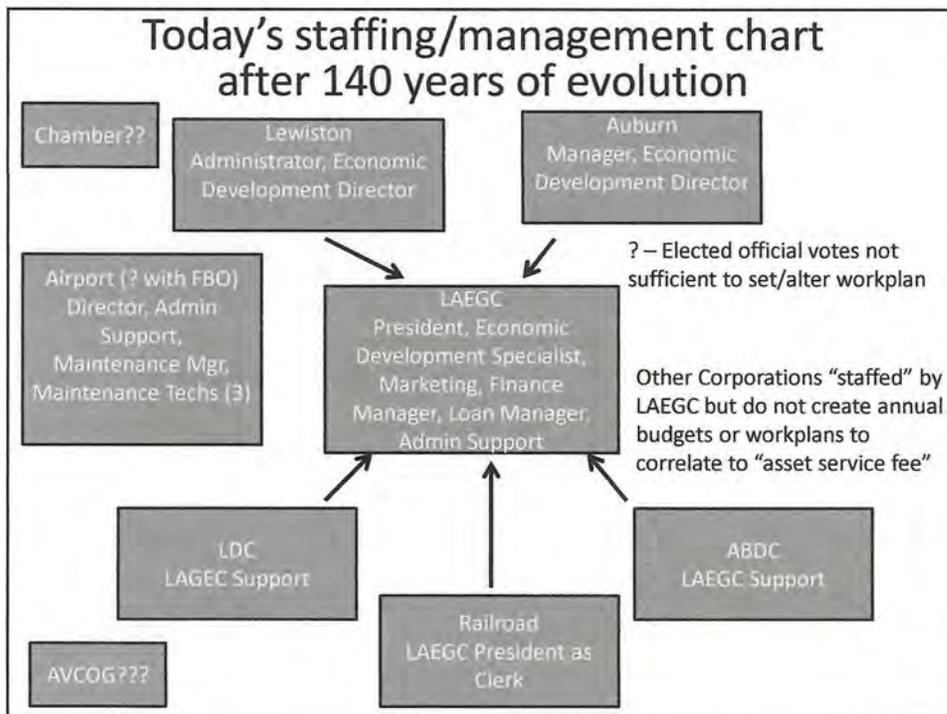
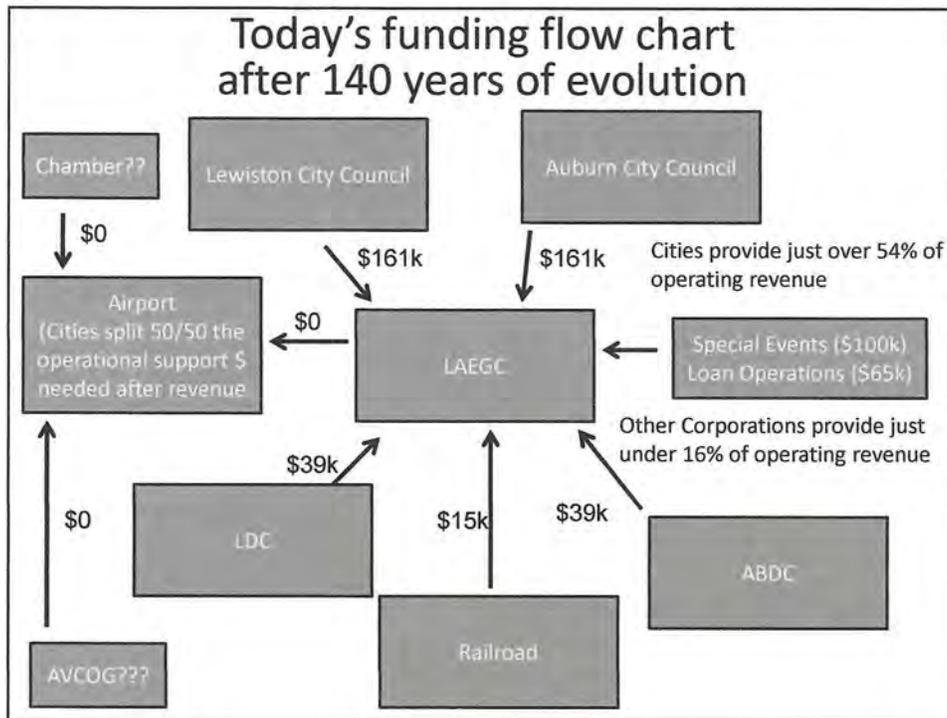
- October 2012 and January 2013
 - Recognition of two Lewiston and Auburn economic development shared interests
 - Downtown/Riverfront (river that binds us)
 - Industrial/Transportation legacy
 - Next Steps
 - Desire to fund focused staff efforts on downtown development
 - Interest in sustaining current joint development vehicles (loan programs, support for industrial growth)

Still being brief...

- 1970's – Auburn Business Development Corporation
 - » Private development corporation focused on the development interests of the City of Auburn
 - » Board Selected by a Nominating Committee of the Board, with one Auburn City staff representative and no voting rights for elected officials
- 1980's – Lewiston-Auburn Economic Growth Council
 - » Proposed as an agency to staff LDC and ABDC and to "eliminate" competition between the two cities for new business or business relocation.
 - » Original by-laws brought before both city councils to negotiate their consent, no further City Council review/approval before by-laws changed after that.
 - » Governed by a Board of 24 with each City given the right to two seats for elected officials and two seats for staff, with only the manager allowed to vote (Lewiston-Auburn have 6 votes of 24)
- Monty Hydro/Canal Revenue Sharing
 - » Contract agreement between both cities laying out property tax sharing on Monty Hydro and revenue/expense sharing along canal system with specific water rights

Today's policy making chart after 140 years of evolution





Organizing Joint LA Investment by Focus Areas

- **Industrial/Trade Related Growth**
 - Build on strengths of Lewiston-Auburn as the manufacturing heart of Maine
 - Assert Lewiston-Auburn as an international trade center, given presence of Maine’s largest dry-goods port
 - Provide targeted technical assistance for businesses engaged in manufacturing or seeking international procurement of raw materials or shipping of finished products
 - Existing Organizations with Industrial/Trade responsibilities
 - Lewiston, Auburn, LAEGC, ABDC, LDC, Railroad, Airport
 - Chamber???, AVCOG???

Designating the Port of Lewiston-Auburn



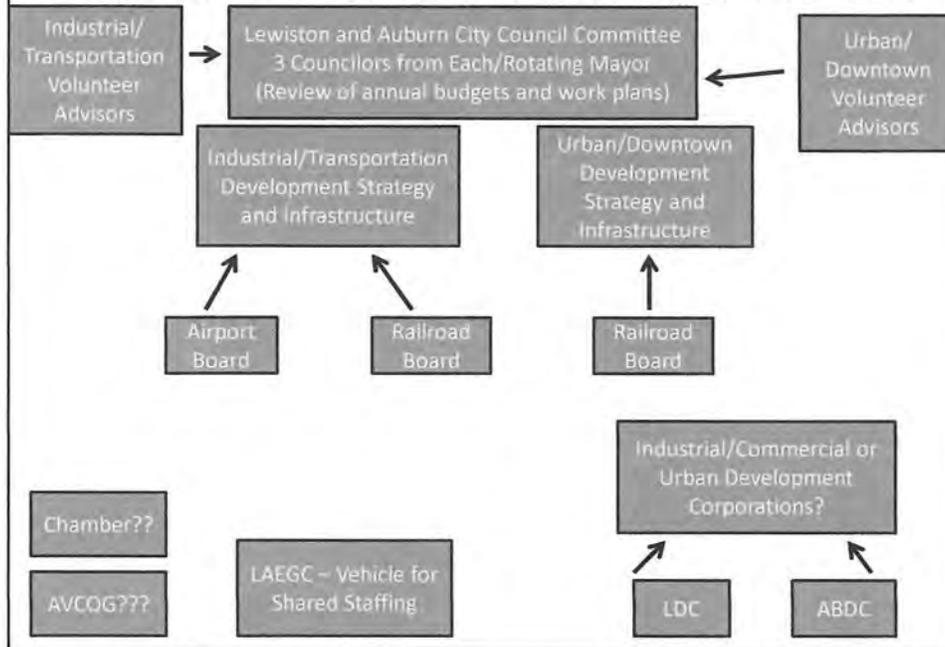
Organizing Joint LA Investment by Focus Areas

- Downtown/Urban Growth
 - Formulate new staff position with targeted responsibilities
 - Provide expert guidance to downtown investors including niche retail, residential development, building rehab options/programs, etc
 - Existing Orgs with Downtown/Urban responsibilities
 - Lewiston, Auburn, LAEGC, Railroad, LDC
 - Chamber???, AVCOG???

Establishing Shared Urban Development Efforts

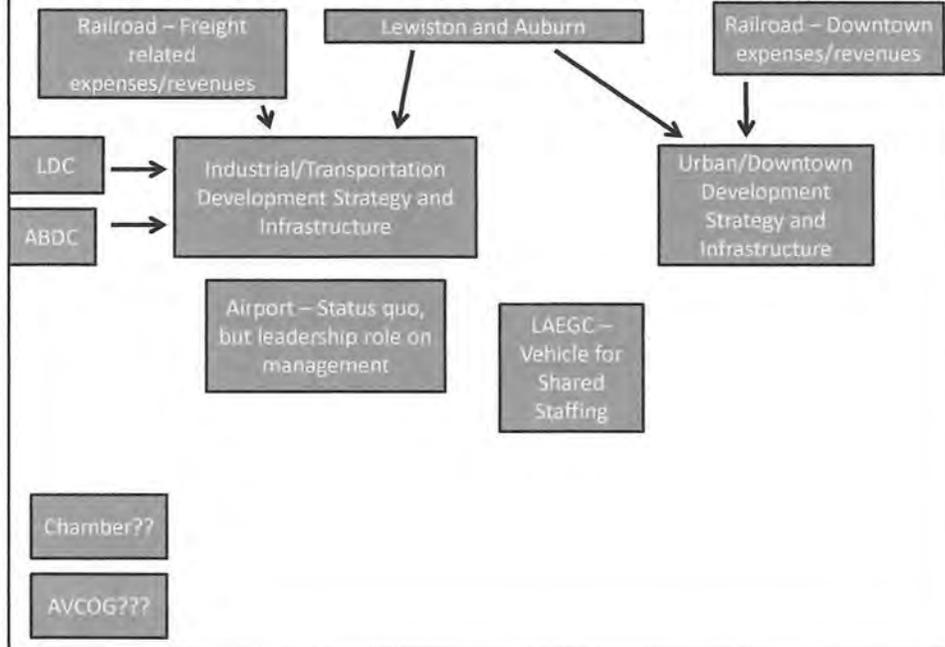


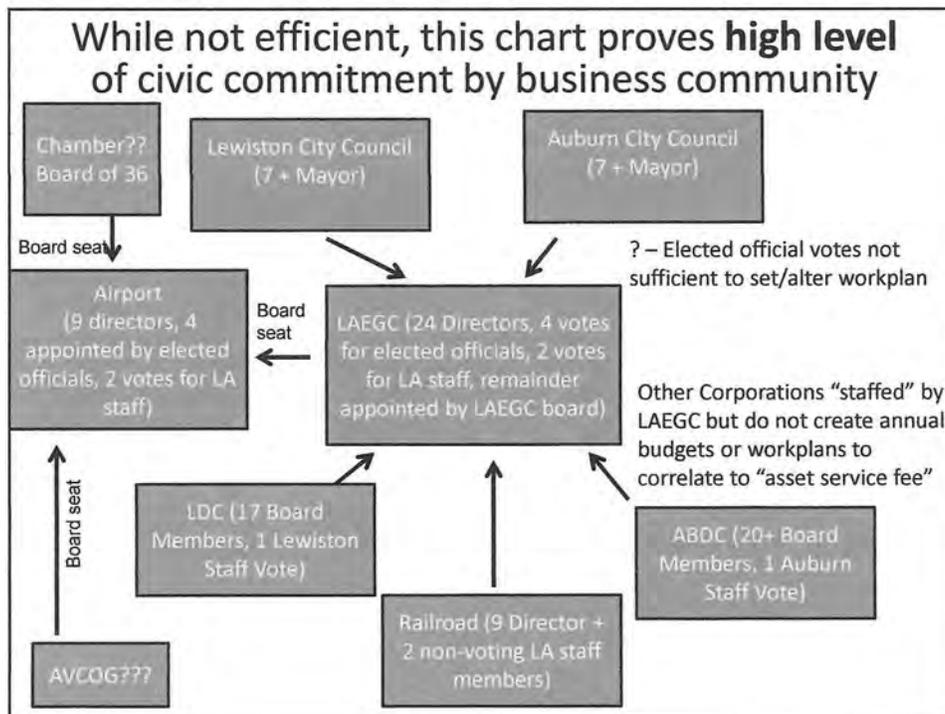
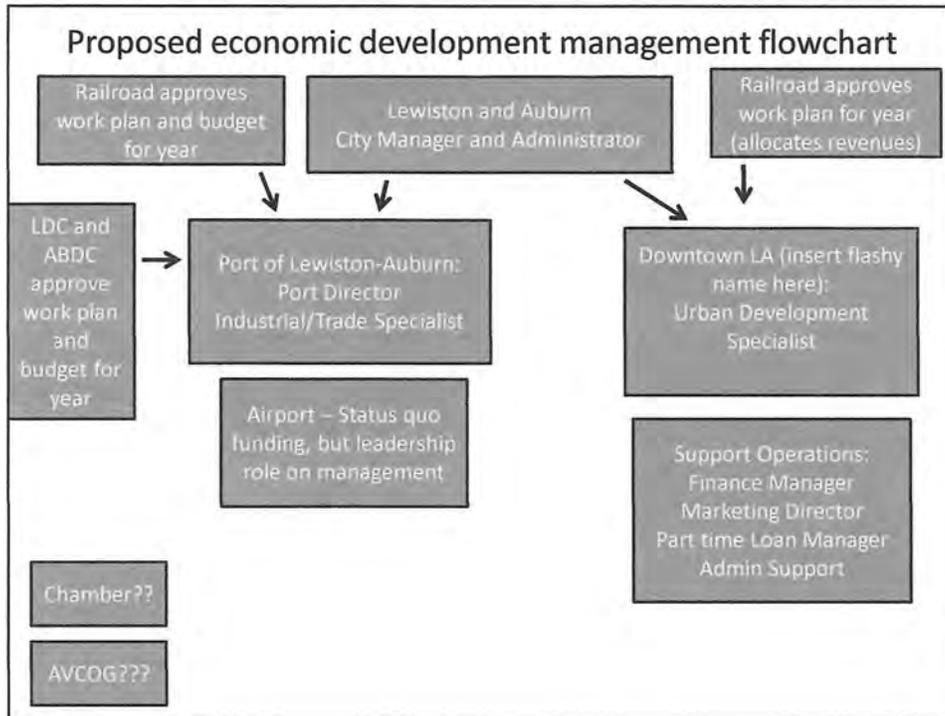
Proposed economic development policy flowchart



Basic Leadership

Proposed economic development funding flowchart





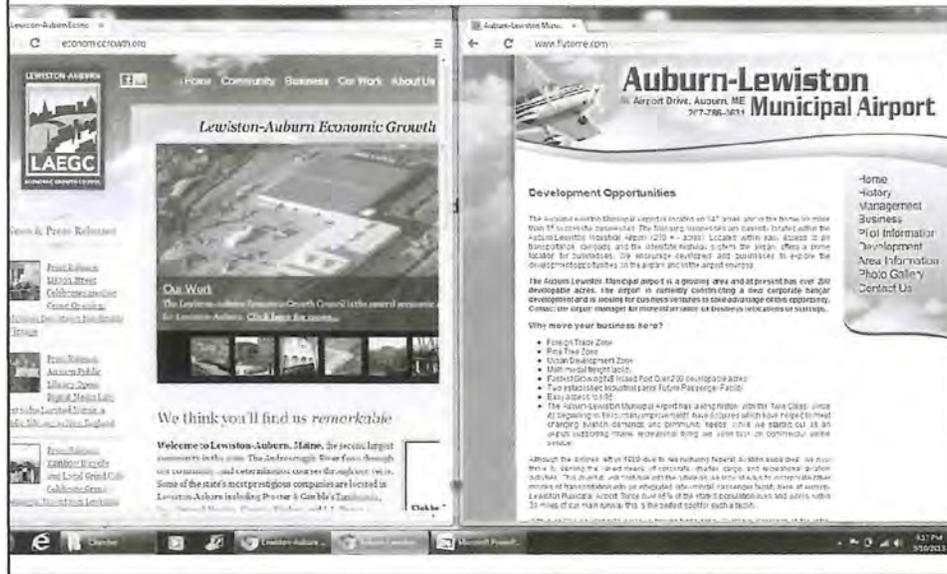
Sample of private firms w/ current leadership on Boards



Sector Interest Groups

- Engagement of existing boards as “advisors”
 - Financial and Professional Services
 - Downtown/Urban Development
 - Tourist/Visitor/Hospitality Development
 - Industrial/Transportation Development
- Specialized staff would convene Advisory Boards for facilitated conversations
 - i.e. repurposing dormant Foreign Trade Zone Committee at LAEGC to a Port Committee)
 - Engaging Regional Image Committee of Chamber as Visitor and Tourism Board

What's our economic development face?



What's our economic development face?



Next Steps

ATTACHMENT D

Agenda and Supporting Materials

Joint Meeting of May 1, 2013

City of Lewiston City of Auburn

Joint Council Meeting
May 1, 2013
Lewiston Council Chambers



AGENDA

5:30 pm to 6:15 pm Social Hour

6:15 pm Agenda Start

1. Pledge of Allegiance and Roll Call (5 Minutes)
2. Opening Comments from Mayors and Protocol for Meeting (10 Minutes)
3. Presentation and Discussion -- Reinventing our Economic Development Strategy and its Implementation -- See attached information. (45 minutes)
4. Resolve, Expressing Support for the Initiative to Evaluate and Improve the Economic Development Efforts of the Cities. (15 minutes)
5. Presentation and Discussion – Lewiston and Auburn Consolidation – See attached information. (30 minutes)
6. Next Meetings (10 Minutes)
 - a. Previous indications were to meet in months with five Mondays. The next such months are July followed by September.
 - b. Possible future topics: Transportation (Bike/Ped, Transit, Airport, Turnpike, etc.); Arts/Culture/Events; Education; Other?
7. Adjourn



City of Lewiston Executive Department

EDWARD A. BARRETT
City Administrator

PHIL NADEAU
Deputy City Administrator



April 23, 2012

To: Honorable Mayors and Members of the City Councils
Fr: Edward A. Barrett
Su: Reinventing our Economic Development Strategy and its Implementation

Over the last several months, there has been considerable discussion about the cities' economic development strategy and how it is organized. This has, in effect, been the major topic of discussion at the last two Joint Council Meetings.

Since the last meeting, Mayor LaBonte advanced the discussion by presenting a proposal which has been discussed at a variety of forums. Through comments and feedbacks from those presentations as well as additional discussions at staff level and with some of the organizations currently involved in economic development, that proposal has been developed in greater detail and modified in certain respects.

Attached, you will find the most recent draft of Reinventing our Economic Development Strategy and its Implementation; an organization chart; a description of the proposed Joint Economic Development Committee of the two Councils; and job descriptions for the proposed Urban Specialist (focused on the downtowns) and Economic Development Associate (focused on assisting the President of the Lewiston-Auburn Economic Growth Council in the areas of commercial, industrial, and port development). These should all be considered as draft, working documents.

Also included is a draft joint resolve that the Councils may wish to consider, either at the joint meeting or at a later date.

As noted, all of these documents are draft working ones and are presented at this time for your review and reaction.

Should you have any questions or concerns regarding any of the attached information, please do not hesitate to contact me, Clint Deschene, Mayor LaBonte, or others involved in this process.

REINVENTING OUR ECONOMIC DEVELOPMENT STRATEGY AND ITS IMPLEMENTATION

STATEMENT OF PROBLEM

The LA area has undergone a significant transition over the last several decades as traditional industries declined and economic replacements were successfully attracted. The area achieved recognized success in broadening and expanding our economy into such areas as logistics, education, and expanded business services. The recent recession, however, has slowed this effort, and the robust local economic expansion has slowed somewhat.

Questions have been raised regarding the focus of our economic development efforts and the extent to which they reflect the changing nature of the national and regional economy. Particular concerns involve support for the creative economy (in its broadest sense) and a desire to pursue policies that enhance the region's attractiveness to people under the assumption that if we attract creative and talented individuals to LA, economic growth and investment will be fostered.

There has also been significant discussion/concern regarding the role of local elected officials in the economic development process and how that role should be balanced with the involvement of other stakeholders, including representatives of the business and non-profit sectors.

These issues, along with the numerous actors involved in economic development in this region, have raised concerns regarding our overall economic development strategy and the extent to which the various agencies, including the respective City governments, are coordinating their efforts in support of this strategy.

GOALS/OBJECTIVES/PRIORITIES

The goals of this effort are to:

- Develop a broadly based and supported economic development strategy for our communities
- Improve communication and coordination between the organizations and principals involved in our economic development efforts
- Strengthen the knowledge and involvement of municipal elected officials in both communities
- Widen our economic development focus to incorporate efforts aimed at downtown development and attracting creative and entrepreneurial individuals to our communities
- Encourage the continued involvement of the private sector and other stakeholders in the economic development effort.

Overarching Link to Policy Makers

The 1996 joint services plan suggested the creation of an oversight board of the two cities that would be charged with responsibilities for joint agencies and working toward additional

cooperation. This concept could be resurrected and modified as the basis for a shared Lewiston/Auburn Policy Board for economic development designed to improve communication with and between elected policy makers and to assume a stronger role in coordinating our overall economic development effort.

Such an oversight board, potentially to be named the Joint Economic Development Committee (JED-C), would be composed of three Councilors from each city appointed by the respective Mayors for two year terms. The mayors would alternate each year as the seventh member and, similar to the provisions of each Charter, would only vote in the event of a tie.

The Mission of this group would be to:

- Improve communication between the Cities of Lewiston and Auburn and other entities involved in economic development efforts, including but not limited to the Lewiston Auburn Economic Growth Council, the Auburn Business Development Corporation, the Lewiston Development Corporation, the Lewiston Auburn Railroad Company, and the Auburn Lewiston Airport;
- Coordinate the development of joint economic development strategies, priorities, and policies to ensure that the economic development efforts of the communities are consistent and supportive of established goals and priorities;
- Review and evaluate the budgets and work plans submitted by the economic development related agencies jointly funded by Lewiston and Auburn;
- Monitor the implementation of approved work plans;
- Present a funding recommendation for these joint agencies to the respective Councils including, where appropriate, recommendations for changes that will improve financial and operational performance;

Over time, the role of this Committee could be enhanced to provide shared governance for other existing or additional joint services.

A more detailed description of this Committee and its duties and responsibilities is attached.

Economic Development Areas of Focus

As a starting point, two areas of economic development could be the focus of our efforts. The first would be on Commerce and Industry, areas traditionally seen as an economic development focus; the second would be on attracting creative and entrepreneurial individuals through a focus on Downtown Development and the Creative Economy.

FOCUS AREA ONE: COMMERCE AND INDUSTRY (Including the PORTAL , *the Port of Auburn and Lewiston*)

As noted, this is a traditional economic development focus. It looks to attract new companies to the area and assist existing ones to grow. Activities encompass developing industrial and commercial business parks, assistance in site selection, relocation incentives, financing, coordination with Maine DECD and Maine and Company, marketing, and working closely with the economic development staffs of both communities on local properties and incentives. Given the L/A areas geographic location within Maine and assets such as the Airport, I-95, the foreign

trade zone, rail infrastructure and the intermodal center, a subset of this focus worthy of special note is logistics and transportation.

A variety of organizations are currently active in this area. They include:

- Both cities;
- The Auburn Business Development Corporation;
- The Auburn Lewiston Airport;
- The Lewiston-Auburn Railroad Corporation;
- The Lewiston Auburn Economic Growth Council;

To ensure coordination of effort, those agencies listed above that are not funded by the Cities should be invited to appear before JED-C on at least an annual basis to present their goals, objectives, and work plans. Special efforts should be made by all agencies to seek areas of collaboration and joint effort. In particular, projects requiring significant investment of public or quasi-public funds for infrastructure development should be viewed as potential areas for joint investment and possible tax sharing arrangements. This could apply to such things as business park infrastructure development.

In addition to the coordinating role envisioned for the Joint Economic Development Committee, a coordinating council with representatives of the Cities, ABDC, LDC, Airport, LA Railroad, LAEGC and representatives of key stakeholders such as the SLA Railroad and State DECD could be established to ensure that the various groups working in this area are aware of each other's activities and are working together to identify areas of potential collaboration.

One early project for the work plan is to investigate the potential of developing a "Port Authority".

FOCUS AREA TWO: DOWNTOWN DEVELOPMENT AND THE CREATIVE ECONOMY

To date, downtown economic development efforts have primarily been handled independently by the Cities and largely funded through Community Development Block Grant funds or, in Auburn's case, its downtown TIF. At the same time, there has been a growing realization that a vibrant community core is essential to the future of the Cities, key to differentiating Lewiston and Auburn from other regional communities and essential to attracting and retaining creative individuals seeking to make LA their home and the place they wish to invest their resources.

A more coordinated and concerted effort is needed to further these efforts.

Specific activities would include: marketing the downtown area; regional branding efforts designed to attract people to the community to both visit and live; efforts to attract retail and related businesses to first floor storefronts; working with property owners to establish quality residential units on upper floors; working with festivals and events that attract visitors to the downtowns; supporting arts and cultural activities; addressing parking and wayfaring issues and concerns; beautification; implementing appropriate elements of the Main Street Maine approach; working to implement the adopted plans of the respective Cities. To address this need, a position with specialized knowledge and duties directly applicable to urban/downtown development needs is required.

An advisory group should be established that includes representation from the Cities, downtown property and business owners, LA Arts, the Chamber of Commerce (especially the Regional Image Committee), and other stakeholders.

ORGANIZATIONAL STRUCTURE

To the greatest extent possible, this effort should be organized around existing structures with the primary new focus on coordinating the efforts of these various groups, providing greater structure and direction to the public investments that are made through adopting and/or approving strategic plans and work plans, and strengthening the partnership between the private and public sector.

The primary delivery mechanism will be the Lewiston Auburn Economic Growth Council. The functions of the Council will be provided in three focus areas: Industrial/Commercial Development and Downtown Development as outlined and discussed above. The third function would encompass support areas that would serve each function such as loans and loan pool management and marketing.

Each development focus area would establish an advisory board composed of representatives of organizations or other stakeholders with involvement or interest in that area.

Public sector involvement would be structured around the Joint Economic Development Committee discussed above. This group would be responsible for working with the advisory committees and LAEGC to develop an overall development strategy and developing/approving annual work plans tied to the funding that is provided.

The overall concept here is based on the development of a Twin Cities Economic Development Strategy through the involvement of the key stakeholders and organizations represented on the respective advisory committees and from elected and appointed political leadership. Once in place, this strategy would become the basis for developing annual work plans for LAEGC, including its subsidiary focus elements and the agencies associated with them.

A rough organizational structure is attached. Please note, however, that the underlying concept here is not hierarchical but rather iterative and interactive. Ideas and concepts can flow throughout the system, ensuring that all have an important role to play. The key to success, however, lies in coordinating and magnifying the efforts of the separate groups in a way that exceeds the abilities of any of the constituent elements/organizations.

Over time, it might also be possible to move toward integrating the various agencies now involved in Economic Development. For example, the ABDC, LDC, LARR, and LAEGC could be merged into a single organization with a board structure inclusive of the interests of each of these groups. This would allow the assets and resources of these groups to be integrated and used where they can be most effective, regardless of municipal boundaries or geographical focus areas.

Joint Economic Development Committee Organization and Process

Mission/Purpose

The mission of the Joint Economic Development Committee (JED-C) is to

- Improve communication between the Cities of Lewiston and Auburn and other entities involved in economic development efforts, including but not limited to the Lewiston-Auburn Economic Growth Council, the Auburn Business Development Corporation, the Lewiston Development Corporation, the Lewiston and Auburn Railroad Company, the Auburn Lewiston Municipal Airport, Androscoggin Valley Council of Governments, and the Androscoggin County Chamber of Commerce;
- Monitor the implementation of approved work plans;
- Coordinate the development of joint economic development strategies, priorities, and policies to ensure that the economic development efforts of the communities are consistent and supportive of established goals and priorities;
- Upon request, meet to review any differences of opinion between the governing bodies of Lewiston and Auburn in regard to economic development and present a recommendation to the Councils as to how they might be resolved.

Composition

The committee will be comprised of 7 members: 3 councilors from each community appointed by the respective Mayors and one of the Mayors, who will serve rotating one year terms with the Mayor of Auburn serving in even years and the Mayor of Lewiston serving in odd years. The respective Mayors shall serve as Chair Person for the Committee. The serving Mayor may vote only in instances where there is a tied vote among the other voting members.

TERM

Councilors appointed to the Committee shall serve a two-year term except for those initially appointed who shall serve until December 31, 2013. Councilors who have served on the prior years' committee shall be eligible to be appointed to the committee for subsequent years.

STAFF SUPPORT

The City Manager of Auburn and the City Administrator of Lewiston, along with their respective economic development staff, shall provide staff support to the committee.

MEETINGS

The Committee shall meet at least quarterly or more often upon the call of the Committee Chair. The Chair shall establish the times and places of meetings, taking care to meet periodically in each community. Meetings shall be open to the public and notice of such meetings shall be posted by the respective City Clerks.

REPORTS/RECOMMENDATIONS

The Committee shall ensure that minutes of its meetings are prepared and provided in a timely manner to the respective City Councils. In addition, the Committee shall:

- Work with the various economic development organizations in the region, to include LAEGC, AVCOG, ATRC, Auburn-Lewiston Municipal Airport, Auburn Business Development Corporation, Lewiston Development Corporation, Androscoggin County Chamber of Commerce, and the Lewiston and Auburn Railroad Company to develop and annually update an economic development strategy for the region.
- Recommend policies to the respective City Councils governing and/or affecting the economic development efforts of the communities;
- Forward recommendations from time to time to the City Councils regarding policies affecting areas related to economic development that the Committee believes should be adopted;
- Annually review and approve the respective work plans of the organizations under its jurisdiction that receive funding from the Cities of Lewiston and Auburn.
- Identify areas for mutual investments and tax sharing agreements in support of such objectives as downtown/riverfront development and or industrial park creation;
- Identify additional areas for potential inter-municipal cooperation;
- Periodically review and recommend amendments to existing interlocal agreements;
- Undertake such other assignments as the respective Councils may, from time to time, direct.

PARTICIPATION OF OTHER COUNCILORS

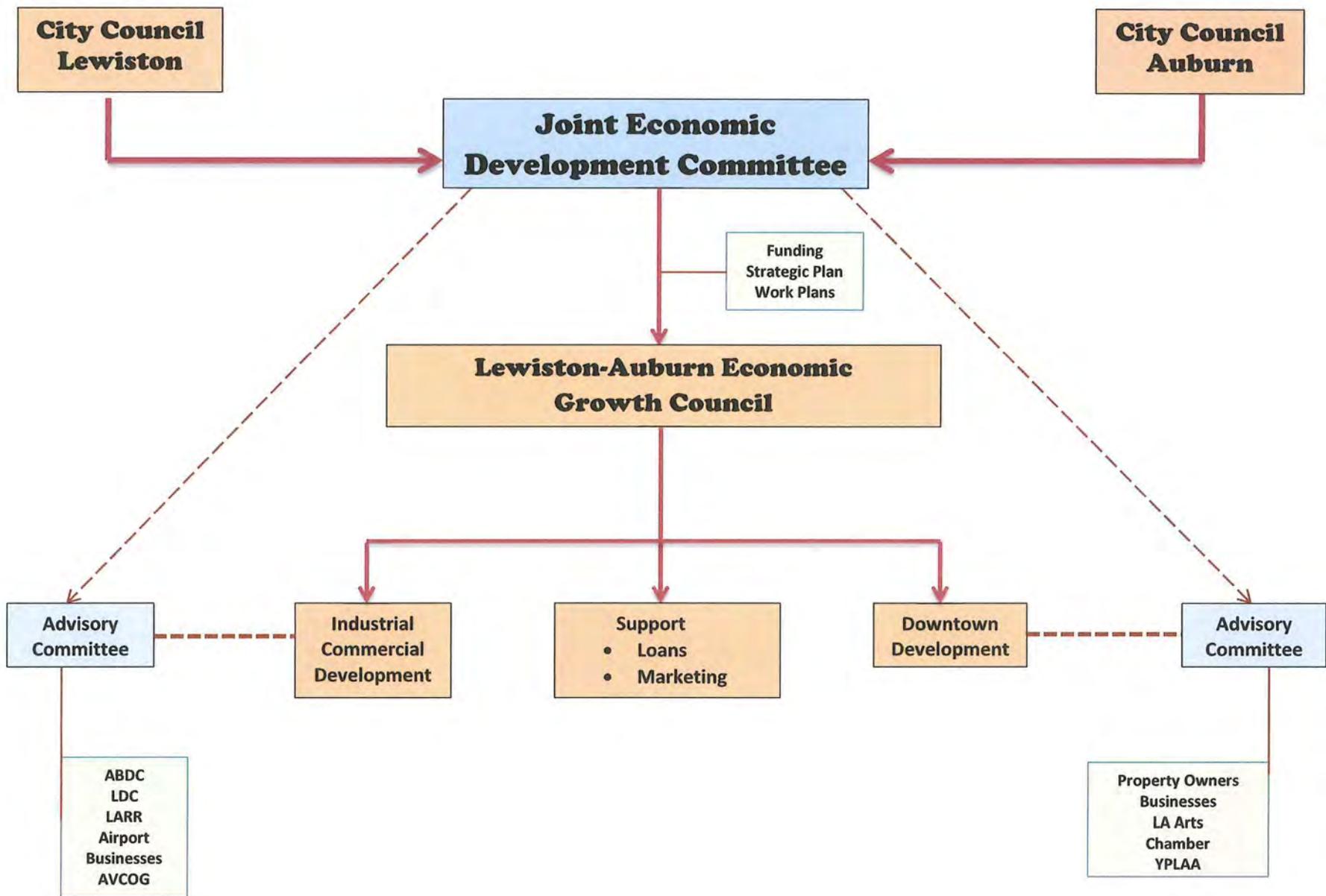
All members of the respective governing bodies in attendance at any meeting of the Committee shall be provided the privilege of participating in the meeting through asking questions and engaging in discussion; however, only the designated members of the Committee shall have a vote.

RECOMMENDATIONS NOT BINDING

The recommendations of the Committee shall be advisory to the respective governing bodies. Each Council shall retain the right to seek additional information regarding agency work plans and recommendations brought forward by the Committee.

DISAGREEMENTS BETWEEN COUNCILS

In the event that the City Councils fail to agree on any recommendation brought forward by the Committee, either Council may request that the Committee meet to review the disagreement and make a recommendation for its resolution.



DRAFT - JOB DESCRIPTION - DRAFT

JOB TITLE: Urban Specialist for Lewiston and Auburn

Reports To: President, Lewiston-Auburn Economic Growth Council

FLSA STATUS: Exempt

GENERAL SUMMARY:

The Cities of Lewiston and Auburn are committed to a vibrant and mixed use, shared downtown encompassing and integrating the cores of each community. The Urban Specialist will be responsible for taking the lead in implementing a work plan jointly developed with the communities and aimed at revitalizing, renovating, and reinventing the downtowns through a multi-faceted effort that attracts commercial and residential uses; provides guidance and support to potential investors; works closely with both cities regarding land use planning in the shared downtown; closely coordinates financing efforts with the cities and other potential funding sources; markets the downtowns; works to enhance the downtowns' quality of place and in concert with other stakeholders by expanding activities that attract residents, customers, and visitors to the area. Outstanding public relations and interpersonal abilities are a core requirement for this position.

ESSENTIAL JOB FUNCTIONS:

- Develop and propose an annual downtown work plan initially focused on four areas: involving key stakeholders; attracting appropriate investments; marketing and promotion; and addressing key policy and planning concerns advanced by each community.
- Develop strategies for appropriate downtown economic development based on considerations including proposed uses, the preservation of historic structures, anticipated level of investment, and the extent to which such development supports the priorities set by Lewiston and Auburn for the downtowns.
- Act as a resource to individual tenants or property owners regarding physical improvements, maintaining historic integrity, and potential sources of financing.
- Serve as a downtown ombudsman charged with advancing the interests of downtown stakeholders by representing them to the cities and other governments and institutions and assisting those who have or are interested in investing in the downtowns to deal effectively with issues that include, but are not limited to, zoning and land use, permitting and licensing, and financing.
- Identify, recruit, and retain an advisory committee composed of key downtown stakeholders and ensure that this group is provided ample and meaningful opportunities for participating in the overall downtown improvement effort.
- Coordinate and recruit an active volunteer force in support of organizational efforts and activities.

- Provide advice and information and encourage joint involvement in the downtown community's promotional events – advertising, uniform store hours, special events, business recruitment, parking management, etc.
- Market Downtown LA locally, regionally, and nationally.
- Lead and/or support others in efforts to attract people to downtown in coordination with promotional and other special events.
- Develop and conduct public awareness and education programs through speaking engagements, media interviews, and other activities designed to keep the downtowns highly visible.
- Attend meetings and events of local community organizations where such attendance supports the adopted work plan and downtown goals.
- Build strong, productive working relationships with appropriate public agencies at the local, regional, state, and federal levels and with stakeholders.
- Evaluate the National and State Main Street Programs and implement locally those elements of these programs that are appropriate for Lewiston-Auburn.
- Maintain the program's website and ensure its presence on other social media platforms.
- Manage all administrative aspects of the program to include developing and maintaining an appropriate data system for record keeping, developing and monitoring budgets, accounting, purchasing, preparing reports, and tracking information on job creation and business retention
- Develop and seek approval for benchmarks by which program progress can be monitored.
- Periodically report to elected officials and key management staff of both cities on program activities and progress toward meeting the requirements of the annual work plan.
- Attend meetings of the City of Auburn and City of Lewiston when needed.
- Perform other related duties as required.

REQUIRED KNOWLEDGE/SKILLS/ABILITIES

- Possess strong communication, group facilitation, and organizational skills and be entrepreneurial and energetic.
- Experience with fund raising, marketing, and event planning.
- Strong public relations skills.
- Experience with small business development.
- Excellent oral and written communication skills.
- Proven ability to develop and maintain good working relationships with diverse groups.
- Knowledge of and ability to operate within the processes and constraints of local government systems.
- Excellent skills in problem solving and collaboration.
- Proven ability to work independently.
- Excellent organizational skills and ability to multi-task.
- Proficiency in Microsoft Office and Social Media applications
- Ability to operate a motor vehicle and possess a valid Maine driver's license.

- Ability to use computer hardware and software, office copier, fax machine, printer, telephone and related office equipment.

PREFERRED KNOWLEDGE/SKILLS/ABILITIES

- Knowledge of the Lewiston-Auburn area.
- Marketing, advertising, and graphic art skills.
- Knowledge of public and private issues affecting downtown.
- Economic development experience.
- Familiarity with city zoning, land use codes, financial incentives, training programs, tax incentives, and the real estate market.
- Strong awareness of design and historic preservation issues.
- Ability to manage web sites and related software applications.

EDUCATION AND/OR EXPERIENCE

- Bachelor degree in public policy, business, economics, urban planning, or related field required; additional post degree education preferred.
- Relevant experience in community development, business economics, downtown development, working with volunteers, and/or marketing and promotion required.
- Three to five years of professional experience in community planning and development, land use, business development, or related field in the public or private sectors preferred.
- Experience in downtown neighborhood redevelopment efforts is highly desirable.

PHYSICAL DEMANDS

Occasional walking, bending, lifting, and sitting in routine work environment. Ability to handle street traffic, noise, and fumes.

WORK ENVIRONMENT

Ability to work closely, collaboratively, and provide stakeholders with relevant direction and information, respond to inquiries, explain, interpret, and persuade as the situation may require. Position requires a willingness to work flexible hours and attend and participate in numerous early morning or evening meetings.

THE ABOVE STATEMENTS ARE INTENDED TO DESCRIBE THE GENERAL NATURE AND LEVEL OF WORK BEING PERFORMED BY INDIVIDUALS ASSIGNED TO DO THIS JOB. THE ABOVE IS NOT INTENDED TO BE AN EXHAUSTIVE LIST OF ALL REQUIRED RESPONSIBILITIES AND DUTIES.

DRAFT - JOB DESCRIPTION - DRAFT

JOB TITLE: Economic Development Associate

Reports To: President, Lewiston-Auburn Economic Growth Council

FLSA STATUS: Exempt

GENERAL SUMMARY:

Responsible for assisting the President in planning for, implementing, and promoting a variety of programs and efforts aimed at attracting businesses or assisting in the expansion of existing businesses, with a special emphasis on those that would benefit from the region's transportation resources. Incumbent assists with the overall economic development activities of the Growth Council and its public/private partners.

ESSENTIAL JOB FUNCTIONS:

- Helps promote Lewiston-Auburn as a good place to do business.
- Assists in planning, research, and marketing efforts to attract new businesses and assist existing ones to expand.
- Prepares comprehensive location packages for clients including economic, financial, demographic, utility, tax, zoning, transportation and related information as well as the types of assistance and incentives available from Lewiston, Auburn, and State of Maine.
- Responds to inquiries from businesses regarding technical assistance, site search, and site selection.
- Accompanies clients to view/tour potential sites.
- Assists President in coordinating client interactions with others, including but not limited to representatives of state and local government and potential sources of financing, when desirable and as requested by the client.
- Assists with providing preliminary information on the Growth Council's various loan programs as well as other available loan programs.
- Maintains records and data bases on business prospects and contacts.
- In conjunction with the President, advises and assists clients through the regulatory process to include necessary licenses and permits as well as Planning Board and other regulatory approvals for proposed development projects.
- In conjunction with the President, liaisons with various local, State and Federal agencies and coordinates with such agencies as appropriate to particular development projects and their needs.
- Follows-up with clients on status of current projects, expansions, and relocations.
- Develops and maintains computerized commercial/industrial property database and conventional filing system.
- Attends, when appropriate, governmental and regulatory meetings.

- Schedules meetings, confirms attendance, tracks needs for office supplies, seeks price quotes, assists with special events, bulk mailings, file maintenance, etc.
- Performs other related duties as may be assigned.

FOREIGN-TRADE ZONE ADMINISTRATOR

- Promotes and administers Foreign-Trade Zone (FTZ) No. 263.
- Responds to FTZ inquiries and provides information regarding FTZ services and benefits.
- Schedules client appointment with Zone Operators.
- Assists with FTZ Board application and activation with U.S. Customs and Border Protection.

KNOWLEDGE/SKILLS/ABILITIES

- Ability to locate, compile, and analyze data essential to meet client needs and assist stakeholders and partners in establishing economic development strategies and priorities.
- Familiarity with city zoning and land use codes.
- Knowledge of available financial incentives, training programs, tax incentives, and other support.
- Understanding of statewide economic development groups and programs.
- Strong writing, communications and computer skills are essential; use of copier, fax machine, printers, telephones and related office equipment.
- Familiarity with Lewiston/Auburn area preferred.
- Ability to operate a motor vehicle and possess a valid Maine driver's license.

EDUCATION AND/OR EXPERIENCE

- Four year college degree in public policy, business, or related field.
- Three to five years of professional experience in economic development, community development, land use, business administration, or related field in the public or private sectors required.
- Experience in state, regional and/or local economic development highly desirable

PHYSICAL DEMANDS

- Occasional bending, lifting, and sitting in routine and normal office environment.

WORK ENVIRONMENT

- Ability to work closely and collaboratively within the organization and provide staff with relevant direction and information, respond to inquiries, explain, interpret, and persuade as the situation may require.
- Ability to work a flexible schedule that may require frequent attendance at early morning or late night meetings as well as weekends.



City of Lewiston

27 Pine Street
Lewiston, Maine 04240

City of Auburn

60 Court Street
Auburn, Maine 04210



RESOLVE

Expressing Support for the Initiative to Evaluate and Improve the Joint Economic Development Efforts of the Cities of Lewiston and Auburn.

- Whereas, concerns have been raised regarding the focus of the Twin Cities' economic development efforts and the extent to which they reflect the changing nature of the national and regional economy; and
- Whereas, interest arose during a joint workshop of the City Councils to pursue shared investment in staff support for economic development in the downtown area as well as support for the creative economy in its broadest sense and a desire to pursue policies that enhance the region's ability to attract creative and talented individuals to Lewiston and Auburn as a means to foster economic growth and investment; and
- Whereas, there remains a strong commitment to the legacy of Lewiston and Auburn as a manufacturing and transportation hubs and support for strengthening targeted efforts in those areas; and
- Whereas, there has been interest among local elected officials in both communities in enhancing their role in the economic development process, including regular discussion between peers on either side of the river, and how that role should be balanced with the involvement of other stakeholders, in order to maintain a high level of involvement from the private sector in Lewiston and Auburn; and
- Whereas, these issues, along with the numerous public and private organizations that are involved in economic development in this region, have raised concerns regarding our overall joint economic development strategy, the efficiency of our current structure, and the extent to which the various agencies, including the respective City governments, are coordinating their efforts around areas of joint interest; and
- Whereas, there is a desire to develop a focused economic development structure for Lewiston and Auburn; improve communication and coordination between the organizations and principals involved in providing economic development support services; and strengthen the knowledge and involvement of municipal elected officials from both Cities;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCILS OF THE CITY OF AUBURN AND THE CITY OF LEWISTON THAT

We support the effort to review, revise, and update the economic development structure currently in place in Lewiston and Auburn with the goal of implementing a broadly based, widely supported and focused joint economic development strategy, sustaining broadly based input from partners and businesses, increasing the knowledge and involvement of municipal elected officials in economic development efforts, and better coordinating and focusing the efforts and resources of the Cities and private sector partners on the areas identified as key to the economic future of the cities.

ATTACHMENT E

Scope of Services for
Delivery of Joint Economic Development
on Behalf of the Cities of Auburn and Lewiston
by the
Lewiston-Auburn Economic Growth Council

Developed by a working group composed of representatives of the Cities and various economic development related agencies.

SCOPE OF SERVICES
for
Delivery of Joint Economic Development
on behalf of the
Cities of Auburn and Lewiston
by the
Lewiston-Auburn Economic Growth Council

The Cities of Auburn and Lewiston have contracted with the LAEGC for the provision of certain economic development-related services for the communities. The LAEGC through the Economic Development Services Contract and this Scope of Services agrees to provide, perform and/or undertake said services, functions or responsibilities and to be compensated for the costs/hours associated therewith.

The responsibilities, services, functions and tasks listed are organized by two methods. The first is by general function/service area. Within each function/service area there is a description of perennial (ongoing) responsibilities assigned to the LAEGC. The second is by specific tasks, projects or initiatives contracted for within general service/function areas. These will include more particular task descriptions, schedules, anticipated activities and expected outcomes. The specific tasks list may vary from year to year.

The LAEGC shall be responsible for performing the contracted services/functions and shall coordinate and communicate with the Cities, through the Joint Lewiston-Auburn Economic Development Committee (JEDC) on its progress and results. The LAEGC and the JEDC will also be responsible for assigning and negotiating new functions or tasks on an annual basis.

Each area/listing shall include a **HEADING** and description and then be organized as follows:

FUNCTIONS/SERVICES (general)

Tasks/Projects (specific)

Anticipated Activities

Expected Outcomes

Summary of Estimated Hours of Service and Allocated Cost (see attached summary)

SCOPE OF SERVICES

FY2015 – FY2017

1. ECONOMIC DEVELOPMENT STRATEGY

Description: The cities are interested in developing and adopting an Economic Development Strategy (EDS) for the community. The EDS will reflect the economic development goals of the cities and specific tasks/approaches recommended to achieve the goals. Once adopted the EDS will need to be implemented and annually reviewed/updated to reflect progress, changing priorities, goals and economic conditions.

FUNCTIONS/SERVICES:

- ❖ Collaborate with the Cities, Economic Development Stakeholders, Partner Organizations and the community at large
- ❖ Monitor economic trends (local, state and national) to assess opportunities and priorities
- ❖ Implement and maintain the joint Economic Development Strategy
- ❖ Track and measure progress of strategic initiatives and goals
- ❖ Periodically coordinate a review of the EDS

Anticipated Activities:

- 1) Annual Economic Development Strategy implementation
- 2) Annual EDS Progress/Results Report to Cities
- 3) Annual Review (w/Joint Economic Development Committee) of EDS goals, priorities and initiatives

Tasks/Projects:

1. Development of a joint Lewiston-Auburn Economic Development Strategy
 - 1.1. Develop process for Overall Economic Development Strategy development
 - 1.2. Identify and engage stakeholders and community
 - 1.3. Establish Steering/Advisory Committee
 - 1.4. Develop Draft Economic Development Strategy
 - 1.5. Review/Adopt Strategy by Cities' Joint Economic Development Committee

Expected Outcome(s):

- Joint Economic Development Strategy for Lewiston and Auburn

2. JOINT ECONOMIC DEVELOPMENT COORDINATION

Description: LAEGC shall facilitate and promote the joint approach, appearance and implementation of the “public sector side” of economic development in the cities. LAEGC will work to coordinate efforts on projects, interests and/or issues that are of a joint nature. LAEGC will act as steward of and monitor the application of the Joint Economic Development Protocol.

FUNCTIONS/SERVICES:

- ❖ Lead and support cities in joint economic development activities
- ❖ Maintain Joint Economic Development Protocol and TIF Policy
- ❖ Manage competition between the two cities

Anticipated Activities:

- 1) Facilitate periodic review of Joint Economic Development Protocol and TIF Policy
- 2) Lead implementation of Joint Economic Development Protocol
- 3) Track client contacts and results
- 4) Recommendation to Cities of issues, projects, processes or policies that would enhance joint economic development

Tasks/Projects:

1. Review of Joint Economic Development Protocol and TIF Policy

Expected Outcome(s):

- Revised Joint Economic Development Protocol and TIF Policy

3. **MARKETING and PROMOTION**

Description: LAEGC shall be responsible for marketing and promotion of Lewiston and Auburn for business attraction and economic development purposes. The LAEGC will act as a clearinghouse for other community marketing efforts seeking to support, coordinate and reduce duplication in the collective efforts. LAEGC shall be vested with maintaining the branding of the cities and work collaboratively to establish and promote the “brand”. In its marketing and promotion activities that LAEGC shall employ traditional media (electronic and print) advertising, internet mediums, social media, press releases, public events and announcements, etc. The LAEGC will promote and represent the communities both locally, regionally, statewide, and beyond as appropriate. The LAEGC will also work to recognize and celebrate the economic achievements of the cities, businesses and citizens.

FUNCTIONS/SERVICES:

- ❖ Marketing and promotion of the communities and their assets
 - Coordinate with and support Downtown and Industrial/Trade/Logistics/Transportation marketing and promotion efforts.
 - Coordinate with and support Visitor/Tourism promotion efforts within and outside of the community.
 - Assist in the marketing and promotion of the Auburn-Lewiston Municipal Airport
- ❖ Recognition/celebration of the communities’ economic progress
- ❖ Maintenance of Economic Development website and social media sites
- ❖ Actively lead/coordinate community branding “image” efforts
- ❖ Collaborate/Participate with other community promotion efforts
- ❖ Advisory Group for Economic Development Marketing and Promotion
 - Engage stakeholders, interested business representatives and marketing professionals to provide advice and guidance in marketing/promotion efforts

Anticipated Activities:

- 1) Development of Annual Marketing and Promotion Plan
- 2) Maintenance and Publication of Joint Marketing Materials
- 3) Creation and Maintenance of Websites and Social Media sites
- 4) Development of and attendance at Marketing and Promotion Events
- 5) Facilitate/Organize the Annual Business to Business Trade Show
- 6) Preparation and Issuance of Media Releases/Events
- 7) Creation of an Economic Development Marketing Advisory Group

Tasks/Projects:

1. LAEGC will work with the cities and Great Falls TV to explore the use of the cities’ public access capabilities and resources in economic development marketing and promotion.
 - 1.1. Explore necessary methods, structure and/or agreements to incorporate Great Falls TV operations and personnel within the LAEGC
 - 1.2. Assess and report on uses and benefits of the capabilities and resources of Great Falls TV in economic development promotion and marketing efforts (not including public access promotion)

Expected Outcome(s):

- Report to the Joint Economic Development Committee on the viability and use of public access resources for joint economic development
- Annual Marketing and Promotion plan

4. BUSINESS DEVELOPMENT, ATTRACTION and RETENTION

Description: LAEGC shall be responsible for leading, coordinating and supporting public sector and private sector efforts to grow, improve and retain businesses in Lewiston-Auburn. LAEGC will focus on helping to create a positive business and community friendly environment which encourages the growth and location of business in the cities. LAEGC shall serve as a central point of contact/resource for businesses development for the cities. LAEGC will also monitor, track and inventory economic development trends and resources to guide the cities in overall economic development efforts.

FUNCTIONS/SERVICES:

- ❖ Facilitate/serve as central point of contact/support for new business development and attraction
- ❖ Assist existing business retention and/or expansion
- ❖ Maintain regional database of development sites and real estate properties
- ❖ Assist clients in conducting site searches and facilitate tours of the community
- ❖ Monitor issues/resources affecting the effectiveness of business development
- ❖ Serve as agent/administrator of the commercial/industrial parks controlled by local development corporations.
- ❖ Coordinate and support the administration of the cities' industrial/commercial parks.
- ❖ Encourage the involvement of the private and non-governmental sectors in economic development efforts
- ❖ Focus on capitalizing, promoting and attracting transportation and logistics related growth.

Anticipated Activities:

- 1) Seek and support new business development. Track #'s of businesses assisted, outcomes, common trends and noted community needs/issues
- 2) Maintain and update inventory of developable properties in the industrial, commercial and downtown sectors of the cities
- 3) Identification of issues, regulations and/or regulations which may negatively or positively impact business development in Lewiston-Auburn
- 4) Provide an annual report of business development to Joint Economic Development Committee

Tasks/Projects:

Expected Outcome(s):

- Annual report of business development to the Joint Economic Development Committee

5. TARGETED GROWTH OPPORTUNITIES

Description: The Cities of Lewiston and Auburn have numerous economic, geographic, and social strengths in the pursuit of economic development. In order to maximize economic growth potential the cities seek to target specific growth opportunities. LAEGC will work jointly with the Cities, business community and stakeholders to lead, promote and support the growth efforts of targeted economic opportunities. Targeted opportunities shall be identified in the Economic Development Strategy and/or as determined to be in the best interests of the communities. LAEGC efforts will include the employment of industry/sector specific marketing plans and methods, identification and pursuit of specific businesses and/or business growth. Efforts to increase targeted growth areas will include a mix of expansion of existing businesses and new business.

FUNCTIONS/SERVICES:

- ❖ Lead, undertake and support joint community efforts for targeted growth opportunities
- ❖ Assist the communities in identifying targeted growth opportunities
- ❖ Market and promote targeted growth opportunities

Anticipated Activities:

- 1) As determined by specific growth opportunities, plans and goals

Task/Projects:

1. Industrial, Trade, Logistics and Transportation (ITLT) Growth
 - 1.1. Create an ITLT Advisory Group
 - 1.1.1. Identify Stakeholders
 - 1.1.2. Recruit Members
 - 1.1.3. Provide Staff Support
 - 1.2. Develop an ITLT Attraction and Marketing Plan
 - 1.2.1. Identify community strengths and opportunities for ITLT growth
 - 1.2.2. Create collateral materials
 - 1.2.3. Attend/sponsor events targeting ITLT markets and businesses
 - 1.3. Act as contact and resource for ITLT businesses seeking to expand or locate in the community
 - 1.3.1. Provide targeted technical assistance for ITLT businesses
2. Examine the creation of a Port Authority
 - 2.1. Evaluate the mechanisms and benefits of establishing a port authority including legal and organizational requirements and develop recommendations.
 - 2.2. Issue a report of findings and recommendations

Expected Outcome(s):

- Assignment of Staff Resource for Industrial, Trade, Logistics and Transportation Growth and Development
- ITLT Attraction and Marketing Plan
- Appointment of ITLT Advisory Group
- Quarterly Report to Joint Economic Development Committee (JEDS) of ITLT Activities
- Report to the JEDS on creation of a Port Authority

6. COMMUNITY DEVELOPMENT - DOWNTOWN

Description: The Cities recognize that the true definition of economic development includes addressing community issues and needs which influence the growth and development of the community. Such issues are outside traditional economic development activities (financing, marketing, infrastructure, site location, etc.). Community development may include planning, social, educational, regulatory, or capacity issues. These issues are important to the total economic development strategy of a community. Efforts to impact/improve community development issues may take the form of specific planning and/or project activities. LAEGC will provide support and coordination to community development efforts in Lewiston and Auburn. Also, LAEGC will, from time to time, be engaged to lead and/or perform specific community development functions or projects.

FUNCTIONS/SERVICES:

- ❖ Support community development efforts/initiatives of the Cities.
- ❖ Assist the communities in identifying issues or projects which negatively influence the economic development of the cities.
- ❖ Lead initiatives and/or perform projects which have been determined needed to improve the economic development of the Cities.

Anticipated Activities:

- 1) As determined by specific projects and/or assignments

Tasks/Projects:

1. Joint Downtown Development
 - 1.1. Develop Joint Downtown Advisory Committee
 - 1.1.1. Identify stakeholders
 - 1.1.2. Recruit members
 - 1.1.3. Provide staff support
 - 1.2. Coordinate/support special events and activities
 - 1.3. Act as downtown ombudsman
 - 1.4. Participate, lead and/or support downtown planning efforts
 - 1.4.1. Help implement existing plans
 - 1.4.2. Evaluate downtown zoning and regulatory requirements
 - 1.4.2.1. Parking, aesthetics, sign requirements, complete streets, etc.
 - 1.4.3. Coordinate with City Staffs to make recommendations for relevant amendments or adoption of regulations
 - 1.5. Provide/coordinate downtown promotion and marketing
 - 1.6. Identify and solicit grants related to downtown and neighborhood activities and plans

Expected Outcome(s):

- Assignment/creation of staff resource for downtown development
- Development of joint downtown development programs and activities

7. PROJECT FINANCING and PORTFOLIO MANAGEMENT

Description: LAEGC shall develop and manage financing resources and programs designed to provide “gap” and other financing for businesses locating or expanding in Lewiston-Auburn. LAEGC shall act as a clearinghouse for entrepreneurs and businesses seeking business financing. LAEGC shall coordinate/collaborate with public and private lending organizations and programs to provide assistance and guidance to clients. LAEGC shall administer and manage the cities business lending/grant programs, as assigned. LAEGC will endeavor to identify, develop and expand the amount and availability of business support resources in the community.

FUNCTIONS/SERVICES:

- ❖ Act as a business financing clearinghouse for the Cities
- ❖ Serve as a guide to businesses seeking financial resources in support of growth or development
- ❖ Seek and advocate for additional community resources targeted for economic development
- ❖ Manage assigned loan/grant programs from the Cities, development corporations, State/Federal agencies or private institutions
- ❖ Staff support of LAEGC Loan Committee/business financing advisory group

Anticipated Activities:

- 1) Creation and appointment of Joint LAEGC Loan Committee/business financing advisory group
- 2) Loan program and portfolio management and administration
- 3) Annual Report of loan program(s) activity and results to Joint Economic Development Committee
- 4) Review and recommendation (as appropriate) to Cities of Loan Program Guidelines

Tasks/Projects:

Expected Outcome(s):

8. ADMINISTRATION, ADVOCACY and GOVERNANCE

Description: LAEGC shall provide staff support and administration to the overall economic development (other than described above) program of the Cities and the community as a whole. Additionally, it is recognized that LAEGC has certain administrative responsibilities associated with the management, operation and governance of the organization. Similarly, the LAEGC serves as the administrative support for other development related agencies serving Lewiston-Auburn including, but not limited to, the Auburn Business Development Corporation (ABDC), Lewiston Development Corporation (LDC), and the Lewiston and Auburn Railroad Company (LARR). LAEGC provides support services to these entities as requested and upon mutually agreed terms and conditions. This area of service is meant to encompass these administrative functions and responsibilities, as well as those services, needs and projects which may arise from time to time.

FUNCTIONS/SERVICES:

- ❖ Provide logistical support (agendas/minutes/accounting, etc.) to LAEGC and development corporations
 - Including Auburn Business Development Corporation, Lewiston Development Corporation, Lewiston-Auburn Railroad Company
 - Staff and support numerous (currently 10) standing committees of the LAEGC and Development Corporations
- ❖ Provide technical assistance/support to city staff and airport manager in negotiating incentives/lease terms relating to economic development projects
- ❖ Administer the Foreign-Trade Zone (F-TZ)
- ❖ Serve as Liaison for economic development to the Auburn-Lewiston Airport Committee
- ❖ Support and coordinate the goals and efforts of L/A Future Forum and Benchmark L/A
- ❖ Advocate for the economic interests of the Cities
- ❖ Support other economic/community development-related issues, initiatives and projects that arise and as requested by the Cities

Anticipated Activities:

- ❖ ***Coordinated and efficient administration of the Cities joint economic development programs and activities***

Tasks/Projects:

1. Lead a discussion and review of how the Cities can best organize and implement joint advocacy for economic development issues and interests

Expected Outcome(s):

- Report to the Joint Economic Development Committee on joint advocacy dialogue and recommendations

Reference Documents:

Services Agreements –

- ❖ Auburn Business Development Corporation
- ❖ Lewiston Development Corporation
- ❖ Lewiston-Auburn Railroad Corporation

Coordination Memorandum re: Business Attraction Coordination with State of Maine – Department of Economic and Community Development (DECD), Maine & Co., etc.

Joint Economic Development Services Agreement

Allocated Hours/Costs Summary

Preface: The allocated hours and costs are organized in accordance with the Functions and Services areas of the Scope of Services. All hours and costs are estimated. Estimates were developed by assigning a percentage of LAEGC staff time, by position, to the respective areas. Amounts shown are total allocated costs and hours. **The stated amounts are projected as of 10-1-13 and should not be considered final contract amounts.** Total revenue sources/amounts, scope of services and allocated percentages will need to be discussed and determined prior to establishing actual contract amounts.

Functions/Services Areas	Allocated Hours ¹ (estimated annual)	Allocated Costs ² (estimated annual)	Projected Cities Share ³	Projected Each City Share ⁴
1. Economic Development Strategy	529	\$34,590 ^(a)	\$21,833	\$10,917
2. Joint Economic Development Coordination	395	\$27,313	\$17,240	\$8,620
3. Marketing and Promotion	1,425	\$79,228 ^(b)	\$50,009	\$25,004
4. Business Development, Attraction and Development	1,501	\$94,853	\$59,871	\$29,936
5. Targeted Growth Opportunities	787	\$55,199	\$34,842	\$17,421
6. Community Development: Downtown Development	2,142	\$140,085	\$88,422	\$44,211
7. Project Financing and Portfolio Management	1,286	\$70,009	\$44,190	\$22,095
8. Administration/Governance	1,662	\$98,165	\$61,962	\$30,981
Sub-Total =				\$189,185
Adjustment =				\$ 203
TOTALS =	9,727	\$599,442	\$378,369	\$189,388

Notes:

- 1 Allocated costs include salaries, payroll taxes, benefits costs, and overhead apportioned across all hours and service areas.
- 2 Estimated budget expenditures used for the allocated costs includes a mix of both current and projected costs including salaries.
- 3 Projected Cities share is based upon current % of the budget net of revenues from producing activities.
- 4 Each city share is based upon 50/50 apportionment of projected budget less earned revenues.
- (a) \$6,500 for outside consultant services, if needed, is not included in the proposed budget.
- (b) Only \$11,000 budgeted for advertising/promotion/collateral materials, and \$7,000 for the image campaign, etc.

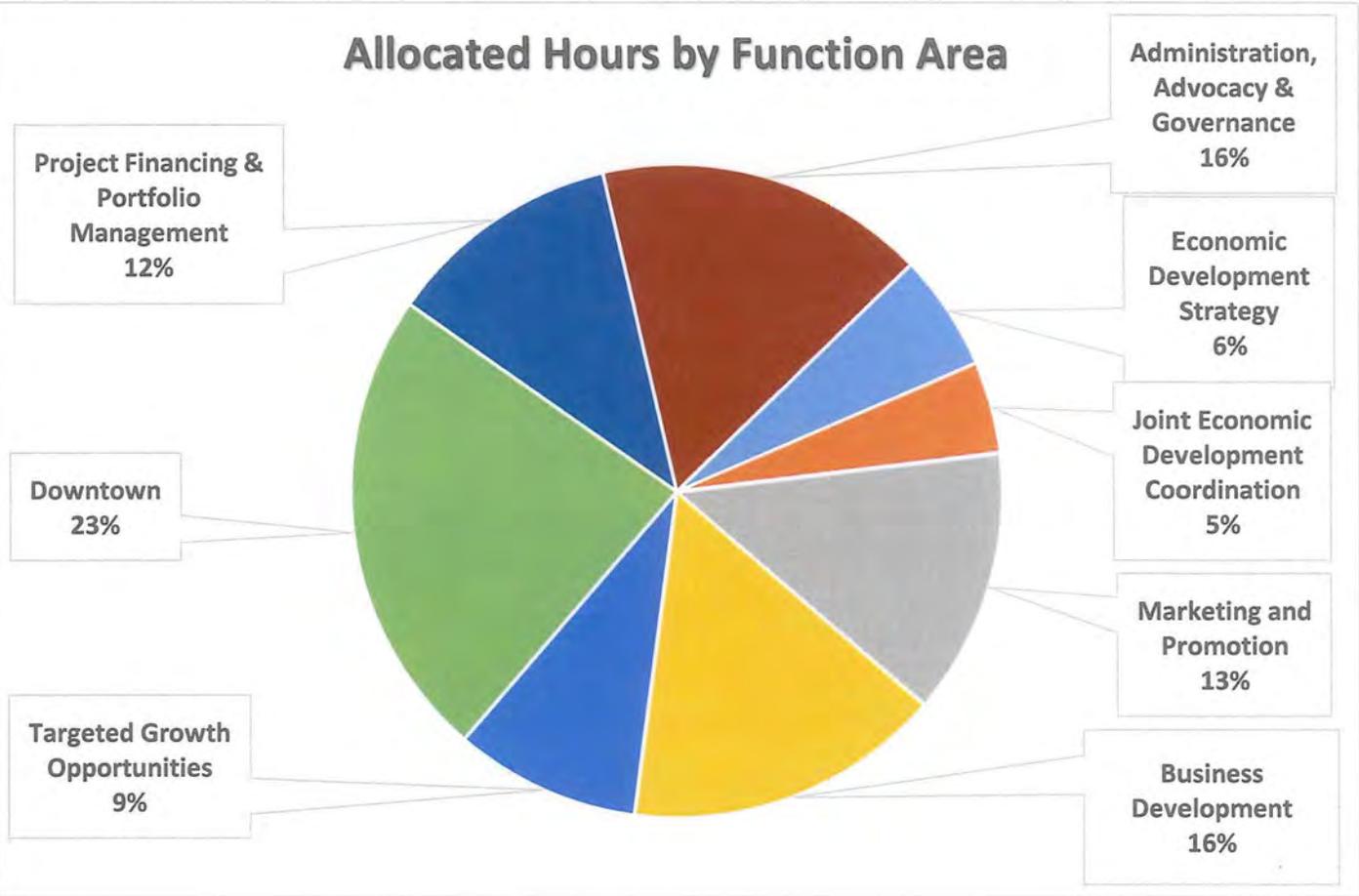
LAEGC

Joint Economic Development Services

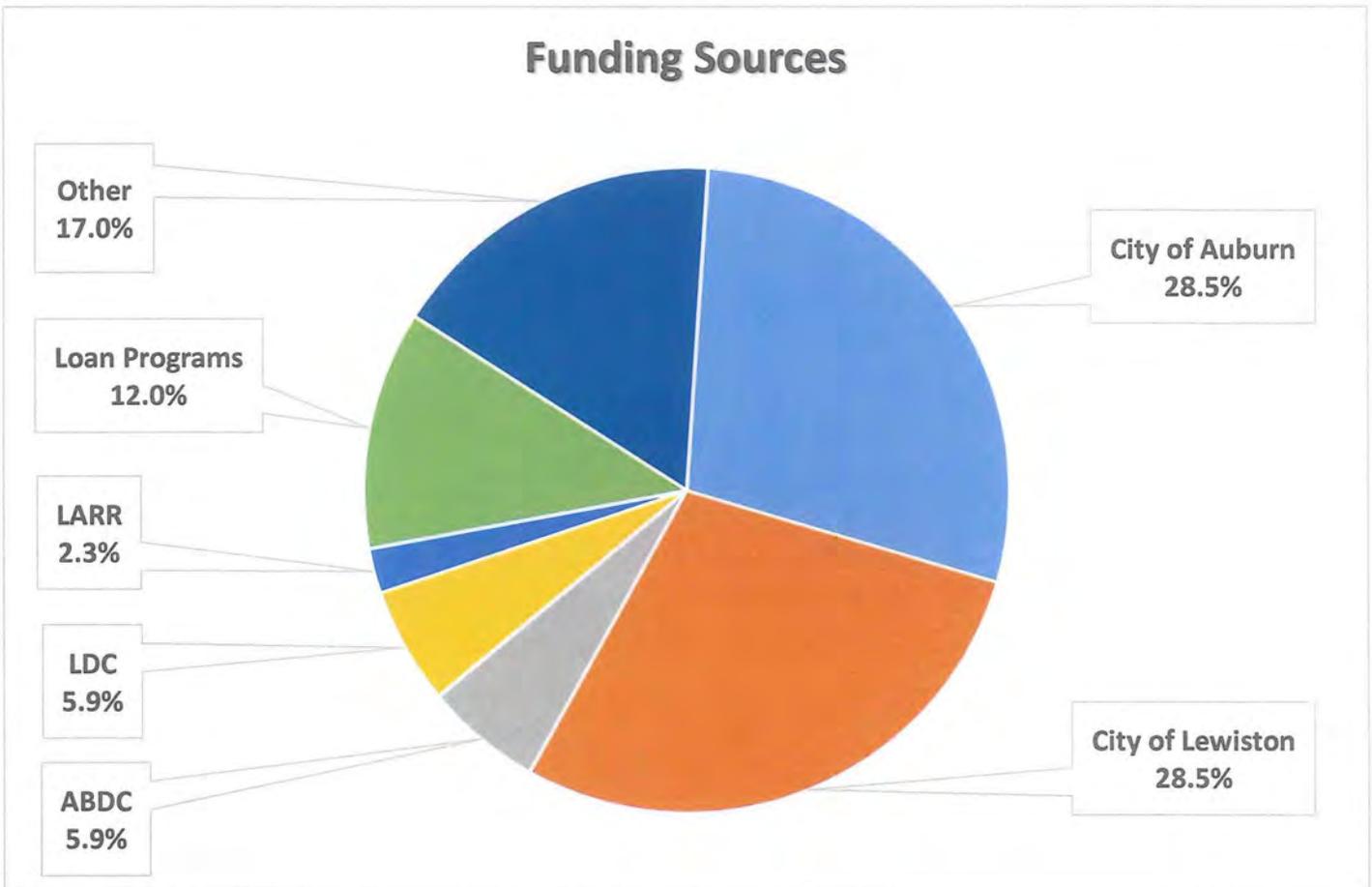
Hourly Cost Analysis

Contracted Services COSTS	Contracted Service HOURS	Contracted Hourly Rate (Costs/Hours)	Cities Hourly Rate	Each City Hourly Rate	Subsidized Rate (Cities)	Subsidized Rate (Each City)
\$599,442	9,727	\$61.63	\$38.90	\$19.47	\$22.72	\$42.15

Allocated Hours by Function Area



Funding Sources



ATTACHMENT F

Recommendations for how to best expand economic
opportunity in Auburn, Mayor Jonathan P. LaBonte,
November 4, 2013

City of Auburn, Maine

Office of the Mayor

TO: Auburn City Council
FROM: Jonathan P. LaBonte, Mayor

RE: Recommendations for how to best expand economic opportunity in Auburn

November 4, 2013

Members of the City Council,

Below you will find my recommendations on how we navigate from this evening to a point of executing a multi-year partnership for economic development services with the City of Lewiston through the Lewiston-Auburn Economic Growth Council. The process will no doubt be a road lined with various pitfalls and numerous voices pointing in different directions.

As you wrestle with this, know that we are the custodians of the property taxes paid by our residents, and must ensure that they are invested cost-effectively and in a way to sets forth a vision for how we grow this city's tax base. While the model of LAEGC 30 years ago was a novelty, it appears that complacency may have limited our commitment to stay ahead of the curve.

The City Council's leadership in stating that we must know what we get for our investment, that it must be documented and measured, and that there must be accountability has set in motion a series of actions, including igniting the leadership of LAEGC's Board to review their internal practices of Board governance, work planning and a need to conduct performance evaluations; Board Chair Mark Adams is to be commended for his leadership on that front.

If the recommendations below, including the next steps, are followed, the overall spending on economic development services by the City of Auburn would be reduced while increasing the value of those services. Those services remaining at LAEGC would become a much stronger foundation going forward to ensure accountability and performance.

60 Court Street • Suite 243 • Auburn, ME 04210
(207) 333-6601 ext. 1216 • (207) 333-6621 Fax
jlabonte@auburnmaine.gov
www.auburnmaine.gov

1. Economic Development Strategy

- a. SUPPORT AT LAEGC – While we remain two cities, Lewiston-Auburn is one economic unit in a global economy and our ability to compete is influenced by forces beyond our control. A successful economic development strategy to position us in the marketplace of small cities requires a strategy crafted by objective experts.
- b. NEXT STEPS – LAEGC should administer the planning process but it should be contracted out to experts in this field and not done “in-house”. The Council should ask that a refined cost structure be provide in two weeks that models an administered contract for the \$34,590. **This would reduce staff costs at LAEGC and privatize part of the function.**

2. Joint Economic Development Coordination

- a. SUPPORT AT LAEGC – We cannot afford to spend \$70/hour to keep the cities from competing; this is not 1980. However, as strategy development moves forward, opportunities to have joint policy development in support of economic development (ordinances, CIP’s, TIF handling, etc) will become more important.
- b. NEXT STEPS – Nearly one full work day per week is assigned to this work of coordination, the LAEGC should document in the next two weeks the qualifications of the staff member that would lead this work to ensure it will meet the needs of both communities. **This would reduce staff costs at LAEGC.**

3. Marketing and Promotion

- a. SUPPORT AT LAEGC – Of all the services LAEGC is proposing to Auburn, this is the LEAST expensive on an hourly basis but has likely earned us the most exposure through the work of the Marketing Director position. The opportunity to integrate the resources of the franchise fees that currently flow to Great Falls TV, along with the video production capacity, could unleash a whole new frontier for projecting Lewiston-Auburn, its quality of life and its business community.
- b. NEXT STEPS – In terms of works hours, it does not appear that a full-time equivalent position has been dedicated to the marketing task based on the hours listed. The City Council should ask that LAEGC respond within two weeks detailing staff allocation to the marketing and promotion of our region. The Great Falls TV integration can come at a later stage as that will take more time and we should plan for an addendum to the contract during the FY14-15 budget process. **This would slightly increase staff costs at LAEGC.**

4. Business Development, Attraction and Development

- a. SUPPORT AT LAEGC – A key component of any economic development program must be business visitation and support of businesses already in the community to sustain them and help them to grow. Other organizations likely already complete parts of this scope of work, including the local real estate brokerage community and the Chamber of Commerce.
- b. NEXT STEPS – Refine this scope of work, and reduce its costs, by integrating the available resources of the commercial brokerage community (no need to staff internal databases if they exist elsewhere in the private sector), the work of the Chamber of Commerce (determine how they monitor regulations and issues effecting business growth), and any business visitation programs of the cities. LAEGC should be coordinating and consolidating the data for supporting businesses and not doing that independently that should reduce costs. **This would reduce staff costs at LAEGC and privatize part of the function through commercial brokers and/or the Chamber of Commerce.**

5. Targeted Growth Opportunities

- a. SUPPORT INTERNAL TO AUBURN – Given the growth potential of the intermodal area in Auburn (rail, air, highway), the city should invest in the highest possible level of expertise to understand the flow of goods, how to increase that flow of goods, and how to recruit businesses that can profit on that economic reality. The Maine Port Authority supports targeted growth with a similar scope of work with a private firm and sees reasonable return from that for the ports in Portland, Searsport and Eastport.
- b. NEXT STEPS – Within two weeks, the City Manager should return to the City Council with a comparable scope of work to support marketing and business development of the “Port of Auburn” from private firms, with a focus on the potential to join with the Maine Port Authority in that venture. This scope should include, as the Maine Port Authority contract does, coordination among various entities around our Port including, but not limited to, ABDC, Auburn-Lewiston Airport, Lewiston-Auburn Railroad, Maine Turnpike Authority, MaineDOT, St. Lawrence and Atlantic Railroad, PanAM Railways, the Town of Poland and private developers. **This would reduce staff costs at LAEGC and privatize part of the function.**

6. Community Development: Downtown Development

- a. SUPPORT INTERNAL TO AUBURN – Given the recent hire of Al Manoian, originally brought in as an assistant to Roland Miller but clearly possessing skills that are unique to this growth area, it is appropriate for Auburn to focus on how we might leverage this skill set on our team. In addition, in 2014 we will begin a community planning process for our “target areas” that are part of our Community Development Block Grant programming and support services. With a five year planning effort about to begin for our downtown neighborhoods, and a clear interest from the Community Conversations to strengthen neighborhoods and support the downtown, Auburn should budget for and move forward with an integrated downtown/neighborhood development program.
- b. NEXT STEPS – Within two weeks, the City Manager should report back to the City Council with a plan and budget for a downtown development program that also integrates the CDBG target area planning process. As a follow up to Service Area 2, there could be enhanced coordination in this effort to support shared policies between Lewiston and Auburn but rather than a standalone service from LAEGC could be an expectation of the staff member charged with “Joint Economic Development Coordination”. **This would eliminate this staff cost at LAEGC and move this service to Auburn Hall.**

7. Project Financing and Portfolio Management

- a. SUPPORT AT LAEGC – Lewiston and Auburn could strengthen a competitive position for small business growth if we jointly funded an ombudsmen that could support small business finance (new start or expansion) from start to finish, navigating the world of private and public finance. It is unclear if that is what will be funded, beyond the loan pools, but at \$70,009, and only a half time staff member in place, we should confirm that split between loan portfolio management and finance consultation.
- b. NEXT STEPS – The City Manager should confirm what type of business finance consultation will be included in this service, versus the costs of managing the loan portfolio already in place at LAEGC. **This could reduce staff costs at LAEGC.**

8. Administration/Governance

- a. SUPPORT AT LAEGC – As long as the Auburn Business Development Corporation (ABDC) and Lewiston-Auburn Railroad Company remain staffed by LAEGC, Auburn should be willing to support parts of its operations including staffing of meetings and managing its finances.
- b. NEXT STEPS – Auburn should request within two weeks an accounting of the annual costs for administrative support of ABDC and LARC with the intent of refining that number to ensure that Auburn property taxpayers and our partners at ABDC and our trustees on the LARC are paying for what is needed to support the organization's effectiveness so that we can maximize how ABDC and LARC resources advance economic development capital and not operational subsidies. This could reduce staff costs at LAEGC.

ATTACHMENT G

Revised Scope of Services for Delivery of
Joint Economic Development

SCOPE OF SERVICES
for
Delivery of Joint Economic Development
on behalf of the
Cities of Auburn and Lewiston
by the
Lewiston-Auburn Economic Growth Council

The Cities of Auburn and Lewiston have contracted with the LAEGC for the provision of certain economic development-related services for the communities. The LAEGC through the Economic Development Services Contract and this Scope of Services agrees to provide, perform and/or undertake said services, functions or responsibilities and to be compensated for the costs/hours associated therewith.

The responsibilities, services, functions and tasks listed are organized by two methods. The first is by general function/service area. Within each function/service area there is a description of perennial (ongoing) responsibilities assigned to the LAEGC. The second is by specific tasks, projects or initiatives contracted for within general service/function areas. These will include more particular task descriptions, schedules, anticipated activities and expected outcomes. The specific tasks list may vary from year to year.

The LAEGC shall be responsible for performing the contracted services/functions and shall coordinate and communicate with the Cities, through the Joint Lewiston-Auburn Economic Development Committee (JEDC) on its progress and results. The LAEGC and the JEDC will also be responsible for assigning and negotiating new functions or tasks on an annual basis.

Each area/listing shall include a **HEADING** and description and then be organized as follows:

FUNCTIONS/SERVICES (general)

Tasks/Projects (specific)

Anticipated Activities

Expected Outcomes

Summary of Estimated Hours of Service and Allocated Cost (see attached summary)

SCOPE OF SERVICES FY2015 – FY2017

1. ECONOMIC DEVELOPMENT STRATEGY

Description: The cities are interested in developing and adopting an Economic Development Strategy (EDS) for the community. The EDS will reflect the economic development goals of the cities and specific tasks/approaches recommended to achieve the goals. Once adopted the EDS will need to be implemented and annually reviewed/updated to reflect progress, changing priorities, goals and economic conditions. LAEGC will contract for an experienced consultant to assist in the development of the EDS.

FUNCTIONS/SERVICES:

- ❖ Collaborate with the Cities, Economic Development Stakeholders, Partner Organizations and the community at large
- ❖ Monitor economic trends (local, state and national) to assess opportunities and priorities
- ❖ ~~Implement and maintain~~ Coordinate the development of the joint Economic Development Strategy
- ❖ Track and measure progress of strategic initiatives and goals
- ❖ Periodically coordinate a review of the EDS

Anticipated Activities:

1. Annual Economic Development Strategy implementation
2. Annual EDS Progress/Results Report to Cities
3. Annual Review (w/Joint Economic Development Committee) of EDS goals, priorities and initiatives

Tasks/Projects:

1. Development of a joint Lewiston-Auburn Economic Development Strategy
 - 1.1. Establish, in consultation with the JEDC and LAEGC Board, an EDS Steering Committee
 - ~~1.1.1.2.~~ Develop process for Overall Economic Development Strategy development
Solicit and contract, in consultation with the Steering/Advisory Committee, an independent, qualified economic development strategy consultant to provide research, analysis, and development support of the EDS
 - ~~1.2.1.3.~~ Identify and engage stakeholders and community
 - ~~1.3.~~ Establish Steering/Advisory Committee
 - 1.4. LAEGC to assist EDS process with administrative, coordination and committee support services
 - ~~1.4.1.5.~~ Develop Draft Economic Development Strategy
 - ~~1.5.1.6.~~ Review/Adopt Strategy by Cities' Joint Economic Development Committee

Expected Outcome(s):

- Adoption of Joint Economic Development Strategy for Lewiston and Auburn

- Note: Funding for Economic Development Strategy Consultant will be separately identified and budgeted within LAEGC contracted services.

2. JOINT ECONOMIC DEVELOPMENT COORDINATION

Description: LAEGC shall facilitate and promote the joint approach, appearance and implementation of the “public sector side” of economic development in the cities. LAEGC will work to coordinate efforts on projects, interests and/or issues that are deemed to be of a joint nature. LAEGC will act as steward of and monitor the application of the Joint Economic Development Protocol.

FUNCTIONS/SERVICES:

- ❖ Lead and support cities in joint economic development activities
- ❖ Establish a primary point of contact (POC) for business inquiries
- ❖ Maintain Joint Economic Development Protocol and TIF Policy
- ❖ Manage competition between the two cities

Anticipated Activities:

- 1) Facilitate periodic review of Joint Economic Development Protocol and TIF Policy
- 2) Lead implementation of Joint Economic Development Protocol
- 3) Track client contacts and results
- 4) Recommendation to Cities of issues, projects, processes or policies that would enhance joint economic development

Tasks/Projects:

1. Review of Joint Economic Development Protocol and TIF Policy

+2. Work with Cities economic development staff to develop clear, efficient process for business referrals

Expected Outcome(s):

- Revised Joint Economic Development Protocol and TIF Policy

3. MARKETING and PROMOTION

Description: LAEGC shall be responsible for marketing and promotion of Lewiston and Auburn for business attraction and economic development purposes. The LAEGC will act as a clearinghouse for other community marketing efforts seeking to support, coordinate and reduce duplication in the collective efforts. LAEGC shall be vested with maintaining the branding of the cities and work collaboratively to establish and promote the “brand”. In its marketing and promotion activities that LAEGC shall employ traditional media (electronic and print) advertising, internet mediums, social media, press releases, public events and announcements, etc. The LAEGC will promote and represent the communities both locally, regionally, statewide, and beyond as appropriate. The LAEGC will also work to recognize and celebrate the economic achievements of the cities, businesses and citizens.

FUNCTIONS/SERVICES:

- ❖ Marketing and promotion of the communities and their assets
 - ~~Coordinate with and support Downtown and Industrial/Trade/Logistics/Transportation marketing and promotion efforts.~~
 - Develop and promote marketing and collateral materials which promote the cities and their economic growth.
 - Coordinate with and support Visitor/Tourism promotion efforts within and outside of the community.
 - Assist in the marketing and promotion of the cities industrial/commercial parks and Auburn-Lewiston Municipal Airport
 - Assist/support marketing and promotion activities of the cities’ downtowns
- ❖ Recognition/celebration of the communities’ economic progress
- ❖ Maintenance of Economic Development/Community Promotion website and social media sites
- ❖ Actively lead/coordinate community branding “image” efforts
- ❖ Collaborate/Participate with other community promotion efforts
- ❖ Advisory Group for Economic Development Marketing and Promotion
 - Engage stakeholders, interested business representatives and marketing professionals to provide advice and guidance in marketing/promotion efforts

Anticipated Activities:

- 1) Development of Annual Marketing and Promotion Plan
- 2) Maintenance and Publication of Joint Marketing Materials
- 3) Creation and Maintenance of Websites and Social Media sites
- 4) Development of and attendance at Marketing and Promotion Events
- 5) Facilitate/Organize the Annual Business to Business Trade Show
- 6) Preparation and Issuance of Media Releases/Events
- 7) Creation of an Economic Development Marketing Advisory Group

Tasks/Projects:

1. ~~LAEGC will work with the cities and Great Falls TV to explore the use of the cities’ public access capabilities and resources in economic development marketing and promotion.~~
 - 1.1. ~~Explore necessary methods, structure and/or agreements to incorporate Great Falls TV operations and personnel within the LAEGC~~
 - 1.2. ~~Assess and report on uses and benefits of the capabilities and resources of Great Falls TV in economic development promotion and marketing efforts (not including public access promotion)~~

Expected Outcome(s):

- ~~Report to the Joint Economic Development Committee on the viability and use of public access resources for joint economic development~~
- Annual Marketing and Promotion plan

- Note: Cities will discuss and consider consolidating the services and resources of Great Falls TV (GFTV) under the LAEGC to provide for additional marketing, business and community promotion.

4. BUSINESS DEVELOPMENT, ATTRACTION and RETENTION

Description: LAEGC shall be responsible for leading, coordinating and supporting public sector and private sector efforts to grow, improve and retain businesses in Lewiston-Auburn. LAEGC will focus on helping to create a positive business and community friendly environment which encourages the growth and location of business in the cities. ~~LAEGC shall serve as a central point of contact/resource for businesses development for the cities.~~ LAEGC will also monitor, track and inventory economic development trends and resources to guide the cities in overall economic development efforts.

FUNCTIONS/SERVICES:

- ~~❖ Facilitate/serve as central point of contact/support for new business development and attraction~~
- ❖ Assist existing business retention and/or expansion
- ❖ Support a business visitation program to identify their needs and concerns
- ❖ In coordination and cooperation with commercial brokers, private landowners and the cities, maintain regional database of potential development sites and real estate properties
- ❖ Assist clients in conducting site searches and facilitate tours of the community
- ~~❖ Monitor issues/resources affecting the effectiveness of business development~~
- ❖ Serve as agent/administrator of the commercial/industrial parks controlled by local development corporations.
- ❖ Coordinate and support the administration of the cities' industrial/commercial parks.
- ❖ Encourage the involvement of the private and non-governmental sectors in economic development efforts
- ~~❖ Focus on capitalizing, promoting and attracting transportation and logistics related growth.~~

Anticipated Activities:

- 1) Seek and support new business development. Track #'s of businesses assisted, outcomes, common trends and noted community needs/issues
- 2) Jointly maintain and update inventory of developable properties in the industrial, commercial and downtown sectors of the cities
- 2)3) Assist the Cities in the development and coordination of a business visitation program
- 3) ~~Identification of issues, regulations and/or regulations which may negatively or positively impact business development in Lewiston-Auburn~~
- 4) Provide an annual report of business development to Joint Economic Development Committee

Tasks/Projects:

Expected Outcome(s):

- Annual report of business development to the Joint Economic Development Committee

5. TARGETED GROWTH OPPORTUNITIES

Description: The Cities of Lewiston and Auburn have numerous economic, geographic, and social strengths in the pursuit of economic development. In order to maximize economic growth potential the cities seek to target specific growth opportunities. LAEGC will work jointly with the Cities, business community and stakeholders to lead, promote and support the growth efforts of targeted economic opportunities. Targeted opportunities shall be identified in the Economic Development Strategy and/or as determined to be in the best interests of the communities. LAEGC efforts will include the employment of industry/sector specific marketing plans and methods, identification and pursuit of specific businesses and/or business growth. Efforts to increase targeted growth areas will include a mix of expansion of existing businesses and new business.

FUNCTIONS/SERVICES:

- ~~❖ Lead, undertake and support joint community efforts for targeted growth opportunities~~
- ~~❖ Assist the communities in identifying targeted growth opportunities~~
- ~~❖ Market and promote targeted growth opportunities~~
- ~~❖ Contract for Port Authority services and promotion with a private entity (if assigned)~~

Anticipated Activities:

- 1) As determined ~~by specific growth opportunities, plans and goals~~

Task/Projects:

- ~~1. Industrial, Trade, Logistics and Transportation (ITLT) Growth~~
 - ~~1.1. Create an ITLT Advisory Group~~
 - ~~1.1.1. Identify Stakeholders~~
 - ~~1.1.2. Recruit Members~~
 - ~~1.1.3. Provide Staff Support~~
 - ~~1.2. Develop an ITLT Attraction and Marketing Plan~~
 - ~~1.2.1. Identify community strengths and opportunities for ITLT growth~~
 - ~~1.2.2. Create collateral materials~~
 - ~~1.2.3. Attend/sponsor events targeting ITLT markets and businesses~~
 - ~~1.3. Act as contact and resource for ITLT businesses seeking to expand or locate in the community~~
 - ~~1.3.1. Provide targeted technical assistance for ITLT businesses~~
- ~~2. Examine the creation of a Port Authority~~
 - ~~2.1. Evaluate the mechanisms and benefits of establishing a port authority including legal and organizational requirements and develop recommendations.~~
 - ~~2.2. Issue a report of findings and recommendations~~

Expected Outcome(s):

- Assignment of ~~Staff Resource~~Independent, Specialized Entity for Industrial, Trade, Logistics and Transportation Growth and Development
- ITLT Attraction and Marketing Plan
- Appointment of ITLT Advisory Group
- Quarterly Report to Joint Economic Development Committee (JEDS) of ITLT Activities
- ~~▪ Report to the JEDS on creation of a Port Authority~~

Note: If assigned, LAEGC will solicit, contract and coordinate the hiring of an independent entity to provide port authority services including promotion and attraction of ITLT businesses. If

assigned, the Cities will provide funding to support administrative and contracted services in this area.

6. COMMUNITY DEVELOPMENT - DOWNTOWN

Description: The Cities recognize that the true definition of economic development includes addressing community issues and needs which influence the growth and development of the community. Such issues are outside traditional economic development activities (financing, marketing, infrastructure, site location, etc.). Community development may include planning, social, educational, regulatory, or capacity issues. These issues are important to the total economic development strategy of a community. Efforts to impact/improve community development issues may take the form of specific planning and/or project activities. LAEGC will provide support and coordination to community development efforts in Lewiston and Auburn. Also, LAEGC will, from time to time, be engaged to lead and/or perform specific community development functions or projects.

FUNCTIONS/SERVICES:

- ❖ ~~Support community development efforts/initiatives of the Cities.~~
- ❖ ~~Assist the communities in identifying issues or projects which negatively influence the economic development of the cities.~~
- ❖ ~~Lead initiatives and/or perform projects which have been determined needed to improve the economic development of the Cities.~~

Anticipated Activities:

- 1) ~~As determined by specific projects and/or assignments~~

Tasks/Projects:

1. ~~Joint Downtown Development~~
 - 1.1. ~~Develop Joint Downtown Advisory Committee~~
 - 1.1.1. ~~Identify stakeholders~~
 - 1.1.2. ~~Recruit members~~
 - 1.1.3. ~~Provide staff support~~
 - 1.2. ~~Coordinate/support special events and activities~~
 - 1.3. ~~Act as downtown ombudsman~~
 - 1.4. ~~Participate, lead and/or support downtown planning efforts~~
 - 1.4.1. ~~Help implement existing plans~~
 - 1.4.2. ~~Evaluate downtown zoning and regulatory requirements~~
 - 1.4.2.1. ~~Parking, aesthetics, sign requirements, complete streets, etc.~~
 - 1.4.3. ~~Coordinate with City Staffs to make recommendations for relevant amendments or adoption of regulations~~
 - 1.5. ~~Provide/coordinate downtown promotion and marketing~~
 - 1.6. ~~Identify and solicit grants related to downtown and neighborhood activities and plans~~

Expected Outcome(s):

- ~~Assignment/creation of staff resource for downtown development~~
- ~~Development of joint downtown development programs and activities~~

7.6. PROJECT FINANCING and PORTFOLIO MANAGEMENT

Description: LAEGC shall develop and manage financing resources and programs designed to provide “gap” and other financing for businesses locating or expanding in Lewiston-Auburn. LAEGC shall act as a clearinghouse for entrepreneurs and businesses seeking business financing. LAEGC shall coordinate/collaborate with public and private lending organizations and programs to provide assistance and guidance to clients. LAEGC shall administer and manage the cities business lending/grant programs, as assigned. LAEGC will endeavor to identify, develop and expand the amount and availability of business support resources in the community.

FUNCTIONS/SERVICES:

- ❖ Act as a business financing clearinghouse for the Cities
- ❖ Serve as a guide-navigator to businesses seeking financial resources in support of growth or development
- ❖ Seek and advocate for additional community resources targeted for economic development
- ❖ Manage assigned loan/grant programs from the Cities, development corporations, State/Federal agencies or private institutions
- ❖ Staff support of LAEGC Loan Committee/business financing advisory group

Anticipated Activities:

- 1) Staff and support ~~Creation and appointment of~~ Joint LAEGC Loan Committee/business financing advisory group
- 2) Loan program and portfolio management and administration
- 3) Monitor other ‘public’ financing programs and coordinate services delivery to minimize duplication
- 3) ~~Annual Report of loan program(s) activity and results to Joint Economic Development Committee~~
- 4) ~~Review and recommendation (as appropriate) to Cities of Loan Program Guidelines~~

Tasks/Projects:

1. Creation and Recruitment of Joint LAEGC Loan Committee/Business Financing Advisory group

Expected Outcome(s):

- Annual Report of loan program(s) activity and results to Joint Economic Development Committee
- Review and recommendation (as appropriate) to Cities of Loan Program Guidelines

Note: Cost of services in this area will be accounted/budgeted in two principal areas – Portfolio Management (accounting and reporting) and Business Financing Services (business consultation, financing support and loan processing)

8.7. ADMINISTRATION, ~~ADVOCACY~~ and GOVERNANCE

Description: LAEGC shall provide staff support and administration to the overall economic development (~~other than in addition and in support of the services~~ described above) program of the Cities and the community as a whole. Additionally, it is recognized that LAEGC has certain administrative responsibilities associated with the management, operation and governance of the organization. Similarly, the LAEGC serves as the administrative support for other development related agencies serving Lewiston-Auburn including, but not limited to, the Auburn Business Development Corporation (ABDC), Lewiston Development Corporation (LDC), and the Lewiston and Auburn Railroad Company (LARR). LAEGC provides support services to these entities as requested and upon mutually agreed terms and conditions. This area of service is meant to encompass these administrative functions and responsibilities, as well as those services, needs and projects which may arise from time to time.

FUNCTIONS/SERVICES:

- ❖ Provide logistical support (meetings/agendas/minutes/accounting, etc.) to LAEGC and development corporations
 - Including Auburn Business Development Corporation, Lewiston Development Corporation, Lewiston-Auburn Railroad Company
 - Staff and support numerous (currently 10) standing committees of the LAEGC and Development Corporations
- ❖ Provide technical assistance/support to city staff and airport manager in negotiating incentives/lease terms relating to economic development projects
- ❖ Administer the Foreign-Trade Zone (F-TZ)
- ❖ Serve as Liaison for economic development to the Auburn-Lewiston Airport Committee
- ❖ Support and coordinate the goals and efforts of L/A Future Forum and Benchmark L/A
- ~~❖ Advocate for the economic interests of the Cities~~
- ❖ Support other economic/community development-related issues, initiatives and projects that arise and as requested by the Cities

Anticipated Activities:

- ❖ *Coordinated and efficient administration of the Cities joint economic development programs, development corporations and activities*

~~Tasks/Projects:~~

- ~~1. — Lead a discussion and review of how the Cities can best organize and implement joint advocacy for economic development issues and interests~~

~~Expected Outcome(s):~~

- ~~* — Report to the Joint Economic Development Committee on joint advocacy dialogue and recommendations~~

Reference Documents:

Services Agreements –

- ❖ Auburn Business Development Corporation
- ❖ Lewiston Development Corporation
- ❖ Lewiston-Auburn Railroad Corporation

Coordination Memorandum re: Business Attraction Coordination with State of Maine – Department of Economic and Community Development (DECD), Maine & Co., etc.