

**LEWISTON CITY COUNCIL AGENDA  
CITY COUNCIL CHAMBERS  
JUNE 17, 2014**

**6:00 p.m. Workshop** - Terms and Conditions of Airport Hanger Loan (15 minutes)

**6:15 p.m. Executive Sessions**

- A. To discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City. (20 minutes)
- B. To discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City. (20 minutes)

**7:00 p.m. Regular Meeting**

Pledge of Allegiance to the Flag.  
Moment of Silence.

Spirit of America "Hope Haven Gospel Mission" Recognition.

Acceptance of minutes of the meetings of April 15, May 6, May 20 and June 3, 2014

Public Comment period - Any member of the public may make comments regarding issues pertaining to Lewiston City Government (maximum time limit is 15 minutes for all comments)

ALL ROLL CALL VOTES FOR THIS MEETING WILL BEGIN WITH THE COUNCILOR OF WARD 5.

**REGULAR BUSINESS:**

1. Public Hearing on a new liquor license application for Marche Kitchen & Wine Bar, 40 Lisbon Street.
2. Public Hearing for approval of an Outdoor Entertainment Permit for the Liberty Festival.
3. Order authorizing the City Administrator to Execute an Agreement to establish an Economic Development Services Plan between the City of Lewiston, the Lewiston Auburn Economic Growth Council and the City of Auburn.
4. Resolve authorizing a 2.58% interest rate, thirteen year loan of \$1,100,000 from the City's General Fund to the Auburn-Lewiston Airport for the purchase of the Nobility hanger.
5. Order authorizing the City Administrator to acquire the property at 10 College Street.
6. Resolve establishing a Committee to review Public Works' Service Level Standards.
7. Reports and Updates.
8. Any other City Business Councilors or others may have relating to Lewiston City Government.
9. Executive Session to discuss labor negotiations regarding the International Association of Firefighters, Local 785.

LEWISTON CITY COUNCIL  
WORKSHOP AGENDA  
TUESDAY, June 17, 2014  
6:00 P.M.

1. Terms and Conditions – Airport Hangar Loan (15 minutes)

During the FY2015 Lewiston Capital Improvement Program (LCIP) presentation, the Airport Manager provided information on the cost savings benefit of paying off a lease on an existing hangar at the airport. At that time, both Lewiston and Auburn indicated a reluctance to issue debt for the hangar buyout, which would be roughly \$1.1 million each. An alternative is for the cities to lend the money to the airport. This would both result in annual operating budget savings for the airport and increased interest earnings for the cities. We would like to review the proposed terms and conditions of such a loan with you and potentially approve moving forward with it during the regular meeting. Information is included in the agenda packet.

EXECUTIVE SESSIONS  
PRIOR TO THE MEETING

2. Exec Session – Land Acquisition – *Middle Street (20 minutes)*

3. Executive Session – Land Acquisition – *Canal Street (20 minutes)*

FOLLOWING THE MEETING

4. Executive Session – Union Negotiations – Fire.

**LEWISTON CITY COUNCIL**  
**MEETING OF JUNE 17, 2014**

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. A**

**SUBJECT:**

Executive Session to discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

**INFORMATION:**

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To enter into an Executive Session, pursuant to MRSA Title 1, section 405(6)(c), to discuss Acquisition of Property, of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

**LEWISTON CITY COUNCIL**  
**MEETING OF JUNE 17, 2014**

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. B**

**SUBJECT:**

Executive Session to discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

**INFORMATION:**

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*ETAB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To enter into an Executive Session, pursuant to MRSA Title 1, section 405(6)(c), to discuss Acquisition of Property, of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

**LEWISTON CITY COUNCIL**  
**MEETING OF JUNE 17, 2014**

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. 1**

**SUBJECT:**

Public Hearing on a new liquor license application for Marche Kitchen & Wine Bar, 40 Lisbon Street.

**INFORMATION:**

We have received an application for a liquor license for Marche Kitchen & Wine Bar, 40 Lisbon Street. The liquor license application is for spirituous, malt & vinous.

The police department has reviewed and approved the application.

The business owner has been notified of the public hearing and requested to attend.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EATB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To authorize the City Clerk's Office to approve a new liquor license application for Marche Kitchen & Wine Bar, 40 Lisbon Street.

**BUREAU OF ALCOHOLIC BEVERAGES  
DIVISION OF LIQUOR LICENSING & ENFORCEMENT  
164 STATE HOUSE STATION  
AUGUSTA, ME 04333-0164**



Promise by any person that he or she can expedite a liquor license through influence should be completely disregarded.  
To avoid possible financial loss an applicant, or prospective applicant, should consult with the Division before making any substantial investment in an establishment that now is, or may be, attended by a liquor license.

DEPARTMENT USE ONLY	
LICENSE NUMBER:	CLASS:
DEPOSIT DATE	
AMT. DEPOSITED:	BY:
CK/MO/CASH:	

PRESENT LICENSE EXPIRES \_\_\_\_\_

INDICATE TYPE OF PRIVILEGE:  MALT  SPIRITUOUS  VINOUS

**INDICATE TYPE OF LICENSE:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> RESTAURANT (Class I,II,III,IV) | <input type="checkbox"/> RESTAURANT/LOUNGE (Class XI)       |
| <input type="checkbox"/> HOTEL-OPTINONAL FOOD (Class I-A)          | <input type="checkbox"/> HOTEL (Class I,II,III,IV)          |
| <input type="checkbox"/> CLASS A LOUNGE (Class X)                  | <input type="checkbox"/> CLUB-ON PREMISE CATERING (Class I) |
| <input type="checkbox"/> CLUB (Class V)                            | <input type="checkbox"/> GOLF CLUB (Class I,II,III,IV)      |
| <input type="checkbox"/> TAVERN (Class IV)                         | <input type="checkbox"/> OTHER: _____                       |

REFER TO PAGE 3 FOR FEE SCHEDULE

**ALL QUESTIONS MUST BE ANSWERED IN FULL**

1. APPLICANT(S)-(Sole Proprietor, Corporation, Limited Liability Co., etc.) <i>Sensen Hall</i> DOB: <i>7/19/1959</i>			2. Business Name (D/B/A) <i>MARCHE KITCHEN &amp; WINE BAR</i> <i>Marche Kitchen &amp; Wine Bar</i>		
DOB:			Location (Street Address) <i>40 Lisbon St</i>		
DOB:			City/Town      State      Zip Code <i>Lewiston</i> <i>ME</i> <i>04015</i>		
Address <i>146 Pine Hill Rd</i>			Mailing Address <i>84 Lisbon St</i>		
City/Town <i>Casco</i>	State <i>ME</i>	Zip Code <i>04015</i>	City/Town <i>Lewiston</i>	State <i>ME</i>	Zip Code <i>04015</i>
Telephone Number <i>207 627-2210</i>	Fax Number		Business Telephone Number <i>207-</i>	Fax Number	
Federal I.D. # <i>45-2630486</i>	Seller Certificate #				

3. If premises is a hotel, indicate number of rooms available for transient guests: *W/D*
4. State amount of gross income from period of last license: ROOMS \$ \_\_\_\_\_ FOOD \$ \_\_\_\_\_ LIQUOR \$ \_\_\_\_\_
5. Is applicant a corporation, limited liability company or limited partnership? YES  NO
- If YES, complete Supplementary Questionnaire
6. Do you permit dancing or entertainment on the licensed premises? YES  NO
7. If manager is to be employed, give name: *NO*
8. If business is NEW or under new ownership, indicate starting date: *7/4/2014*  
Requested inspection date: *Anytime* Business hours: \_\_\_\_\_
9. Business records are located at: *40 Lisbon St, Lewiston, ME*

10. Is/are applicants(s) citizens of the United States? YES  NO

11. Is/are applicant(s) residents of the State of Maine? YES  NO

12. List name, date of birth, and place of birth for all applicants, managers, and bar managers. Give maiden name, if married: Use a separate sheet of paper if necessary.

Name in Full (Print Clearly)	DOB	Place of Birth
Susan C Hall	7/19/1959	Woburn, MA

Residence address on all of the above for previous 5 years (Limit answer to city & state)  
Cairo, ME

13. Has/have applicant(s) or manager ever been convicted of any violation of the law, other than minor traffic violations, of any State of the United States? YES  NO

Name: Susan Hall Date of Conviction: 8/20/11  
Offense: Selling liquor to minor Location: Lewiston, ME  
Disposition: Paid fine

14. Will any law enforcement official benefit financially either directly or indirectly in your license, if issued? Yes  No  If Yes, give name: \_\_\_\_\_

15. Has/have applicant(s) formerly held a Maine liquor license? YES  NO  (Vault - BA Lewiston)

16. Does/do applicant(s) own the premises? Yes  No  If No give name and address of owner: \_\_\_\_\_

17. Describe in detail the premises to be licensed: (Supplemental Diagram Required)  
Premises occupied by Marche Restaurant - 40 Lisbon St

18. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services? YES  NO  Applied for: 6/01/2014

19. What is the distance from the premises to the NEAREST school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel? 3/4 mile Which of the above is nearest? Church

20. Have you received any assistance financially or otherwise (including any mortgages) from any source other than yourself in the establishment of your business? YES  NO

If YES, give details: Mortgage on building + equipment - Eric Ayer - Fuel Vat

The Division of Liquor Licensing & Inspection is hereby authorized to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also such books, records and returns during the year in which any liquor license is in effect.

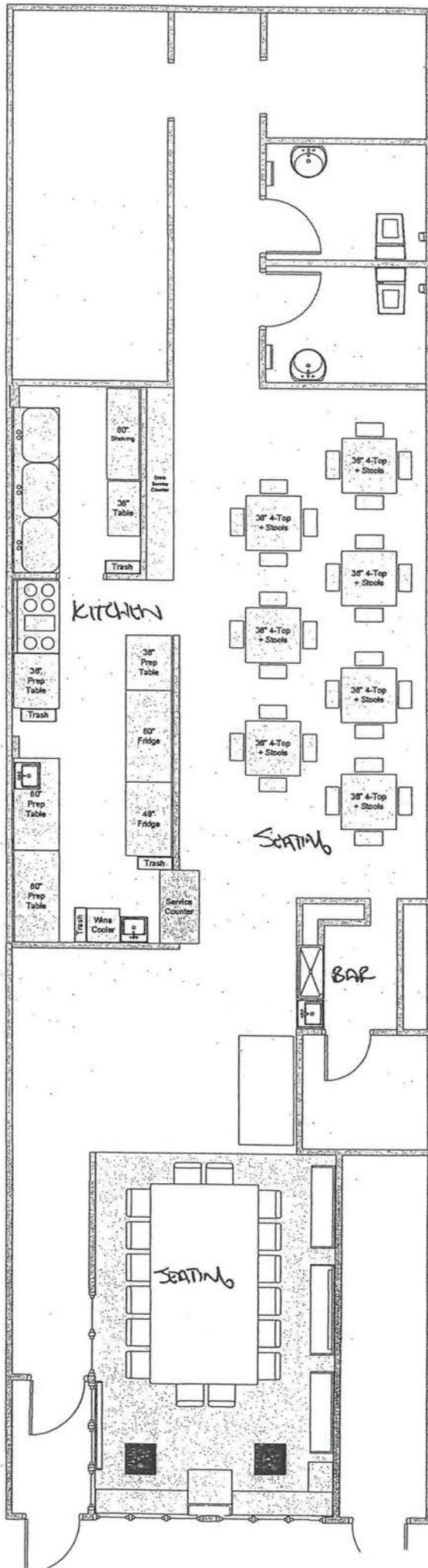
NOTE: "I understand that false statements made on this form are punishable by law. Knowingly supplying false information on this form is a Class D offense under the Criminal Code, punishable by confinement of up to one year or by monetary fine of up to \$2,000 or both."

Dated at: \_\_\_\_\_ on \_\_\_\_\_, 20\_\_\_\_  
Town/City, State Date

Susan Hall  
Signature of Applicant or Corporate Officer(s)  
SUSAN HALL  
Print Name

Please sign in blue ink  
\_\_\_\_\_  
Signature of Applicant or Corporate Officer(s)  
\_\_\_\_\_  
Print Name

MARCHE  
40 LISBOA ST.



# CITY OF LEWISTON

## PUBLIC NOTICE

A hearing on the following liquor license application will be held by the Lewiston City Council in the Council Chambers, City Hall on ***Tuesday, June 17, 2014, at 7:00 p.m.***, or as soon thereafter as they may be heard. Any interested person may appear and will be given the opportunity to be heard before final action on said application.

Marche Kitchen & Wine Bar  
40 Lisbon Street  
Susan Hall, owner

The City of Lewiston is an EOE. For more information, please visit our website @ [www.lewistonmaine.gov](http://www.lewistonmaine.gov) and click on the Non-Discrimination Policy.

Kathleen Montejo, MMC  
City Clerk  
Lewiston, Maine

***PUBLISH ON: June 11, 12 & 13, 2014***

Please bill the City Clerk's Dept. account. Thank you.



## ***POLICE DEPARTMENT***

Michael J. Bussiere  
Chief of Police



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TO: Kelly Mercier, Deputy City Clerk

FR: Sgt. Robert P. Ullrich, Support Services

DT: June 5, 2014

RE: Liquor License – **Marche Kitchen & Wine Bar**

We have reviewed Liquor License application and have no objections to the following establishment:

**Marche Kitchen & Wine Bar**  
**40 Lisbon Street**



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171 Park St • Lewiston, Maine • 04240 • Phone 207-513-3137 • Fax 207-795-9007  
[www.lewistonpd.org](http://www.lewistonpd.org)



*Professionalism*

*Integrity*

*Compassion*

*Dedication*

*Pride*

*Dependability*

# LEWISTON CITY COUNCIL

## MEETING OF JUNE 17, 2014

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. 2**

**SUBJECT:**

Public Hearing for approval of an Outdoor Entertainment Permit for the Liberty Festival.

**INFORMATION:**

The Liberty Festival is finalizing plans for their annual Independence Day celebration in the Twin Cities. Typically, the Festival features live music concerts outside in the city parks and this year's plans will be similar. The Council is asked to approve the standard Outdoor Entertainment Permit for the Festival. From July 3 - 7, there will be musical concerts and other activities in Veteran's Memorial Park and Simard Payne Park.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/KMM*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To conduct a public hearing on an application from the Independence Day Committee for outdoor musical concerts to be held at Veteran's Memorial Park and Simard Payne Park on July 3, 4, 5, 6 and 7, as part of the Liberty Day Festival, and to authorize a permit for an Outdoor Entertainment Event, as required by the City Code of Ordinances, Chapter 10, Article 1, Section 10-3, to the Independence Day Committee for the outdoor music concerts, contingent upon positive recommendations from the Recreation Department, Police Department, Fire Department, Code/Land Use Officer and Code/Health Officer regarding compliance with all regulations, and compliance with all City ordinances.

# CITY OF LEWISTON

## Special Event Application

Applications must be submitted at least 14 days prior to the event, unless an \* appears next to the permit type. \*Application must be turned in 30 days prior to the event due to public hearing requirement.

Application Date 3/3/14

### SPONSOR INFORMATION

Name of Sponsoring Organization: Liberty Festival / Independence Day Committee

Name of Contact Person for Event: Cathy McDonald

Title of Contact Person: President

Mailing Address: P.O. Box 97

Daytime Telephone: 786-3088 Cell Phone: 212-8227

Email Address: liberty.festival@aol.com

Contact Name and Cell Phone Number DURING the Event: Cathy McDonald - 212-8227

Is your organization incorporated as a non-profit organization?  Yes  No

Non-Profit Number: \_\_\_\_\_

### EVENT INFORMATION

Name of Event: Liberty Festival

Type of Event (walk, festival, concert, etc.): Festival

Date of Event: July 3rd - 7th, 2014 Rain Date: July 3rd-7th, 2014

Times of Event: Start Time including set-up: 7am Ending time including clean up: 1am  
Actual Event Start Time: 4 pm Actual Event End Time: 11 pm

Estimated Attendance: 15,000

Location of Event: Veteran's Park, Longley Bridge, Simard Payne Park and surrounding area

If location is a city park, have you applied for use of the property with the Recreation Department and has your request been approved?  Yes  No  Pending

Date request submitted to the Recreation Department: 3/3/14

**TYPES OF PERMITS/PERMISSIONS NEEDED – PROVIDE AN ANSWER FOR EACH LINE:**

Permit Fee	Permission/Permit Type	YES	NO	NOT SURE
Separate fee and permit possible	FOOD – Will food or beverages be sold or given away? If yes, list what types of food or beverages: various vendor foods and beverages  Note - A food service license may be required.	x		
Separate fee and permit possible	NON-FOOD ITEMS – Will products be sold or given away (such as t-shirts, crafts, cds, etc.)? If yes, list what items: t-shirts and novelties  Note- A peddling permit may be required.	x		
\$11	*LIVE MUSIC – Will there be any outdoor musical performances? If yes, please describe: variety of outdoor performers	x		
\$16/day	SOUND AMPLIFICATION – Will there be a microphone or speaker system to project sound?	x		
Separate fee and permit required	ALCOHOLIC BEVERAGES – Will alcoholic beverages be served?			x
Separate fee and permit required	*CARNIVAL – Will carnival rides be offered? If yes, attach a copy of the state permit. A city permit is required as well.			x
Separate fee and permit required	FIREWORKS – Will there be a fireworks display? If yes, a permit from the Fire Department is required.	x		
N/A	PARADE – Will there be a parade? If yes, describe route:  Note – A permit from the Police Department is required.			x
N/A	RUN/WALK/CYCLE – Will event involve participants doing a walk-a-thon, road race, etc? If yes, describe route:			x
Separate permit required	BURN PERMIT – Will there be any open flame such as a bon fire? If yes, describe activity: possible flag disposal ceremony Note - A permit from the Fire Department is required.			x
N/A	TENT/CANOPY – Will you be setting up a tent or canopy? If yes, list number and sizes: small pop up canopy tents around vendors and staging areas	x		
N/A	ROAD/INTERSECTION CLOSURE – Will any roads need to be closed to accommodate your event? If yes, please list: Longley Bridge, Main Street, Lincoln Street	x		
N/A	MAP/DIAGRAM – Is a map or diagram attached detailing this event and depicting the placement of such items as tables, tents, port-a-potties, stage, parking, etc.? This is a mandatory requirement for this application and must be included with the application form.	x		

N/A	PARKING ACCOMODATIONS – What will be the anticipated need for parking and what is your parking plan? Bates Mill Parking Garage & Lots, Chestnut Street Parking Garage Chestnut Street parking lot	x		
N/A	TOILETS – Please list amount at event and/or nearest location: 10 Regular units, 2 handicap units located on Mill St, Lewiston and Great Falls Plaza, Auburn	x		
N/A	WASTE DISPOSAL – Please list process and location: City provided trash can liner stands and dumpster	x		
N/A	HAND WASHING FACILITIES – Please list amount at event and/or nearest location: 1 portable at each food vending station	x		
N/A	POTABLE WATER – Please list amount at event and location: 2 hose hook ups from Main Street Pump station	x		
N/A	FIRST AID FACILITIES – Please list location at event: United Ambulance and Lewiston Fire Dept. on Lincoln Street and Mill Street	x		
\$	TOTAL FEE AMOUNT INCLUDED – Checks payable to “City of Lewiston”	0		

**EVENT LIABILITY INSURANCE COVERAGE FOR EVENT**

For an event such as a walk-a-thon, race, festival, concert, etc. the City requires insurance coverage – general liability. The City of Lewiston needs to be named as additionally insured in regards to the event activities on that date. Once the event is approved, the Certificate of Insurance will need to be received before the event permits can be issued. Please have “City of Lewiston” listed as additionally insured on the Certificate of Insurance (minimum coverage \$1,000,000) and have your insurance company fax a copy to: City Clerk 207-777-4621

DESCRIPTION OF EVENT – Please describe what will occur during your event

7/2 set up will begin and from 7/3- 7/6 will be the festival with fireworks, possible carnival, vendors and a variety of entertainment.

We are also considering a veterans memorial event on 7/3 and a possible fundraising dance on 7/5 in Veterans Park.

Signature of Applicant:

Printed Name:

Date Submitted:

Cathy McDonald

Cathy McDonald

3/3/14

**Please note that you will be contacted by City Staff if you require additional permitting.**

# LEWISTON CITY COUNCIL

## MEETING OF JUNE 17, 2014

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. 3**

**SUBJECT:**

Order Authorizing the City Administrator to Execute an Agreement to establish an Economic Development Services Plan between the City of Lewiston, the Lewiston Auburn Economic Growth Council and the City of Auburn.

**INFORMATION:**

Over the past year, the two Cities and LAEGC have reviewed various ideas and concepts pertaining to economic development approaches in the two cities and how best to utilize the scope of services offered by LAEGC. A working group was formed to develop a services plan and this agenda item is seeking Council authorization to approve the proposed plan. Please see attached for additional information on this issue.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To approve the Order Authorizing the City Administrator to Execute an Agreement to establish an Economic Development Services Plan between the City of Lewiston, the Lewiston Auburn Economic Growth Council and the City of Auburn.



**City of Lewiston Maine  
City Council Order  
June 17, 2014**



**Order,** Authorizing the City Administrator to Execute an Agreement to Establish an Economic Development Services Plan between the City of Lewiston, the Lewiston Auburn Economic Growth Council, and the City of Auburn.

**WHEREAS,** the City of Lewiston, City of Auburn, and LAEGC have historically been the model for collaborative economic development in Maine and have had past success through this effort; and

**WHEREAS,** to continue that success, this economic development approach must become more adaptive to rapid change while competing globally in an environment of unknowns and limited predictability and will need to identify and adopt new models and services; and

**WHEREAS,** over the last year, the Cities and LAEGC have reviewed various ideas and concepts, in concert with other stakeholders, regarding the appropriate scope of services to guide the operations of LAEGC and the cities for future years; and

**WHEREAS,** a working group was charged with completing this review, developing a plan, and outlining the plan's priorities with a view toward its implementation; and

**WHEREAS,** with the assistance of a consultant, this working group has reached a consensus on a scope of services as outlined in the Economic Development Services Plan for Lewiston-Auburn Economic Growth Council Final Report May 19, 2014; and

**WHEREAS,** the cities and LAEGC have also developed an agreement that would adopt this plan and assist in moving it toward implementation.

**Now, therefore, be It Ordered by the City Council of the City of Lewiston that**

the City Administrator is hereby authorized to Execute an Agreement to Establish an Economic Development Services Plan between the City of Lewiston, the Lewiston Auburn Economic Growth Council and the City of Auburn in a form substantially as attached hereto.

**AN AGREEMENT TO ESTABLISH AN ECONOMIC DEVELOPMENT SERVICES PLAN  
BETWEEN THE CITY OF AUBURN, CITY OF LEWISTON, and the LEWISTON\_AUBURN  
ECONOMIC GROWTH COUNCIL (LAEGC)**

This Agreement is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2014 between the City of Auburn, City of Lewiston (collectively the Cities) and the Lewiston Auburn Economic Growth Council (LAEGC) for the purpose of establishing an Economic Development Services Plan (the "Plan") for the continuation of joint economic development services. The Plan inclusive of the will help guide the work of LAEGC and provide a framework for the approach to cooperative economic development that the Cities and LAEGC will employ for the next 2 years.

**WHEREAS**, the Cities and the LAEGC have historically been the model for successful collaborative economic development; and

**WHEREAS**, to continue that success, the Cities and the LAEGC must become more adaptive to rapid change; and

**WHEREAS**, competing globally in an environment of unknowns and limited predictability will require identifying and implementing new models and services; and

**WHEREAS**, numerous ideas and concepts were vetted over the last year by the parties and various stakeholder groups regarding the appropriate scope of services to guide the operations of LAEGC for future years; and

**WHEREAS**, those services include

- (1) Developing and Adopting an Economic Development Strategy,
- (2) Facilitating and promoting the Coordination of a Joint Economic Development Approach,
- (3) Developing a Marketing and Promotion Campaign in Collaboration with the Cities and other stakeholders,
- (4) Creating a Business Development Plan that Emphasizes Retention, Expansion and Attraction,
- (5) Helping the Cities identify Targeted Growth Opportunities,
- (6) Operating a Project Financing and Portfolio Management Program, and
- (7) Providing Staff support for the Administration, Advocacy and Governance of the Overall Economic Development Program of the Cities and Local Development Corporations;

**WHEREAS**, authority to approve collaborative efforts for the Cities must be established in order to fully complete the Plan;

Now, **THEREFORE**, the Cities and the LAEGC agree as follows:

## **CONDITIONS OF AGREEMENT**

### **ARTICLE 1 - PREAMBLE**

As outlined in this Agreement, the sole purpose of the Plan shall be to implement and guide the delivery of the Plan's scope of services and recommendations as prepared by the Joint Economic Services Committee and endorsed by the LAEGC Board of Directors. (SEE ATTACHED)

The Cities of Auburn and Lewiston desire to enter into a memorandum of understanding with LAEGC (Lewiston Auburn Economic Growth Council) for continuation of joint economic development services, and LAEGC agrees to provide those services. This agreement establishes the terms and conditions for the provision of joint services as outlined in the Plan.

The Cities together may, in writing and with the written consent of LAEGC, engage the LAEGC to perform other functions or services. In the event LAEGC is requested to perform additional services by one or both of the Cities, the requesting City or Cities and LAEGC shall agree on reasonable compensation, if required, to LAEGC for such additional services. The Cities each recognize that LAEGC's services performed for Lewiston and Auburn are not exclusive; LAEGC does and may perform other functions on its own behalf and on behalf of others.

Now, therefore in recognition of the foregoing and in consideration of the mutual intent and covenants hereinafter set forth, the parties agree as follows:

#### **Section 1.1 Duties**

The Cities hereby enter into this memorandum of understanding with the LAEGC for the continuation of joint economic development services in accordance with and as outlined in the **Economic Development Services Plan for Lewiston-Auburn Economic Growth Council Final Report May 19, 2014**. The LAEGC agrees to well and faithfully serve the Cities in said capacity and, to the best of its ability, to devote its time, attention and energies to the performance of the duties outlined therein.

#### **Section 1.2 Term**

The term of this agreement shall be for two (2) years commencing on July 1, 2014 and continuing until June 30, 2016. This term may only be extended by the written agreement of all parties.

LAEGC will assume its duties effective July 1, 2014.

### **Section 1.3 Compensation**

LAEGC will be compensated annually at a rate determined by each City Council. Compensation for FY15 (July 1, 2014 – June 30, 2015) shall be \$160,610 from each City. Compensation for FY16 shall be subject to approval by both Cities. An LAEGC Board approved budget shall be presented to both Cities by 3/15/2015.

### **Section 1.4 3 Year Budget, Workplan and Contract**

The LAEGC Board will present to the Auburn and Lewiston City Councils, no later than March 15, 2016, a strategic 3 year budget, work plan and renewal contract accompanied by a review of the services provided in accordance with this Agreement which identifies positive and negative outcomes and provides recommendations to both City Councils on actions that can be taken to identify and implement new models and services.

### **Section 1.5 Progress Reports**

The Auburn City Manager and Lewiston City Administrator shall conduct a review of the efforts of LAEGC to implement the Plan within thirty (30) days of the first six (6) month anniversary of this agreement and an annual review at the first and second year anniversaries, thereafter. Prior to providing each progress report to the respective City Councils, the reports shall be reviewed with the Board Chair and President of LAEGC who shall be given an opportunity to comment prior to finalizing the reports. The Auburn City Manager and Lewiston City Administrator may, by joint agreement, elect to hold other periodic assessments of progress. The intent of these efforts is to assist in assuring that information on the status of LAEGC's efforts is made available to the Councils on a regular basis.

### **Section 1.6 Termination and Severance**

LAEGC may terminate this agreement upon providing the City of Auburn and City of Lewiston with 30 days written notice, such notice to be provided to the respective City Manager and City Administrator. The City of Auburn and/or the City of Lewiston may terminate this agreement by providing 60 days written notice to LAEGC and the other City, such notice to be provided to the LAEGC President and the City Manager/Administrator. In the event of termination, the amount due to LAEGC from the terminating party or parties shall be prorated based on the percentage of the budget year completed as of the termination date.

### **Section 1.7 General Provisions**

- A. The text herein shall constitute the entire agreement between the parties.
- B. The parties acknowledge and agree that this Agreement was freely negotiated and entered into, and that, in the event of a conflict between the provisions hereof and the provisions of any law or ordinance, the provisions of law or ordinance shall prevail.

C. If any provision, or any portion thereof, contained in this Agreement is held to be unconstitutional, invalid, or unenforceable by a court of competent jurisdiction, the remainder of this Agreement shall not be affected and shall remain in full force and effect.

**ARTICLE 2- AMENDMENTS**

The LAEGC President, Auburn City Manager and Lewiston City Administrator may periodically discuss and propose, individually or in concert, amendments to this agreement. To take effect, such amendments must be approved, in writing, by both City Councils and the Board of the LAEGC.

In witness whereof the parties hereto have caused this Agreement to be executed by their duly authorized representatives this \_\_\_\_day of \_\_\_\_\_, 2014.

**CITY OF AUBURN**

\_\_\_\_\_  
Witness

\_\_\_\_\_  
By: Clinton Deschene  
Its City Manager

**CITY OF LEWISTON**

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Witness

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By: Ed Barrett  
Its City Administrator

**LAEGC**

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Witness

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By: Mark Adams  
Its Board Chair

# ECONOMIC DEVELOPMENT SERVICES PLAN FOR LEWISTON-AUBURN ECONOMIC GROWTH COUNCIL

FINAL REPORT – May 19, 2014

## INTRODUCTION

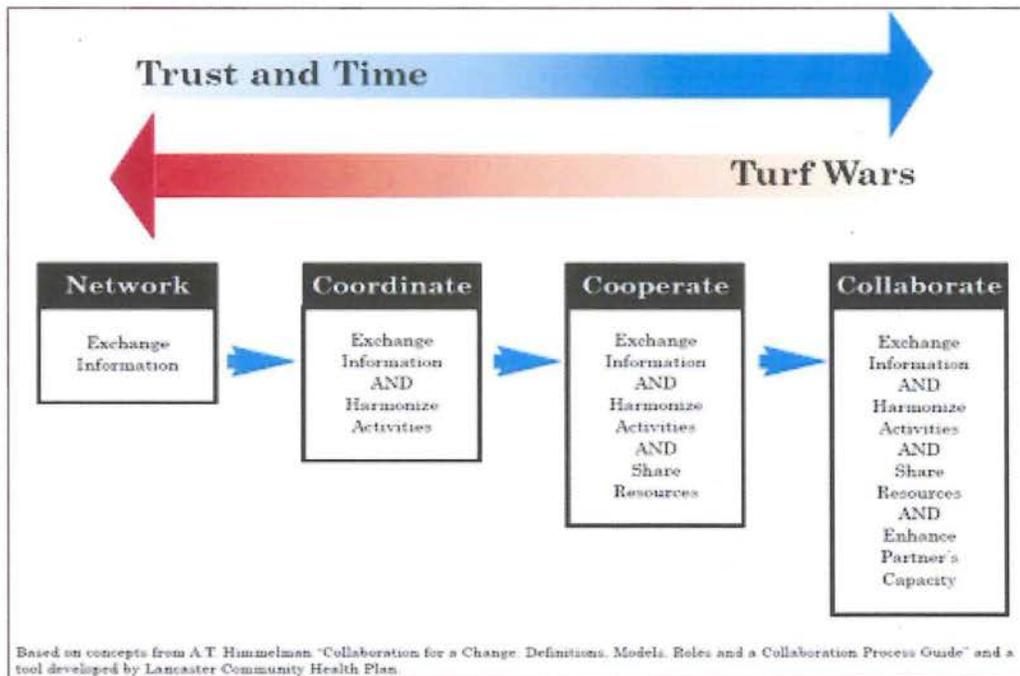
The cities of Lewiston and Auburn have worked with the Lewiston-Auburn Economic Growth Council (LAEGC) to develop a scope of services for the continuation of joint economic development services. Camoin Associates was hired by the two cities and the LAEGC to work with the parties involved, along with an Advisory Committee to develop a scope of services for LAEGC that could be adopted and funded by the two cities as well as provide recommendations for the economic development service delivery going forward. The Joint Economic Development Services Advisory Committee met four times as part of this process and developed this final draft which includes a recommended scope of services to help guide the work of LAEGC and recommendations on how the Cities and LAEGC should approach economic development going forward.

## GUIDING PRINCIPLES AND APPROACH

The following principles provide guidance for a scope of services and economic development system going forward:

- Historically L/A has been a model for collaborative economic development and has had past success – **Collaboration must continue!** It will lead to greater impact and efficiencies compared to the two cities going it alone. The bottom line is that the Cities cannot fiscally afford going it alone in providing the resources to support modern day economic development functions and services.
- Economic development and the economy has become complex – more issues, more stakeholders, global economy, greater expectations, a demand for openness and transparency, and a demand for measurement, etc... **the LAEGC and the Cities must become more adaptive to rapid change and working within an environment of constant unknowns and limited predictability.**
- **Transformation and change takes time and commitment.** There is no overnight silver bullet. Success requires patience and commitment to on-going capacity building and learning.
- The Cities and LAEGC may have to do less in some areas than in the past to allow for adaption to new models and services – thus creating “space” for adapting to change, working on the process of collaboration and networks with new stakeholders and interests, and updating operational processes and procedure. Through all of this and into the future *there must be adequate, consistent, capacity (dollars, staffing, and resources) to run a high-performing organization.*

Throughout the process of developing a scope of services much discussion focused on collaboration. The Advisory Group felt it important to understand what is meant by collaboration. Through the LAEGC the Cities seek to approach and deliver economic development collaboratively, though networking, coordination, and cooperation are all needed to build and implement a collaborative approach. This following graphic helps demonstrate the model:



Source: <http://21stcenturylibrary.com/2010/09/>

### Current Economic Development Staffing/Capacity in the Cities

The two cities have very little staff/resources for carrying-out economic development functions. Current staffing is as follows:

- Auburn: 2 full-time staff: 1 focused on all economic development but also oversees planning, code enforcement, assessing, and CBDG; 1 that spends 75%-80% on downtown issues
- Lewiston: 1 full-time economic development director

LAEGC increases this capacity while at the same time providing services collaboratively that are of mutual benefit. The overall potential is to have a greater impact than if the Cities were to go it alone. Additionally, LAEGC is able to utilize non property tax sources through its loan pool and other financing/grant programs to do more than what would be possible through property tax appropriations from the Cities alone.

### Organization and Leadership

The scope of services focuses on the specific program and services that are to be provided by LAEGC to the two Cities. Each service area is like a piece of the puzzle that when put together determines "what" will be offered. This process of refining and negotiating a scope of services does not address "how responsive and effective" these services will be over the long-term and the changing nature of economic development. The Cities and the LAEGC should work to define and agree on what constitutes success in the delivery of economic development services and the value (return on investment) expectation of these services. Regardless of the final agreed to scope of services there are several factors that need to be addressed in the short-term and worked on in the long-term to impact responsiveness and effectiveness. They are:

- Trust – internally and externally amongst the Economic Development partners (Auburn, Lewiston, LAEGC)
- Process and procedures – these help build trust
  - Internal work plan for LAEGC
  - Annual review by LAEGC of organization, board, and president
  - Evaluation of services, metrics
- Leadership qualities – within the organization including among the board. These include: adaptability, leading in periods of chaos or uncertainty
- Engagement – among the board, committees, and among the many stakeholders and networks
- Open and active communications amongst the partners
- Ability and respond and adapt to changes in the external environment

It is highly recommended that these issues not be ignored. The period of transition to a new president and another service year is a good opportunity to begin to regularly discuss, assess, and address each of these issues. In hiring a new president LAEGC should put strong emphasis on qualities of leadership, adaptability, board and stakeholder communication and engagement, networking, and ability to adopt and adhere to the latest policies, procedures, and best practices. A top priority of the new president should be the development of an organizational plan that addresses these issues and provides details for staffing, management, board composition, roles and responsibilities, communications and financing. No amount of rearranging the service pieces can insure an effective, high performing organization over the long-term. Working together to address these issues can result in a new culture to make this a high performing economic development organization for years to come.

#### Funding for LAEGC

Beyond this transitional year, funding for LAEGC from the Cities should be multi-year – at least 3-year commitment will create a stable environment for implementation of policies and actions. This should include annually reporting on performance and strategic focus.

LAEGC is currently exploring expanding loans and its loan pool programs to generate additional revenues and reduce reliance on property taxes. LAEGC should continue to identify and pursue alternative funding sources and mechanisms for both loan programs and for the organization as a whole.

With a renewed trust between the Cities and LAEGC, the completion of an Economic Development Strategy and an Organizational Plan, the LAEGC should then develop a three year operating budget and financing plan that includes increases in non-property tax revenues by considering:

- Operations campaign (appeal to private sector)
- Increases in revenues from loan management and financial programs
- Increased use of TIF revenues including a joint TIF
- Fees for services

### Economic Development Corporations

Currently there are two-separate development corporations, one for each City. Both are separate legal entities from their respective cities. They are asset-based private, non-profit corporations that purchase and own properties for development including individual properties purchased or obtained through foreclosure. Each corporation has a board with representation on the LAEGC and each has City representatives on its boards. Each contracts with LAEGC for administrative services. There has been some discussion of the merits of merging the two organizations but since these are separate entities from the Cities and LAEGC the advisory committee is not offering a recommendation in this area as part of the process.

### Downtown Development

A previous draft of the scope of services included a section that tasked LAEGC with actively, through staff resources, supporting downtown development of the two Cities and becoming more active in joint downtown planning and economic development. Auburn requested these services be removed from the scope. Auburn hired a staff person with downtown expertise and felt the LAEGC services were unnecessary. Lewiston is still in need of additional downtown services. It is recommended that Downtown strategies be considered within the Economic Development Strategy. With this as a starting point a discussion can emerge on how best to carry-out those strategies. The following is a summary of issues that emerged in this process.

Common areas of interest:

- Improving quality of life through healthy downtowns
- Maine Street Program – currently there is none in either City

Functions of common interest include:

- Event coordination
- Walkability
- Trails
- Housing
- Store fronts
- Arts and culture
- Investment and business attraction

There are only a few organizations involved in Downtown issues in L/A.

- United New Auburn – neighborhood group in Auburn
- LA Arts
- AVCOG

It is unclear to some as to who has roles/oversight of downtown issues.

Downtown efforts must involve downtown business and property owners taking ownership of process and improvements.

## Community Transformation and Future of Economic Development

As presented in the Joint workshop on economic development in March 2014, our economic system is in a period of rapid transformation and economic development services delivery must adapt. The following are offered as issues which should be addressed for transforming the economic development system in Lewiston and Auburn:

- Building capacity for functioning within a system composed of many networks and building leadership capacity for economic and community development among organizations and networks
- Building capacity and resources for business intelligence, working smarter – data, research, digital technologies and information resources
- Incorporating new funding models – and reducing reliance on government entities
- Building capacity for understanding emerging trends and adapting accordingly
- Greater focus on workforce
- Greater focus on place based economic development and including worker and resident recruitment and retention strategies

It is recommended that the Cities, LAEGC, and stakeholders develop a process for scanning, assessing, and addressing these and other issues related to transformation and change in the economy and economic development systems over time. This could be coordinated as part of the L/A Future Forum effort.

### Priorities

The work and recommendations presented cannot all be completed at once. There is simply not enough collective time and resources. To help with implementation the following prioritization of key activities/initiatives is offered.

#### Level I

- Hire new president
- Economic Development Strategy (EDS)
- Organization Plan including staffing, management, financing, and communications

#### Level II

- Hiring of additional staff to carry out work and organizational plan
- Marketing plan
- Business visitation program
- 3-year operating budget FY 2016, 2017, 2018

Additionally LAEGC and the Cities should work with economic development stakeholders including the L/A Future Forum and Benchmark L/A as part of cooperative process to assess future changes and transformation in the economy and economic development and work to build capacity to adapt to those changes over time.

## **ATTACHMENT A - LAEGC SCOPE OF SERVICES BY SERVICE AREA**

The following is a scope of services designed to guide the operations of LAEGC over the next several years beginning in 2015.

### **1. ECONOMIC DEVELOPMENT STRATEGY**

#### **Recommended Scope of Services Language**

Description: The Cities are interested in developing and adopting an Economic Development Strategy (EDS). The EDS should be L/A focused and not focused on the whole region/county. The EDS will reflect the economic development vision, goals, and strategies of the Cities as a whole and identify and prioritize initiatives and projects for achieving them. The EDS should not focus on detailed operational and organizational plans of the Cities, the LAEGC, or related economic development entities.

Several plans related to economic and community development were completed in the past five to ten years. Findings from these plans should be incorporated by reference rather than seeking to redo their efforts. The EDS should focus on economic development (growth in employment, income, and investment) but take into account the findings related to economic development in the existing plans for community development and other related areas such as transportation, housing, workforce development, education and environment. Previous efforts have incorporated considerable public engagement processes so the EDS should focus specifically on engaging economic development stakeholders to develop of a focused, coordinated strategy.

The EDS should be the top priority for the LAEGC in 2014-15. Completing such a plan will typically require a 4-6 month effort. Once adopted the EDS will need to be implemented and annually reviewed/updated to reflect progress, changing priorities, goals and economic conditions. The LAEGC will contract for an experienced consultant to assist in the development of the EDS.

#### **FUNCTIONS/SERVICES:**

- ❖ Collaborate with the Cities, economic development stakeholders, and partner organizations
- ❖ Monitor economic trends (local, state and national) to assess opportunities and priorities
- ❖ Coordinate the development of the joint Economic Development Strategy (EDS) (note a suggested outline is included in Attachment B)
- ❖ Integrate with and clarify roles of L/A Future Forum and Benchmark L/A with regard to the EDS
- ❖ Track and measure progress of strategic goals and initiatives and communicate progress with the Cities, stakeholders, and public
- ❖ Periodically coordinate a review of the EDS

#### ***Anticipated Activities:***

1. Annual EDS implementation
2. Annual EDS progress/results report to Cities
3. Annual review of EDS goals, priorities and initiatives

**Tasks/Projects:**

1. Development of a joint Lewiston-Auburn Economic Development Strategy
  - A. Establish, in consultation with the LAEGC Board, and EDS Steering Committee
  - B. Solicit and contract, in consultation with the Steering Committee, an independent, qualified economic development strategy consultant to provide research, analysis, and development support of the EDS
  - C. Identify and engage stakeholders
  - D. LAEGC to assist EDS process with administrative, coordination and committee support services
  - E. Develop Draft EDS
  - F. Review/adopt EDS by LAEGC Board, and City Councils

*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 and will require additional funds than what is currently provided.

## 2. JOINT ECONOMIC DEVELOPMENT COORDINATION

### Recommended Scope of Services Language

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 protocol and process for efficiently handling business inquiries. This should foster a “no wrong door” procedure for handling business and investor inquiries that recognizes that inquiries will come in from many sources/directions but need to be effectively referred to the persons(s) best in a position to address.
- ❖ Administer, Facilitate and Maintain the Joint Economic Development Protocol and TIF Policies

### *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:**

- A. Review of Joint Economic Development Protocol and TIF Policy
- B. 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 including process for handling business inquiries

### 3. MARKETING and PROMOTION

#### Recommended Scope of Services Language

Description: LAEGC shall be responsible for marketing and promoting of Lewiston and Auburn for economic development including business retention, expansion and attraction. Many entities and individuals play a part in marketing the Cities. Much of this is out of the direct control of any one entity including the Cities, the Chamber, and the LAEGC. Therefore it is essential that the LAEGC play a convening role in coordinating multiple efforts and helping to present a series of messages that complement each other. 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 for economic development and work collaboratively to establish and promote the “brand” with stakeholders.

Businesses, site locators, investors, and citizens are all using digital and social media in personal and business information gathering, engagement and transactions. In its marketing and promotion activities the LAEGC shall employ traditional media as appropriate but move toward increasing use of digital mediums. The LAEGC will promote and represent the communities locally, regionally, statewide, and beyond. The LAEGC will also work to recognize and celebrate the economic achievements of the cities, businesses and citizens.

#### **FUNCTIONS/SERVICES:**

- ❖ Marketing and promoting the communities and their assets
  - Develop marketing and collateral materials which promote the cities and their economic growth – with emphasis on web, digital, and social media
  - 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, Auburn-Lewiston Municipal Airport, and key properties for redevelopment
  - Assist/support marketing and promotion activities of the Cities’ downtowns
- ❖ Share information that recognizes and celebrates the Cities’ economic progress
- ❖ Maintain of Economic Development/Community Promotion website and social media sites
- ❖ Actively lead/coordinate community branding “image” efforts
- ❖ Collaborate/Participate with other community promotion efforts
- ❖ Create an Advisory Group for Economic Development Marketing and Promotion and engage stakeholders, interested business representatives and marketing professionals to provide advice and guidance in marketing/promotion efforts

- ❖ Better utilize Great Falls TV for economic development communications, marketing, and promotion

***Anticipated Activities:***

- 1) Develop an 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, Annual Dinner, and Business Forum
- 6) Preparation and issuance of media releases/events
- 7) Creation and staff support for an economic development marketing advisory group

**Tasks/Projects:**

- A. 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.

***Expected Outcome(s):***

- Annual Marketing and Promotion plan with results tracked and reported annually

Note: *LAEGC currently budgets approximately \$15,000 for Marketing and Promotion beyond staff costs. This level of funding is insufficient to fully implement the activities specified above.*

#### 4. BUSINESS DEVELOPMENT - RETENTION, EXPANSION, AND ATTRACTION

##### Recommended Scope of Services Language

Description: LAEGC shall be responsible for leading, coordinating and supporting public sector and private sector efforts to grow, improve, retain, and attract 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 will monitor, track and assess economic development trends, issues, and resources to guide the Cities in overall economic development efforts. LAEGC will actively perform services to retain, grow, and attract businesses, employment and investment in the Cities.

##### **FUNCTIONS/SERVICES:**

- ❖ Assist existing business with retention and/or expansion
- ❖ Lead the development, coordination, and support of a business visitation program to identify existing businesses needs and concerns – This should be a formalized business visitation process/program that focuses on obtaining strategic information, utilizing that information for business assistance and support services, and improving the planning and delivery of economic development including revising the economic plan as needed. This effort should be done collaboratively with the Cities' economic development staff and Chamber of Commerce. (Note: *a list of process components to include in a business visitation program is included in Attachment C. It should also be noted that since a formal program currently does not exist, the first year should focus on developing a framework and testing the implementation and identification of revenues for full implementation. Revenues beyond those in the current operating budget will likely be required to implement an affective business visitation program*)
- ❖ Lead the provision and coordination of services and activities to support business attraction to the Cities including:
  - In coordination and cooperation with commercial brokers, private landowners and the Cities, maintain database of potential development sites and real estate properties and make it available electronically through the LAEGC's website. It should be stressed that this should be a coordinated and cooperative approach with the commercial real estate community and the Cities. Some of the brokers may choose not to list their properties though such a system, but LAEGC can proceed and work with those willing to cooperate.
  - Assist clients in conducting site searches and facilitate tours of the community
  - Serve as agent/administrator of the commercial/industrial parks controlled by local development corporations
  - Provide and maintain up-to-date data and information on the LAEGC website that assists business in making location decisions including data related to workforce; taxes and fees; development review, approval, permitting, and licensing; infrastructure, utility and

transportation availability and costs; demographic and market data; incentive and support programs; and community amenities.

- Conduct activities to support business attraction in targeted industries and opportunities that emerge for the Economic Development Strategy
- ❖ Work with workforce development partners (education, workforce, labor, and training stakeholders) to develop, support, and implement programs, policies, and services to meet the workforce needs to grow the economy in the two Cities
- ❖ Work with local, state, and regional partners/stakeholders for support of entrepreneurs and business start-ups
- ❖ Encourage the involvement of the private and non-governmental sectors in economic development efforts

***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 (land and buildings) in the industrial, commercial and downtown sectors of the cities and make information available through the LAEGC website
- 3) Lead the development, coordination, and support of a Business Visitation Program
- 4) Provide an Annual Report of Business Development
- 5) Lead the provision and coordination of services, activities, and information to support business attraction to the Cities
- 6) Provide information and links to resources on the LAEGC website to support workforce, entrepreneurial, and business start-up development

**Tasks/Projects:**

- A. Business Visitation Program (see Attachment C)
- B. Business Attraction Strategy linked to EDS
- C. Update to website to support business expansion, retention, and attraction

***Expected Outcome(s):***

- Annual Report of Business Development

## 5. TARGETED GROWTH OPPORTUNITIES

### Recommended Scope of Services Language

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's efforts will include employing industry/sector specific marketing plans and methods, and 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:**

- ❖ Include a targeted industry and opportunity analysis as part of Economic Development Strategy (EDS) that identifies, assesses, and develops strategies for targeted industry sectors and economic growth opportunities. This should include assessing:
  - Industrial, Trade, Logistics and Transportation (ITLT) – including consideration of port related opportunities and the need to coordinate strategies and services with regional and state port related resources including the Maine Port Authority and Maine International Trade Center.
  - The Downtowns as a targeted opportunity
  - Healthcare
  - Manufacturing
  - Call centers/back-end operations
  - Business, professional, and technical services
  - Others as evident from the data analysis
- ❖ Based on the Targeted Industry and Opportunity Analysis develop strategies in core economic develop service areas to support their growth and development including:
  - Business expansion
  - Business attraction
  - Workforce development
  - Entrepreneurship/business Start-ups

### ***Anticipated Activities:***

- 1) Create advisory committee(s) to oversee the EDS for targeted opportunities
- 2) Selection of and working with professional consultant as part of the EDS

**Task/Projects:**

A. EDS Strategy including strategies for targeted industries and opportunities (See Attachment B)  
*Expected Outcome(s):*

- Targeted industry analysis included as part of Economic Development Strategy
- Retention, expansion, and attraction and Marketing plan for other targeted opportunities

## 6. PROJECT FINANCING AND PORTFOLIO MANAGEMENT

### Recommended Scope of Services Language

Description: The LAEGC shall develop and manage financing resources and programs designed to provide “gap” and other financing for businesses locating or expanding in Lewiston-Auburn. The LAEGC shall act as a clearinghouse for entrepreneurs and businesses seeking business financing. The LAEGC shall coordinate/collaborate with public and private lending organizations and programs to provide assistance and guidance to clients. The LAEGC shall administer and manage the Cities’ business lending/grant programs, as assigned. The 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 navigator to businesses seeking financial resources in support of growth or development
- ❖ Seek and advocate for additional community resources, including private and/or grant funding, targeted for economic development financing and projects
- ❖ 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 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

### **Tasks/Projects:**

- A. Expansion of the LAEGC Loan Committee to a Business Financing Advisory group which will not only providing loan review but also business financing assistance and advice to businesses and the LAEGC.

### *Expected Outcome(s):*

- Annual Report of loan program(s) activity and results

- Review and recommendation (as appropriate) to Cities of Loan Program Guidelines

## **7. ADMINISTRATION, ADVOCACY and GOVERNANCE**

### Recommended Scope of Services Language

Description: LAEGC shall provide staff support and administration to the overall economic development (in addition to 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 unanticipated and miscellaneous services, needs and projects which may arise from time to time.

### **FUNCTIONS/SERVICES:**

- ❖ Provide logistical support (meetings/agendas/minutes/accounting, etc.) to the LAEGC and development corporations
  - Auburn Business Development Corporation, Lewiston Development Corporation, Lewiston and 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 Municipal Airport Committee
- ❖ Support and coordinate the goals and efforts of L/A Future Forum and Benchmark L/A
- ❖ Support other economic/community development-related issues, initiatives and projects that arise and as requested by the Cities
- ❖ Monitor regional and state policies and inform Cities of issues that may impact economic development

### ***Anticipated Activities:***

- 1) Coordinated and efficient administration of the Cities' joint economic development programs, development corporations and activities
- 2) Conduct annual briefing to Cities and stakeholders on regional, state, and federal issues and policies that may impact economic development in the Cities

*Expected Outcome(s):*

- Annual reporting to the Cities on LAEGC operations, use of funds, and outcomes

## **ATTACHMENT B - OUTLINE OF ECONOMIC DEVELOPMENT STRATEGY**

Identification and assessment of opportunities, related strategies, and priority projects/actions around:

- Overview from existing plans and identification of gaps
- Vision, goals/objectives
- Identification, assessment, and strategy development of targeted industry sectors and opportunities
- Entrepreneurship/innovation/small business ecosystem
- Workforce development
- Business retention, expansion, attraction
- Key development sites
- Other key factors impacting investment and economic growth
  - Housing
  - Transportation
  - Land use/zoning/planning/permitting/approval process
  - Energy/utilities/telecommunications
  - Education
  - Quality of place
- Marketing and communications
- Implementation:
  - Strategy/action
  - Timeframe
  - Roles/responsibilities
  - Costs/needed resources
  - Evaluation/measurement

## **ATTACHMENT C- COMPONENTS OF A BUSINESS VISITATION PROGRAM**

This process should include written strategy regarding:

- Persons conducting visitation
- Training for conducting visitation
- Questionnaire for businesses being visited
- Selection of businesses
- Follow-up to specific business if warranted
- Tabulation and assessment of findings
- Use of information including tying into strategic planning
- On-going data management

**LEWISTON CITY COUNCIL**  
**MEETING OF JUNE 17, 2014**

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. 4**

**SUBJECT:**

Resolve authorizing a 2.58% interest rate, thirteen year loan of \$1,100,000 from the City's General Fund to the Auburn-Lewiston Airport for the purchase of the Nobility hanger.

**INFORMATION:**

The Auburn-Lewiston Airport is a joint agency between the two cities. The Airport Board is planning to purchase a hanger at the airport that they are currently leasing in order to reduce their annual operating expenses. This agenda item is asking the Council to approve a loan to the airport for the purchase of the hanger. Please see the attached material for additional information on this project.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/kmm*

**REQUESTED ACTION:**

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To approve the Resolve authorizing a 2.58% interest rate, thirteen year loan of \$1,100,000 from the City's General Fund to the Auburn-Lewiston Airport for the purchase of the Nobility hanger.



**City of Lewiston Maine  
City Council Order  
June 17, 2014**

**RESOLVE,** Authorizing a 2.58% interest rate, thirteen year loan of \$1,100,000 from the City's General Fund to the Auburn-Lewiston Airport for the Purchase of the Nobility hanger.

**WHEREAS,** the Auburn-Lewiston Airport is a joint agency between the Cities of Lewiston and Auburn; and

**WHEREAS,** the Airport Board recommended that a buyout option associated with a hangar leased by the Airport be exercised to reduce operating costs; and

**WHEREAS,** the operational savings resulting from the lease buyout is estimated to be \$2.83 million; and

**WHEREAS,** operational savings will directly benefit the Cities of Lewiston and Auburn through offsetting a portion of annual airport operating appropriations;

**NOW, THEREFORE, BE IT RESOLVED by the CITY COUNCIL of the CITY of LEWISTON**

That a 2.58% interest rate, thirteen year loan of \$1,100,000 is hereby authorized from the City's General Fund to the Auburn-Lewiston Airport for the purchase of the Nobility hanger. The loan will be repaid in thirteen annual payments of \$201,348 beginning the effective date of the purchase in fiscal year 2015 and annually thereafter.



## Finance Department

Heather Hunter  
Director of Finance/Treasurer  
hhunter@lewistonmaine.gov



**TO:** Mayor Robert E. Macdonald  
And Members of the City Council

**FROM:** Heather Hunter, Finance Director

**SUBJECT:** **Auburn-Lewiston Airport Hanger Loan**

**DATE:** June 10, 2014

During the FY2015 Lewiston Capital Improvement Program (LCIP) presentation, the Airport Manager provided information on the cost savings benefit of paying off the hanger lease vs. the continuation of lease payments. The referenced LCIP material accompanies this memo. Under current conditions, the airport will pay \$249,750 annually until 2028 to lease the Nobility hanger. At which point, the airport has a \$2 million purchase option.

The airport board was approached by the hanger owner to buyout the lease for approximately \$2.2 million (exact terms are still under negotiation), producing a present value savings of just under \$2.83 million. While it makes economic sense to accept the offer, the board itself lacks the funds available to do so as well as the experience to cost-effectively issue debt on its own. Additionally, airport debt would need the Cities of Lewiston and Auburn's to essentially "co-sign" the loan or bond.

Given the lack of economic growth in the A-L community and tight fiscal budgets, both municipalities expressed reluctance to issue debt for their share of the hanger buyout (\$1.1 million) in spite of its operating subsidy savings. However, given the miniscule return on investments experienced by both Cities, the funds could be loaned to the airport through current municipal cash flows to effectuate the airport savings and reap a higher rate of return for each City. Both Cities used a similar arrangement with the 911 Committee's telephone line conversion, albeit for a significantly less principal amount and shorter term.

My recommendation is for both Cities to loan the airport \$1.1 million for 13 years at a rate of 2.58%. The annual amortization of this loan would be \$201,348 producing an annual savings of \$48,402 from the \$249,750 annual required lease payment. As a frame of reference, the rate of return is the same rate the City of Lewiston received on its most recent bond sale. Further, one, two, and five year certificates of deposits are averaging .55%, .6% and 1.8% respectively from today's investment purchase quote.

The Airport Manager is ready to move forward with final buyout negotiations as the proposed operating savings were included and footnoted as such in his FY2015 budget. He has provided additional background information in the attached memo.

I would be happy to address any questions or concerns you may have about this request.

**Auburn-Lewiston Airport  
Proposed Joint Agency Loan**

**Principal** 2,200,000  
**Rate** 2.58%  
**Term** 13 years

<b>Year</b>	<b>Annual Payment</b>	<b>Interest Payment</b>	<b>Principal Payment</b>	<b>Outstanding Balance</b>	<b>Interest to each City</b>	<b>Principal to each City</b>	<b>Airport Operational Savings</b>
0				2,200,000.00			
1	201,348.00	56,760.00	144,588.00	2,055,412.00	28,380.00	72,294.00	48,402.00
2	201,348.00	53,029.63	148,318.37	1,907,093.63	26,514.81	74,159.19	48,402.00
3	201,348.00	49,203.02	152,144.98	1,754,948.65	24,601.51	76,072.49	48,402.00
4	201,348.00	45,277.68	156,070.32	1,598,878.32	22,638.84	78,035.16	48,402.00
5	201,348.00	41,251.06	160,096.94	1,438,781.38	20,625.53	80,048.47	48,402.00
6	201,348.00	37,120.56	164,227.44	1,274,553.94	18,560.28	82,113.72	48,402.00
7	201,348.00	32,883.49	168,464.51	1,106,089.43	16,441.75	84,232.25	48,402.00
8	201,348.00	28,537.11	172,810.89	933,278.54	14,268.55	86,405.45	48,402.00
9	201,348.00	24,078.59	177,269.41	756,009.13	12,039.29	88,634.71	48,402.00
10	201,348.00	19,505.04	181,842.96	574,166.16	9,752.52	90,921.48	48,402.00
11	201,348.00	14,813.49	186,534.51	387,631.65	7,406.74	93,267.26	48,402.00
12	201,348.00	10,000.90	191,347.10	196,284.54	5,000.45	95,673.55	48,402.00
13	201,348.69	5,064.14	196,284.55	(0.00)	2,532.07	98,142.27	48,401.31
	2,617,524.69	417,524.69	2,200,000.00		208,762.34	1,100,000.00	629,225.31

**FY 2015 Lewiston Capital Improvement Program  
Project Description Form**

**Project Title:** Aircraft Hangar

**Operational Funding Division:** Joint Agency      **Project Name:** Hangar Purchase

<b>Est. Total Cost FY 2015:</b>	2,200,000	<b>Est. Total Cost FY 2015-19:</b>	2,200,000
<b>City Share FY 2015:</b>	1,100,000	<b>City Share FY 2015-2019:</b>	1,100,000

**Project Description:**  
Purchase existing hangar as a cost savings measure.

**Consistency with the Comprehensive or Strategic Plans or other related planning documents:**  
This project is part of the 1995 Airport Master Plan. Development of this type is consistent with Federal Grant Assurances.

**Justification for project implementation/construction and segments, if applicable:**  
This investment in the airport's infrastructure will provide revenue producing assets for the airport to help reduce the dependency on municipal subsidies.

**Future maintenance costs if known, including contracts and special service requirements:**  
Annual fire apparatus testing - \$3,000, insurance - \$6,400, and boiler inspection and maintenance - \$1,000.

**How were cost estimates obtained and expenditure commitment:**  
Based upon current discussions.

**FUNDING SOURCES**

Source	Amount	Agency:	Approval Received?	Yes	No
City Operating Budget					
City Bond Issue	1,100,000				
Federal/State Funding		Agency:	Approval Received?	Yes	No
Other Agency/Municipality	1,100,000	Agency: <u>City of Auburn</u>	Approval Received?	Yes	No
<b>Total Project Costs</b>	<b>2,200,000</b>				

**IMPLEMENTATION SCHEDULE (Fiscal Years)**

	2015	2016	2017	2018	2019	Future
<b>Total Project Cost</b>	2,200,000					
<b>Non-City Share</b>	1,100,000					
<b>City Share</b>	1,100,000	0	0	0	0	0

Attach on separate page(s)/sheet additional information (if needed)

# Auburn - Lewiston Airport

## Lease vs Purchase Analysis

For  
Hangar #5 at 78 Airport Drive

Costs under Current Lease Terms							Cost under Current Selling Price			
Year	Monthly Rent Collected Through Sublease	Rent collected through sublease	Rent collected through ground lease	Cost of Lease for hangar	Monthly Lease Rent Paid for Hangar	Graduated purchase price	Purchase Cost	Monthly debt service	Savings Over Lease	Annual Savings Over Lease
2008	642,500.00	642,500.00	1.00	249,750.00	20,812.50	2,795,000.00				
2009	5,833.33	70,000.00	1.00	249,750.00	20,812.50	2,795,000.00				
2010	5,833.33	70,000.00	1.00	249,750.00	20,812.50	2,795,000.00				
2011	21,937.50	263,250.00	1.00	249,750.00	20,812.50	2,795,000.00				
2012	22,500.00	254,250.00	1.00	249,750.00	20,812.50	2,795,000.00				
2013	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,795,000.00				
2014	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,595,000.00				
2015	20,250.00	101,250.00	1.00	249,750.00	20,812.50	2,595,000.00	2,200,000.00	17,012.82	3,799.68	45,596.16
2016	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,595,000.00		17,012.82	3,799.68	45,596.16
2017	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,595,000.00		17,012.82	3,237.18	38,846.16
2018	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,595,000.00		17,012.82	3,237.18	38,846.16
2019	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,395,000.00		17,012.82	3,237.18	38,846.16
2020	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,395,000.00		17,012.82	3,237.18	38,846.16
2021	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,395,000.00		17,012.82	3,237.18	38,846.16
2022	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,395,000.00		17,012.82	3,237.18	38,846.16
2023	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,395,000.00		17,012.82	3,237.18	38,846.16
2024	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,195,000.00		17,012.82	3,237.18	38,846.16
2025	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,195,000.00		17,012.82	3,237.18	38,846.16
2026	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,195,000.00		17,012.82	3,237.18	38,846.16
2027	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,195,000.00		17,012.82	3,237.18	38,846.16
2028	20,250.00	243,000.00	1.00	249,750.00	20,812.50	2,195,000.00		17,012.82	3,237.18	38,846.16
		5,048,250.00	21.00	Total Rent Paid	5,244,750.00	Purchase Price	2,000,000.00			

Bond Issue of \$2.3 million at 4% over 15 years

Estimated

Current Sub-Lease for Hangar runs out in May 2015  
Rent equals \$9 per sq ft (Market) for 27,000 sq ft per year in 12 equal payments of \$20250

Option for three more 10-year lease periods at the same lease rent.

## **Cost/Benefit analysis of hangar purchase**

The 16 April meeting on the Airport Hangar Purchase that is part of the budget process this year produced the question of what exactly were the options concerning the property and the hangar leases. The following is the result of consultation with the lawyer that wrote the leases and a quick reading of Maine Commercial Lease Law.

The Sponsors have three basic options in the current leases. They are:

1. Return the hangar to Nobility LLC and "walk away" from the current lease.
2. Continue to rent the hangar in accordance with the current lease
3. Purchase the hangar out right.

### **Basic Facts**

Before discussing the options available, a description of the underlying situation may provide some clarity. This enquiry centers on the hangar built in 2008 by Nobility, LLC on property that is inside the boundaries of the airport's area of aeronautical activity. The airport leased 2.14 acres of land to Nobility LLC for one dollar (\$1) per year for 20 years. Simultaneously, the airport entered into a 20-year lease for a to-be-constructed hangar that was to be built by Nobility, LLC. The rent for the hangar is \$249,750.00 per year, paid annually on the anniversary of the lease signing. Ultimately, the airport leased the hangar to Lufthansa Technik North America Holdings Corporation for a period of five years. There has been an extension to the original lease and there is a good possibility of at least one more. The lease between the airport and Lufthansa Technik was the original goal of these transactions as Lufthansa Technik desired a location to refurbish a Lockheed Constellation that was already on the airport.

The three-party lease construction was due mostly to Lufthansa Technik's request (requirement) that they not lease from a private party. The preference was to rent from the airport, mostly to avoid paying the property tax that building and owning a building would require of them. They also did not think imagine the project would take more than five years. For the FY 14 assessment, the hangar was assessed at \$ 1,772,800 producing \$36,218 in tax revenue.

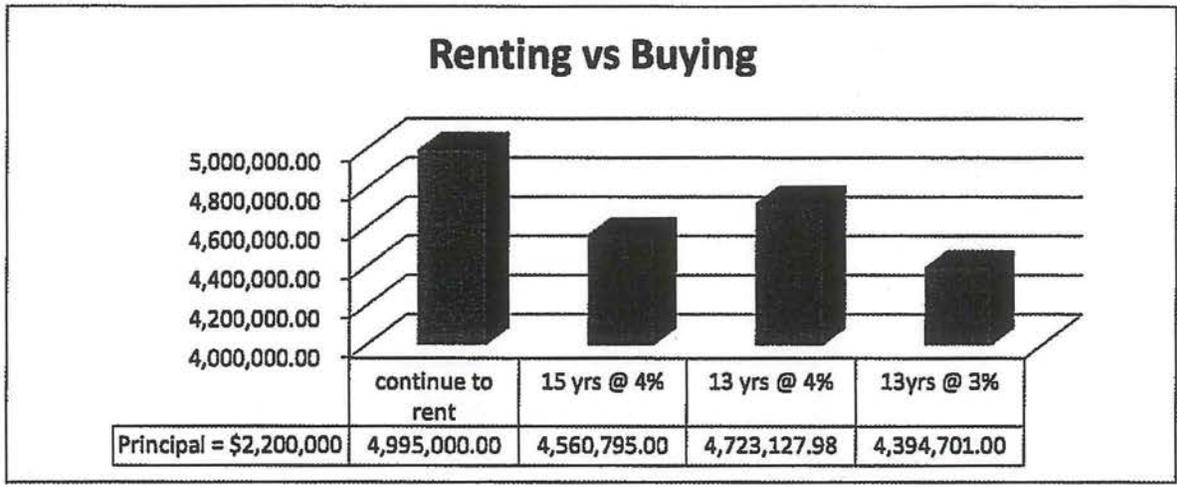
### **Discussion of Options**

#### **Option 1 – Terminate lease with Nobility LLC for hangar**

This is not really an option under the terms of the lease with Nobility, LLC. However, if the Airport simply surrendered possession of the hangar to Nobility and stopped paying rent under the Sublease, the Airport would be in default of its obligations under the Sublease, which would give rise to Nobility's right to terminate the Sublease. This option has the benefit of reducing the cost to the airport of \$249,750 per year. If this were the only change to the airport's finances, it would make the airport self-sufficient for operational expenses, changing the relationship to one of only capital investment by the sponsors. A situation to which Federal Grant Assurances require all grant recipients aspire.

The first of many problems with this option is that terminating the lease with Nobility, LLC would also cause the cessation of rent payments by Lufthansa Technik, concomitantly reducing the airport's income \$243,000 per year. This option would also open the airport and the sponsors to litigation for damages. Speculation on the payment amount for these damages suggests that Nobility, LLC would receive \$3.5 million, approximately the amount of the remaining lease and

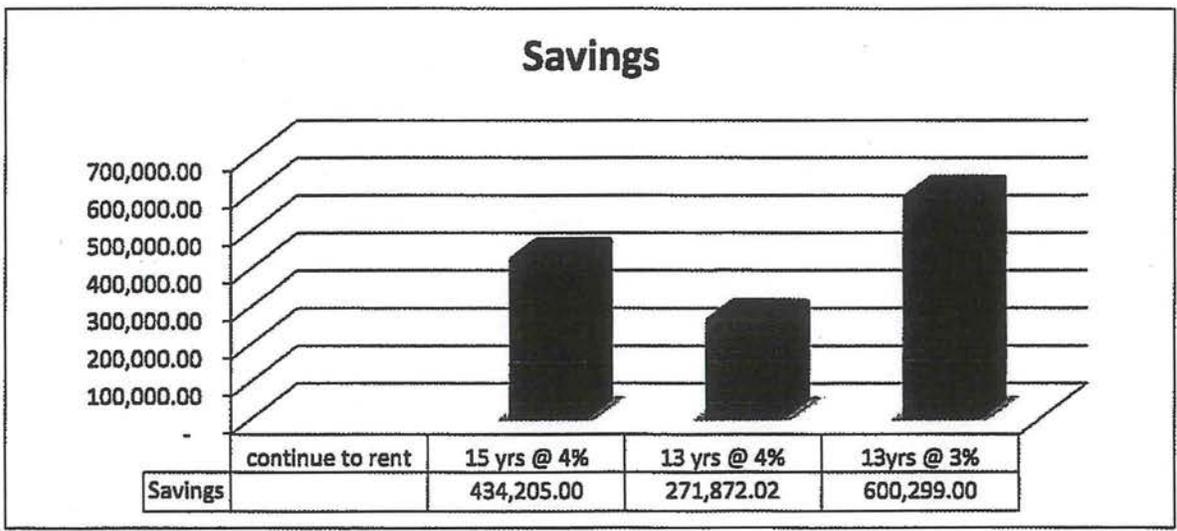
Lufthansa Technik, LLC would at least recover the cost of relocating the project if they continue to maintain the requirement that they not lease from a private party. Lastly, lease termination by the airport may require relocation of the fence if Nobility, LLC cannot replace the current tenant with another aeronautical user of the building. This action would require "Release from Aeronautical Use" determination by FAA, while this is possible it is doubtful given the design of the building and its proximity to the other airport infrastructure.



**Option 2 - Continue to Rent the Hangar**

This option has some merit. The lease is currently in its sixth year and for the FY15 budget 13 years remain on the current lease with Nobility, LLC. At the end of the lease period, Nobility LLC has the option to surrender the hangar to the airport or to take the building down and return the site to its original state. The ground lease to Nobility, LLC also allows Nobility to not surrender the hangar to the airport and adjust the ground lease rent to market value.

The cost to continue to rent the hangar is \$249,750 per annum. If the airport continues to rent, the total amount paid to Nobility, LLC for the hangar will be \$4,995,000.00.

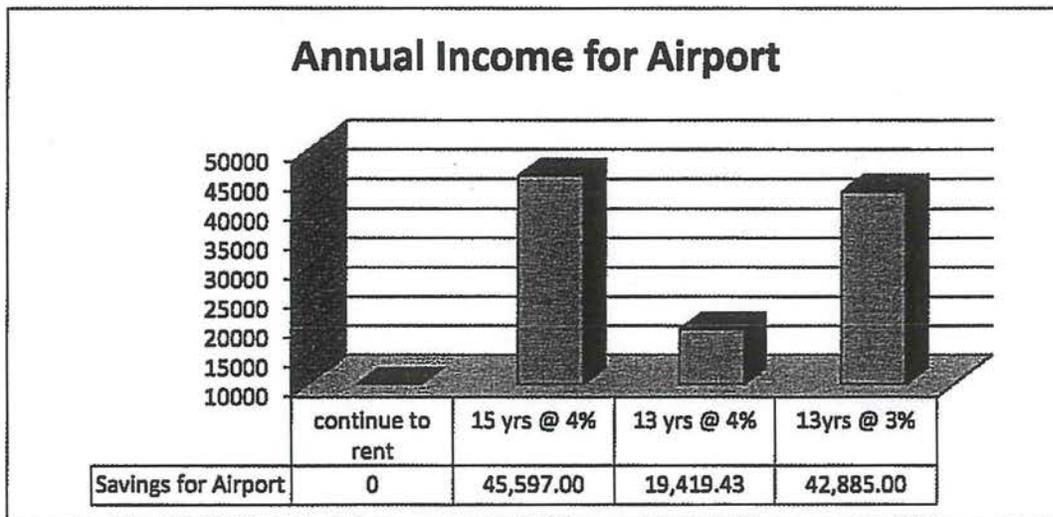


### Option 3 – Purchase the Hangar

Purchasing the hangar has several benefits. Most importantly, there is a cost savings in purchasing the hangar as shown in the chart on the bottom of the previous page. The terms of the financing dictate the overall savings but even at higher rates, there is \$271,872 that can be saved over continuing to rent.

The cost savings would be compounded with the increase of income to the airport through the rent collection. This increase would be also driven by the financing package but as the chart below shows even the least favorable arrangement produces income for the airport that the concomitantly reduces subsidy requests. If the hangar was already financed with favorable terms this year's budget request could have been reduced by \$22,786.00 for each city. What's more, once the hangar is paid off, the entire amount of rent will be revenue for the airport.

There are risks involved with purchasing the hangar that revolve around keeping the hangar rented for the duration of the financing period. These risks are inherent in all projects of this type and are normally overcome with good relationships with tenants and good property management. It is possible for the current situation to last for the duration of the financing period and beyond, but it will be rented out until mid-2018 at least.



# LEWISTON CITY COUNCIL

MEETING OF JUNE 17, 2014

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 5

**SUBJECT:**

Order authorizing the City Administrator to acquire the property at 10 College Street.

**INFORMATION:**

In March 2012, the City condemned and demolished the building at 10 College Street, and assessed a special tax to the owner of the property which was Deutsche Bank of New York. The bank has since paid the tax and has now offered to sell the land to the City for \$1.00. This is a 4200 square foot lot with 55' of frontage. City staff recommend the acquisition of this parcel.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To approve the Order authorizing the City Administrator to acquire the property at 10 College Street.



**City of Lewiston Maine  
City Council Order  
June 17, 2014**



**Order,** Authorizing the City Administrator to Acquire the Property at 10 College Street.

Whereas, on March 20, 2012, the City Council took action against Deutsche Bank AG, New York, owner of the property at 10 College Street, condemning a multifamily structure located there; and

Whereas, the building was subsequently demolished and a special tax placed against the property for back taxes, utilities, attorney's fees, and demolition of the structure; and

Whereas, Deutsche Bank has paid this special tax and has inquired, through the City Attorney, whether the City would be interested in acquiring the now vacant land for \$1.00; and

Whereas, this property consists of approximately 4,200 square feet with 55' of frontage and is located in the Downtown Residential (DR) district; and

Whereas, administration and various staff departments are supportive of acquiring the property; and

Whereas, the Planning Board has made a positive recommendation as to the City's acquisition of this lot;

**Now, therefore, be It Ordered by the City Council of the City of Lewiston** that

the City Administrator is authorized to take the necessary steps to acquire the property at 10 College Street for a nominal amount.



## CITY OF LEWISTON

### Department of Planning & Code Enforcement



**TO: Ed Barrett, City Administrator  
City Clerk's Office  
City Council Members  
Mayor Robert E. Macdonald**

**FROM: David Hediger, City Planner**

**DATE: June 12, 2014**

**RE: Acquisition/disposition of 10 College Street**

The property at 10 College Street is a vacant lot of approximately 4,200 square feet with 55' of frontage located in the Downtown Residential (DR) district. It is owned by Deutsche Bank AG, New York. On March 20, 2012 the City Council took action against Deutsche Bank AG, New York condemning the multifamily structure. On June 8, 2012 the City began the process of demolishing the structure. The City has since received \$38,000 payment for back taxes, utilities, attorney's fees, and demolition of the structure.

The attorney representing Deutsche Bank AG, New York recently contacted the city attorney inquiring whether the City would be interested acquiring the property for \$1.00. Administration and various staff departments are supportive of acquiring and selling the property. The property is nonconforming with respect to the minimum lot size of 5,000 SF in the DR district; therefore, it is undevelopable as single lot (without obtaining a variance from the Board of Appeals, an unlikely outcome). Therefore, this lot is of most value to an abutting property. In addition, Public Works has noted there is an 1865 document that identifies the centerline of a 4' diameter brick and stone sewer crossing the property, but it does not identify the width of the easement. Therefore, should the property be acquired and sold by the City, Public Works recommends an easement be described as being 15' wide on either side of the of the sewer line. This easement will likely limit the use of the parcel to surface parking or green space.

Pursuant to Article VII, Section 4(h) of the Zoning and Land Use Code, the Planning Board reviews and make recommendations to the City Council with regard to the acquisition and disposition of all public ways, lands, buildings and other municipal facilities. At their June 9, 2014 meeting, the Board voted unanimously to send a favorable recommendation to City Council for the acquisition of 10 College Street for one dollar (\$1.00). They also voted 5-1 not to sell the property at this time, in part due to the City's need for a sewer easement across the property, along with possible consideration of land banking the property to support future development in this area



City of Lewiston  
Planning & Code Enforcement  
Gil Arsenault, Director



## MEMORANDUM

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**To:** Ed Barrett, City Administrator  
City Clerk's Office  
City Council Members  
Mayor Robert E. Macdonald

**From:** David Hediger

**Date:** June 12, 2014

**Subject:** Planning Board Action: 10 College Street

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The Planning Board took the following action at their public meeting held on June 9, 2014 regarding the acquisition and disposition of property at 10 College Street.

The following motions were made:

**MOTION:** by **Walter Hill** to send a favorable recommendation to City Council for the acquisition of 10 College Street for one dollar (\$1.00). Second by **Kevin Morissette**.  
**VOTED: 6-0 (Passed).**

**MOTION:** by **Michael Marcotte** to send a negative recommendation to City Council for the disposition (sale of) 10 College Street. Second by **Walter Hill**.  
**VOTED: 5-1 (Passed; Bruce Damon Opposed).** The motion by the Board is a recommendation not to sell the property at this time, in part due to the City's need for a sewer easement across the property and possible consideration of land banking the property to support future development in this area.

c: Planning Board Members

The City of Lewiston is an EOE. For more information, please visit our website at [www.ci.lewiston.me.us](http://www.ci.lewiston.me.us) and click on the Non-Discrimination Policy.

# LEWISTON CITY COUNCIL

MEETING OF JUNE 17, 2014

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 6

**SUBJECT:**

Resolve establishing a Committee to review Public Works' Service Level Standards.

**INFORMATION:**

During a recent City Council workshop, the Council discussed the idea of creating a committee to review operations at Public Works in an attempt to reduce costs in the department. This agenda item is to establish this committee.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*ETABLkmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To approve the Resolve establishing a Committee to review Public Works' Service Level Standards.



City of Lewiston Maine  
City Council Resolve  
June 17, 2014



**Resolve,** Establishing a Committee to Review Public Works' Service Level Standards.

Whereas, on several occasions, the City Council has discussed and expressed an interest in forming a Committee to review the City's Public Works Department in an effort to develop recommendations that would reduce costs and improve services; and

Whereas, at a recent workshop, the City Council reviewed and supported a proposal outlining the purpose, composition, term, and expected work product of such a committee;

**Now, therefore, be It Resolved by the City Council of the City of Lewiston** that

there is hereby established a Committee to Review Public Works' Service Level Standards in accordance with the attached committee mission and organization.

## COMMITTEE TO REVIEW PUBLIC WORKS' SERVICE LEVEL STANDARDS

### Mission/Purpose:

- Establish acceptable service level baselines (Bench Marks) for the Department of Public Works;
- Review current staffing levels, organizational structure, and equipment to determine its adequacy to meet those baselines/bench marks or other service levels;
- Once the above bullets are completed, review/evaluate whether further review is warranted; if so, then proceed to:
  - Identify investments in personnel, equipment or technology that could be made to enhance or improve departmental efficiency and effectiveness in meeting the service level baselines;
  - Review current customer service system to evaluate its ability to adequately track and monitor citizen service requests;

### Composition and Appointment

The Committee would be composed of 7 voting members: 2 Councilors and 5 members of the public who are residents or taxpayers in the City of Lewiston and are knowledgeable concerning public works, construction, civil engineering, equipment operations/maintenance, purchasing, customer service operations, or related areas; and 2 ex-officio staff members. The 7 voting members shall be appointed by the Mayor, who shall designate one of them as Committee Chair and the 2 staff members shall be assigned by the City Administrator and shall be responsible for providing logistical support to the Committee.

### Staff Support:

The City Administrator shall assign additional staff as necessary to support the work of the Committee.

### Term

The Committee shall complete its work by January 2015 at which time its report and recommendations shall be forwarded to the City Council and the City Administrator to allow for funding for its recommendations to be considered during the annual budget process. The Committee shall, however, be free to submit recommendations for changes at any point during its term.

### Meetings

The Committee shall establish the times and places of its meetings. Meetings shall be open to the public and notice of such meetings shall be posted by the City Clerk. The Committee may invite such others as may be knowledgeable about subjects under discussion to provide information for its consideration.

## Report

The Committee shall present a report to the City Council using the following format as an outline:

- Executive Summary
- Results of Levels of Service Baseline Evaluation
- Discussion of the Process and Results of the Organizational evaluation to determine if changes are needed to the current staffing levels, organizational structure, or equipment to meet the recommended Level of Service
- Recommendations

If further review is warranted in certain areas, the Committee may also:

- Report on the Department's efforts to keep personnel, equipment and technology current;
- Research and Report on potential personnel training, equipment improvements, and technological advances the Department could use to improve operations and the delivery of services, including an economic evaluation of the investment needed;
- Report on its evaluation of customer service in regard to tracking and monitoring customer service requests;
- Provide any other recommendations.

**LEWISTON CITY COUNCIL**  
**MEETING OF JUNE 17, 2014**

**AGENDA INFORMATION SHEET:**

**AGENDA ITEM NO. 9**

**SUBJECT:**

Executive Session to discuss labor negotiations regarding the International Association of Firefighters, Local 785.

**INFORMATION:**

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

**APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:**

The City Administrator recommends approval of the requested action.

*EAB/kmm*

**REQUESTED ACTION:**

1	2	3	4	5	6	7	M
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To enter into an Executive Session pursuant to MRSA Title 1, section 405 (6) (D) to discuss Labor Negotiations regarding the International Association of Firefighters, Local 785.