

**LEWISTON CITY COUNCIL AGENDA
CITY COUNCIL CHAMBERS
OCTOBER 6, 2015**

5:30 p.m. Executive Session - To review application submitted under Title 36, section 841 (2).

5:45 p.m. Workshop

- A. Presentation of Draft Regional Economic Development Strategy - 30 minutes
- B. Discussion of request to Initiate Zoning and Land Use Code Amendment - Duplexes in Neighborhood Conservation A District - 30 minutes

7:00 p.m. Regular Meeting

Pledge of Allegiance to the Flag.
Moment of Silence.

Lewiston Youth Advisory Council Update

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 4.

CONSENT AGENDA: All items with an asterisk (*) are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items unless a Council member or a citizen so requests, in which event, the item will be removed from the Consent Agenda and considered in its normal sequence on the Agenda.

- * 1. Orders authorizing execution of Municipal Quitclaim Deeds.
- * 2. Approval of Election Warrant Calling for the Municipal Election to be held on Tuesday, November 3, 2015 for the offices of Mayor, City Council and School Committee, and Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Municipal Candidate and State Referendum Election, to be held on Tuesday, November 3, 2015.

REGULAR BUSINESS:

- 3. Public Hearing on a new liquor license application and special amusement permit for Agora Grand Event Center, 220 Bates Street.
- 4. Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Fast Breaks, 1465 Lisbon Street.
- 5. Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Pedro O'Hara's, 134 Main Street.
- 6. Public Hearing on an Application for a Business License renewal for Merrimack River Medical Services, Inc. for an Outpatient Addiction Treatment Clinic at 18 Mollison Way.
- 7. Public Hearing and Final Passage regarding an amendment to the Parks & Recreation Ordinance to add Elementary School Grounds to the list of City Parks that cannot be occupied after 9pm.

8. Public Hearing and First Passage regarding an amendment to the Business Licensing ordinance regarding Outpatient Addiction Treatment Clinics.
9. Public Hearing on Amendment to the General Assistance Policy for annual authorization of eligibility amounts.
10. Request for Abatement of Property Taxes for application under Title 36, section 841 (2).
11. Resolve rescinding Order accepting donation of the property at 35 Ellis Street Rear and requesting a recommendation from the Planning Board.
12. Executive Session to discuss Disposition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.
13. Order authorizing the City Administrator to execute an Interlocal Agreement with the City of Auburn for the operation of Great Falls TV.
14. Resolve authorizing the Relocation of the Great Falls TV Facility from Central Maine Community College to Auburn Hall and the Studio Facility to be temporarily relocated to the Auburn Library.
15. Reports and Updates
16. Any other City Business Councilors or others may have relating to Lewiston City Government.
17. Executive Session to discuss labor union negotiations regarding the city's six employee unions.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 5:30pm

SUBJECT:

Executive Session to review application submitted under Title 36, section 841 (2)

INFORMATION:

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings. The City Council shall meet in executive session to review an application submitted under Title 36, section 841 (2).

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

Entering into executive session is permitted and defined under Maine State Statutes.

EAB/Kmm

REQUESTED ACTION:

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To enter into executive session to review an application submitted under M.R.S.A., Title 36, section 841 (2).

LEWISTON CITY COUNCIL
WORKSHOP AGENDA
TUESDAY, October 6, 2015
5:30 P.M
CITY COUNCIL CHAMBERS, LEWISTON CITY HALL

1. Executive Session – Poverty Abatement – 15 minutes
2. Presentation of Regional Economic Development Strategy – John Holden, LAECG – 30 minutes

The Lewiston Auburn Economic Growth Council has been working on developing an economic development strategy for Lewiston/Auburn for some time as required by the Scope of Services jointly approved by both City Councils. He will be present to provide an overview of the strategy, a draft of which is attached, and to seek feedback from the City Council so that it can be incorporated in the final document. A copy of the draft is attached.

3. Request to Initiate Zoning and Land Use Code Amendment – Duplexes in Neighborhood Conservation A District – 30 minutes

At the request of constituents, Councilor Lachance is asking that the Council consider an amendment to our Zoning and Land Use Code that would eliminate the development of new duplexes and the potential conversion of single family homes to duplexes in the Neighborhood Conservation A District. Please see the attached memo outlining the proposal.

LA Maine: Forward

An Economic Growth Strategy for Lewiston Auburn Maine

Prepared by the Lewiston Auburn Economic Growth Council



*Version 1.0
October 2, 2015*

This is Version 1.0 of an economic growth strategy for Lewiston Auburn Maine. It is presented for initial input and guidance from LAEGC Board and City Council in Auburn & Lewiston

It is an emergent document.

It is a living-breathing document designed as planning—not a plan.

It is intended to guide the community's collective efforts

It will evolve and be revised and updated through ongoing community engagement and collaboration

Red text in this document reflects future edits

We intend to add more graphics and photos to the online version, with hyperlinks to more details.

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An Economic Growth Strategy for LA Maine

Version 1.0, October 2, 2015

Overview

The Lewiston Auburn Economic Growth Strategy: **LA Maine: Forward** is crafted and prepared by the Lewiston Auburn Economic Growth Council (LAEGC). LAEGC was commissioned by the City of Lewiston and Auburn to craft this Strategy as part of a redefined Scope of Services for the agency. This Strategy has been prepared by LAEGC through an effort to engage the entire community: citizens, businesses, social service agencies, cultural and arts organizations, and others. This is LA’s Strategy, not LAEGCs.

The intent is that this Strategy be a living and working document; it will be posted on-line at [\[web site link TBD\]](#) where it will be available to all for continued review, updating, and evolution.

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This is the first public Version (1.0) of this document that will be continually reviewed, revised, and updated as we, the Lewiston Auburn Community, LA Maine, work towards our common Vision. It will be published online for continued input, until then contact LAEGC to provide your input.

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Our Vision

The LA Future Forum (LAFF) was organized in 2010 by a group of citizens representing LA's business, government, education, health care, cultural and recreation communities. The purpose of the Forum was to explore ideas and solutions to make LA a better place to live, learn, work and play. In 2014, the LAFF published three White Papers summarizing its work and advanced what we propose as our three Principles and Vision for this Growth Strategy. The LAFF White papers can be found at [\[web site link TBD\]](#).

In summary, they are:

1. **People.** LA Maine is a community that supports childhood and lifelong learning as a right and a need. Our economic growth and future requires people who are well educated, who continue to grow and learn, and who embrace civic responsibility and engagement. As critical as education and training is, LA will also encourage in-migration of "New Mainers," and a wide range of entrepreneurs of all age. We will encourage innovation and creativity. We will value all people of all skills, abilities and disciplines to build a strong and diverse economy.
2. **Place.** People will be attracted to new, renovated, and welcoming communities. LA Maine is that and can be more. An attractive place has a wide variety of places and activities for a wide variety of interests and cultures. Our downtowns and riverfronts form the backbone of our Place. This Strategy embraces the new and updated comprehensive, neighborhood, and targeted area plans to renovate structures and build new innovative and creative places, greenways, walkways, bikeways, and a variety of transportation networks.
3. **Prosperity.** An Economic Growth Strategy must first be about doing business. LA is Maine's second largest urban area and is a good place for business. Our existing business community will collaborate along with our economic development partners to help expand business activity. As we seek networks, resources and capital to expand our existing business community, we will create and attract new businesses to LA Maine. From startups to major employers, we will foster an inviting and innovative business environment.

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The above summary and a draft Vision Statement was shared with participants at a community forum on March 31, 2015. Combining with input received at that forum, *our Vision is:*

LA Maine is a community that embraces, attracts, and fosters a well-trained, educated, and engaged citizenry, with skills of all types to meet our current and future economic demands.

We are a community that fosters entrepreneurship, innovation, and the continued development of Maine's most desirable place to live, learn and work.

This Strategy and its implementation are based on the following key principles.

1. The Economic Growth Strategy identifies key assets and *competitive advantages that set the community apart from others around the world.*
2. It identifies projects to improve our competitive position and encourage new investment and economic growth—*projects for action* in the short, mid, and long-term with clear deliverables, and measurable outcomes.
3. It identifies who will do what---who will be lead agency (organization) for each project or initiative--*Who will be the catalyst for action?*
4. It is *implemented through coordination and collaboration* between all engaged in economic development in LA.

This vision forms the foundation for this Strategy and will, through collective effort, form the foundation for a new brand for Lewiston Auburn Maine (see Marketing LA Maine: Lewiston Auburn, page 45).

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Purpose & Outline of Strategy

The purpose of this Strategy is to confirm and clarify the LA community's collective effort for economic development. LAEGC will use this Strategy to enhance its present *and* future role working for the betterment of both Auburn and Lewiston, or "LA Maine". Thus, this Strategy is **LA Maine: Forward**.

This Strategy defines the Assets of value in LA Maine. For economic development purposes, these must set us apart and help define our competitive advantage as a place to live and do business. Additionally, we identify Challenges we must address to improve our economic position.

The Strategy was ordered, jointly, by the cities of Auburn and Lewiston when they entered into a Scope of Services for LAEGC.¹ Strategy development was initiated by LAEGC in January, 2015. The Strategy makes use of a number of recent and current strategic planning documents.² **LA Maine: Forward** is the culmination of our review of those documents, outreach to community, business, and economic development partners, and a brief yet focused community engagement process that unfolded during the first five six months of 2015. This Strategy is, by design, not completed. **LA Maine: Forward** is a living and

¹ For a copy of the Scope of Services visit—[hyperlink to website](#)

² [Appendix A lists and provides links to the various planning documents.](#)

working document. Partners, businesses, and citizens are encouraged to continually review and offer input to the Strategy. LAEGC will foster and oversee its progress. It **will be** posted on-line so that it may be reviewed, questions asked, suggestions made, and progress made.³ We will hold annual review sessions with the public to further update, monitor, and modify the Strategy.

#LAMaine

Since January, 2015, LAEGC has been using the hashtag #LAMaine. It has evolved and has caught on with the community. It speaks to the long history of collaboration between Auburn and Lewiston. It denotes our place in the world. It attracts attention; it "sells".

LA Maine: Forward is the community's Strategy. We have worked to engage the community in its development—and will continue to do so. We have also encouraged and engaged a variety of organizations, agencies, and individuals in its development. We will rely on many of them to be engaged in its implementation.

LAEGC will serve as a coordinator, collaborator, and catalyst for implementing the Strategy. As a coordinator, LAEGC will facilitate initiatives and projects to support the Strategy. LAEGC will maintain awareness of projects undertaken by others and follow up with them to encourage movement towards measurable outcomes. As a

³ This current V1.0 is available as a PDF. A future version will be part of a new LAEGC website and published as an online document that shall be continually updated as the Strategy evolves.

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collaborator, LAEGC will commit to the use of its staff and financial resources on projects core to our mission and provide expertise to support others in moving their projects forward. We will work with other collaborators to identify and track measurable outcomes and we will report on those outcomes. As a catalyst, LAEGC will initiate and provide leadership for distinct and actionable projects and programs.

LA Maine: Forward presents [Opportunities for Action](#) based on the information and input we have gathered. It defines actionable projects and clearly identifies LAEGC's and other collaborators' roles in implementing the Strategy and how LAEGC will collaborate and coordinate with our community partners. We define strategic measures and actionable metrics to evaluate our own work. In the end, we propose time-tested, sound economic development principles together with innovative projects to meet the goals of this Strategy.

LA Maine: Forward is organized and presented through three themes: [People](#), [Place](#), and [Prosperity](#). While there is overlap between these themes, their purpose is to organize the issues and opportunities facing the community and to focus on defining assets, competitive advantages, and projects.

Under each theme, we identify our community assets. Assets may be fully developed or may be identified as the focus for continued improvement. This helps clarify and confirm LA's competitive advantage for economic development. Identifying assets also helps focus attention on specific projects or opportunities to improve our competitive advantage by investing in an asset. To be competitive,

LA Maine must set itself apart from other communities. We have assets that help us do that, but we must be focused and strategic in identifying the competitive advantages that can be leveraged to meet our goals.

Within each of the [Opportunities for Action](#), we define actionable projects—to get the work done. LAEGC has coordinated and developed this Strategy, but the work is to be undertaken by all partners and collaborators. Projects are “assigned” to partners as each commits to those assignments. A complete matrix of projects, timelines, and assignments is presented in Appendix C. LAEGC does not assume management of our partners but will take responsibility to “check in” on partner efforts and their “assignments.” We will not and cannot “run” those efforts, but will encourage and seek out means to assist partners in their efforts. Likewise, we will celebrate accomplished assignments and tasks as we monitor progress towards our goals as measured by outcomes.

During the Build Maine 2015 Conference, one speaker spoke of timelines for projects. Timelines and metrics are critical in any business or economic development strategy. Instead of using phrases like short, mid, and long term, we have adopted his recommendation: “Now, Soon, Later”.

No Strategy is complete without a means to measure its results. Thus, we have identified Strategic Measurements using the recent work called Benchmark LA, modified and focused for use in the Strategy.

See our Venn diagram describing our Themes [[link to web site TBD](#)].

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Community Collaborators

Developing and implementing this Strategy is the responsibility of the community and the individuals and organizations that make up LA Maine. The collection of potential community collaborators is likely larger than we have identified thus far. We wish to acknowledge the primary partners and collaborators identified thus far. Each of these partners has their own mission, their own market, their own organizational structure and focus. Our intent for LA Maine: Forward is to foster and encourage continued and expanded collaboration and coordination.

The LA Maine Economic Growth Strategy is a community strategy. It will focus our collective energies and provide direction on multiple fronts. It is not LAEGC's Strategy but the community's Strategy. We offer the following definitions to be clear about our collective role.

Collaboration: the action of working with someone to produce or create something.

Coordination: organization of the different elements of a complex body or activity so as to enable them to work together effectively.

Catalyst: a person or thing that precipitates an event.

Appendix B names the organizations that play a role in fostering economic growth in LA Maine. We also list the acronym used to refer to each organization in Appendix B. It is not intended to be exhaustive and will grow as the Strategy evolves. We have identified these as our primary partners and collaborators at this time, for purposes of identifying lead organizations to take action on opportunities identified.

Please see our Venn diagram that demonstrates, as an example, the roles of different agencies, partners, and organizations in the implementation of the Strategy [\[link to web site TBD\]](#).

Assets--Competitive Advantages

Our Strategy is organized under three Themes. Here, we define each, then present, based on community input and professional experience and guidance, our primary competitive assets that represent each Theme. A competitive advantage is a characteristic of this community that sets us apart from other places in the world. It is a characteristic that would encourage a new business to locate here; a family to move here; or an entrepreneur to start a business here. Every community on the planet claims to have a “great quality of life.” We challenged participants in our community engagement—and still do as this Strategy evolves—to identify those characteristics that truly set us apart and are LA Maine’s competitive advantage.

People

It is the intuition, initiative, and talents of people that drive business and our economy. People also help define the Place and its culture. In the context of our Strategy, People are the key asset in our community. There are several reasons why.

There is strength in numbers, and businesses in LA Maine have access to a deep pool of customers and employees. Lewiston is the 2nd most populous city in Maine and Auburn is the 5th. Our combined population is nearly 60,000 [2010 US Census]. About a

quarter of the state’s population (more than 300,000 people) is located within 25 miles of LA Maine. Nearly 60% of the state’s population (more than 780,000 people) lives within 50 miles of LA Maine [Maine Department of Labor, 2007, updated 2013].

“Strength in numbers” also applies from a workforce perspective. The Civilian Labor Force for the Lewiston Auburn Metropolitan Statistical Area (MSA) - a 16 community geographical region delineated by Federal and State agencies for statistical purposes and utilized by site locators for the purposes of business expansion planning and investment – was 56,613 in 2014. A Civilian Labor Force of 165,000 lives within 25 miles of LA Maine; more than 420,000 potential employees live within a 50 mile radius [Maine Department of Labor, 2007, updated 2013]. LA Maine’s MSA is Maine’s second largest.

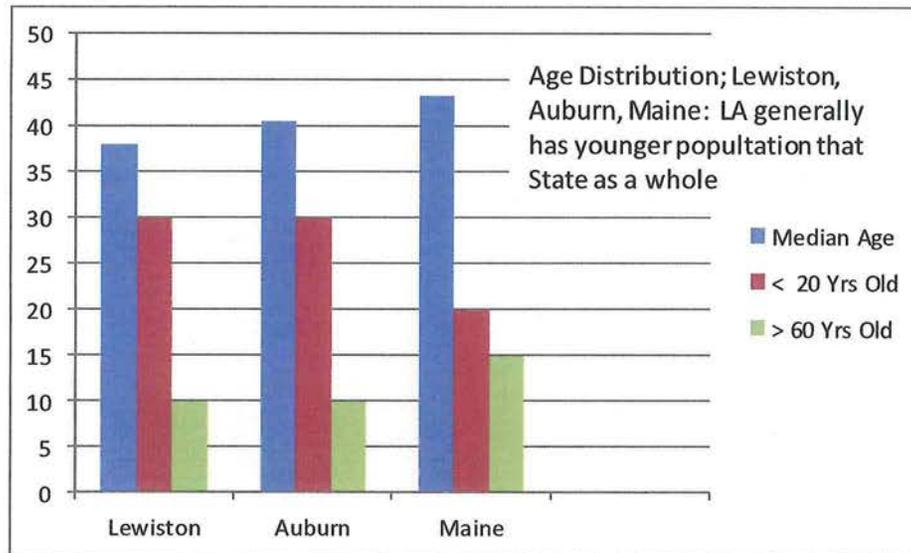
But it goes beyond sheer numbers—there are key population characteristics that set LA Maine apart.

LA Maine is younger. The state’s median age is 43.2 per the 2010 Census; Lewiston’s was 5 years younger (38.1) and Auburn’s was nearly 3 years younger (40.5). Both cities have a higher percentage of persons aged 20 and under than does Maine; equally, both cities have a smaller percentage of persons aged 62 and over than the state [2010 US Census].

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LA Maine is more diverse than the State and most of Northern New England. US Census data show LA Maine to be more racially diverse than Maine as a whole. The 2010 data for Lewiston shows that 85.5% of residents are non-Hispanic white (compared to 94.4% of Maine residents), 8.7% black (compared to Maine at 1.2%), 2.6% multi-racial (Maine is 1.6%), 1% Asian, and 2.0% Hispanic or Latin origin (Maine is 1.3%). In 2010, Auburn residents were 92.8% white, 2.5% black, 2.1% multi-racial, and 0.9% Asian, and 1.5% Hispanic [2010 US Census].

When compared with the state as a whole, *LA Maine boasts a greater concentration of employment in a number of key occupational groups*, including Transportation & Material Moving Occupations, Production Occupations, and Health Care Practitioners

& Technical Occupations [2014 Maine DOL Occupational Employment and Wage Estimates]. This signals a workforce with key competencies that can be leveraged for future expansion and attraction.

LA Maine is also well positioned to meet future demands on the workforce due to the presence of *multiple institutions of higher learning* such as Bates College, Central Maine Community College, University of Southern Maine-Lewiston Auburn College and Kaplan University as well as other workforce training/skills improvement providers such as the LA Career Center and adult education programs. In 2015, Northeast Training Institute opened their newest center in LA. The award-winning culinary programming offered by the Lewiston Regional Technical School is another people-based asset.

When compared against average wages for the state as a whole, *LA Maine offers competitive wage rates for existing, expanding or new businesses*. As one example, the average hourly wage for experienced workers across all occupation groups in LA is 4% lower than the state average wage [2014 Maine DOL Occupational Employment and Wage Estimates]

Assets—People

During the development of *LA Maine: Forward*, we challenged the community to define its distinguishing assets. In regards to People, the comparative and competitive assets that distinguish LA Maine are:

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1. **Critical Mass.** Employers in LA Maine have access to vast numbers of potential employees.
2. **Diversity.** Diversity in age and diversity in ethnicity, relative to the balance of Maine, Northern New England, and Eastern Canada.
3. Core **workforce competencies** in Transportation, Distribution and Logistics, Manufacturing, and Health Care.
4. An abundance of **institutions of higher education** and workforce training providers
5. **Competitive wage rates** for existing, expanding, and new businesses.

Place

Place represents our public and private physical assets. It is, to use a traditional term, our infrastructure. But it is also our relative location to other places that compete with us for economic development. As noted above, Place and People define community. LA Maine is defined by its Franco-American and newly changing “New Mainer” immigrant population, the river that connects the two cities, and the private structures and architecture of the Modern Mill City.

Assets—Place

The Place called LA Maine is distinguished by its location relative to Maine and New England, its transportation assets, its architecture (unlike any other place in Maine), and the river and Great Falls that

have been the primary attractor of people and prosperity for centuries.

The comparative and competitive assets of Place that distinguish LA Maine are:

1. **Location.** Nearly 60% of the state’s population (more than 780,000 people) lives within 50 miles of LA Maine.
2. **Transportation and logistics.** LA Maine offers easy access to and from our region to the northeastern mega-metro marketplace and beyond to the world.
 - a. I-95 access to industrial and commerce area
 - b. AL Airport
 - c. Transportation and logistics business providers and developable sites off of Exits 75 and 80.
 - d. The shared investment and ownership of the Lewiston Auburn Railroad Company and rail access to markets around the continent.
 - e. The “Port of Auburn” and the Maine Intermodal Center connects rail and truck transloads to the Port of Portland and provides an easy rail-to-truck transload location for products.
3. **Architecture of the combined downtowns.**
 - a. Unique and usable available space with lower rental and development rates relative to the balance of southern Maine.
 - b. Unique neighborhoods including Lisbon Street, the riverfronts, New Auburn, and the Bates College neighborhood, as examples.

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4. **Fiber Optics.** LA Maine is home to Oxford Networks, now merging with Bay Ring Communications. Oxford has invested and installed miles of fiber optics within our community—providing direct access to fiber for many business locations.
5. The **Androscoggin River and Great Falls.** Cleaned up and available to draw active and passive recreation and business ventures.

Prosperity

We use this theme to define how we generate wealth. That is Prosperity. In today's world, we enhance our prosperity through commerce—through the exchange of ideas and products. It is about doing business and expanding business to create income and wealth for business owners and employees.

Assets—Prosperity

In regards to Prosperity, the comparative and competitive assets that distinguish LA Maine are:

1. Business Mix – LA Maine is home to nearly 2,000 businesses which employ more than 37,000 workers across a broad array of industries. Due to a number of factors ranging from work force competencies to geographic location, several industry 'clusters' have emerged as prime drivers for the LA Maine economy. This is shown by higher than average employment concentrations (compared to the

state, and in some cases, to cities like Portland and Bangor) in four major sectors:

- a. **Transportation, Logistics and Distribution**
 - b. **Call Centers, Back Office and Administrative Support**
 - c. **Health Care practitioners, technicians and support functions**
 - d. **Manufacturing**
2. Many of our companies, large and small, have **markets, partners, or other connections across the globe.** This provides us unique opportunities to expand our markets and attract people and business from those markets.
 3. Relative to Southern Maine, LA Maine is a **competitive cost center.** As noted previously, hourly wages paid to employees in the LA Maine market tend to run lower than average wages for Maine as a whole, providing a comparative advantage over other areas in the state. **We recognize that lower wages may likely result in lower incomes and the dual disadvantage of lower incomes. We encourage the provision of livable wages by all employers.**
 4. A further advantage exists within the realm of commercial real estate. According to commercial sale and lease information, the **average asking sales price for commercial real estate in LA Maine runs between 60%-80% of the state's average** asking price depending on category (office, industrial and retail). The same holds true for average per square foot lease prices. There is an even greater disparity in sales and lease price when LA Maine is compared to the state's largest urban area, Portland.

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Challenges

LA Maine: Forward is about moving the community ahead. But there are concerns that must be identified and addressed as we move forward. We identify those, broadly stated, here for context as we collectively work on our [Opportunities for Action](#).

People

Improving LA Maine's schools is a challenge given how public education is funded in Maine and our changing demographics. As State aid declines and property values lag, funding decreases—while, at the same time, costs rise. This requires continued efforts to improve efficiencies and increase property values within the community.

LA Maine's schools are quality centers of education. Graduates from our schools are regularly successful in the best colleges and universities in the country and many distinguish themselves in technical programs and in employment where they have already received their industry credentials. Yet, according to local administrators, ***25% of our students do not graduate from high school.*** Many of these students that fail to complete high school are from families living in poverty, often from generations of poverty. This, in turn, lowers student expectations and aspirations. ***This is the schools' and our community's greatest challenge—***

lowering the number of families in poverty and encouraging and fostering aspirations for students.

Continued improvement to LA Maine's schools will require additional funding to provide smaller class sizes, more pre-kindergarten classrooms, expanded summer and afterschool programming, and more innovative and alternative pathways to meet the needs of individual students. The needed funding is restricted by limited State resources and stagnant real estate valuation growth within our community.

Continued ***training and education for our current and future workforce*** is another challenge we face. According to the 2013 American Community Survey, only 28% of LA Maine residents have attained a higher degree (Associate's, Bachelor's, Graduate or professional degree) compared to 37% of Maine residents, and 36% of U.S. residents.

We propose a number of Opportunities for Action and Projects within our People theme to address the challenges around improving education and training our workforce.

We highlight and believe the ethnic diversity in our community is an asset, yet it does come with challenges. The challenges are often in bridging the cultural differences between our people. Challenges in providing financial assistance to those truly in need exist. There are challenges for our new residents and existing

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residents alike, learning to adjust and welcome one another. We propose projects to address both the opportunity and challenges diversity provides us. The question, we must pose to ourselves is, are we and do we want to be a welcoming community to new people and new ideas. We propose that the answer is a resounding yes—but we need community agreement and engagement to truly answer that question.

Place

As a City built in and by the previous industrial revolutions, *we have a stock of older and, in many places, deteriorating commercial and residential properties.* As much as 40% of the combined 27,548 housing units in Lewiston Auburn were built before 1940 and 57.5% were built before 1960 [2013 American Community Survey]. Many of these older properties – both owner-occupied and multi-family units - are in need of maintenance and upgrading to comply with today’s codes, particularly in LA Maine’s downtown neighborhoods.

The same applies to a number of in-town multi-use commercial properties – large and small - that should become candidates for redevelopment.

There is a comparatively large inventory of vacant and available commercial buildings and land, yet there is a paucity of Class A office space and a lack of manufacturing space in the 7,000 to 10,000 SF range. There are significant retail vacancies in areas that once were vibrant shopping districts.

Our Opportunities for Action offer ways to address and encourage investment in housing, multiuse, and commercial buildings. Targeted actions for improving housing variety are outlined in both Cities Comprehensive Plans. Improving housing stock and commercial investment is a difficult challenge. Financing is often difficult for those in rental units or for the owners that supply such units. Residential and commercial zoning and building codes must be modernized with work underway in targeted areas. Continued focus, innovative new code changes, incentives, and financing options must be a priority to improve the housing and commercial properties.

Prosperity

As noted in the previous section of this document, hourly wages paid to employees of LA Maine businesses tend to run lower than average wages for Maine as a whole. While this may provide the area with an advantage when competing with other communities for business investment, it can also make it more challenging to attract the skilled employees that LA Maine will need to secure that business investment.

Similarly – One of the area’s strengths is an abundance of local groups and organizations committed to making LA Maine an even more desirable place to live, work and play. However, it can be quite challenging to forge communication, coordination and collaboration between these groups. Ultimately, this can make it difficult to maximize the area’s resources, ensure we are all pulling in the same direction, and maintain a clear and concise vision to be

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articulated both inside and outside of LA Maine. To be most effective in our community economic growth, we must be efficient. We believe efficiency in our common work grows through communication, coordination, and collaboration—a foundation for this Strategy.

Perhaps *the greatest challenge is the negative perception of Lewiston and Auburn held by many inside and outside of the community*. While there is plenty of evidence to suggest otherwise, there remains a sense that LA Maine is a place in decline, with unappealing housing options, limited economic opportunities, little to do culturally or recreationally, and little hope for a brighter future.

Perception becomes reality in the minds of many. ***LA Maine: Forward*** is about taking action and changing perception. The challenges are noted here, but the reality is far from the perception held by many, as documented by the assets identified within this document.

We will address this challenge by resolutely moving forward. We will develop new brands for our own work and a regional brand for the community. We will use that brand to market the community to encourage visitors, events, investors, and business. (See Marketing LA Maine, Page 45)

LA Maine, Lewiston and Auburn, is evolving. As it evolves, new, innovative, and creative approaches to economic development are necessary. The challenge is in designing these approaches, providing resources, and taking action to affect change. With

limited public funds, private funds are required. Yet, in a community as close-knit as LA Maine, private funds are often spread thin. We must, then, make the most of our limited resources by being efficient, effective, and focused.

In a community as historic as LA Maine, it can be a challenge to try new things. Still, creativity in all aspects of business and economic development is important.

LA Maine has a diverse economy based on manufacturing, health care, distribution and logistics, and as a service center to Western Maine. *The service and retail economy has developed and expanded over centuries and, notably, in recent decades.* There is a balance between the more recent retail and service economy and redevelopment of downtowns. We propose to encourage that balance.

We must continue to find a balance to serve as that regional center offering a wide range of experiences, products and services to Western Maine while growing our attraction as a shopping and visitor center.

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Opportunities for Action

Opportunities are advantages that must be pursued. Here, we identify those opportunities and projects that have been identified as most pressing and outline how they will be addressed. Some opportunities will require immediate action. Others need additional input and development before clear actionable projects can be identified—thus why this Strategy must and will evolve.

We define opportunities and projects to be undertaken now, soon, and later, or what might otherwise be called short-term, mid-term, and long-term. **We propose that “now” projects be completed within 6-12 months, “soon” projects in 9-18 months, and “later” projects in 12-24 months.**

Now	Completed 6-12 months
Soon	Completed 9-18 months
Later	Completed 12-24 months

We categorize Opportunities and Projects under our three themes; People, Place, Prosperity. We recognize that there is overlap across these themes, but organize them as such.

Some Opportunities and subsequent Projects may be complicated for any number of social, financial, political, or other reasons. They stem from the community and our engagement with the community. There may be new ones added as the Strategy evolves. **Priority is set by the lead organization and agency. Some projects may lose priority. Others may rise in priority—based both on our community dialogue and the lead agency. LAEGC will facilitate the follow up and progress of the Opportunities and Projects.** We will serve as the lead for the continued implementation of **LA Maine: Forward**. On some Projects, LAEGC will take active direct role, on others we will assist, coordinate or facilitate in some way.

People

The following are Opportunities for economic development to help build and strengthen the people of our community.

Fostering Entrepreneurship

Today’s global economic landscape makes it possible for business and entrepreneurs to locate anywhere, subject to access to supplies or markets. Entrepreneurship thrives in places that have an innovative and creative spirit.

The Lewiston Riverfront Plan, the New Auburn Master Plan and Village Center Study, the new location of Museum LA, and private

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investments within both downtowns indicate a focus on “New Urbanism” that will lead to the formation of creative places and creativity in LA Maine. The opportunity is now to continue to foster this revival.

The issue is how to encourage such continued developments, both physically and socially. LAEGC has established LA Maine as one of the State’s innovation and entrepreneurial “hubs” through the Maine Accelerates Growth Program (MxG). As such, LAEGC will reach out to coordinate and collaborate with interested organizations and programs to help promote and coordinate all efforts into an effective program to spur the next wave of entrepreneurship in LA Maine.

We must also promote the development of places that build upon this theme. This includes private development and, perhaps, publicly financed spaces. Co-workspaces shared maker-spaces, innovative design of public spaces and public art that further LA Maine as a creative and “modern mill city” are all aspects of creative spaces that stimulate entrepreneurship.

Also, we propose to tap into the LA Maine’s new demographics; fostering entrepreneurship at all ages and by all ethnic groups will propel our growth. New programs to integrate immigrants into entrepreneurship and business development will broaden diversity and creativity in LA.

Entrepreneurship Projects

LA Maine is becoming a “hub” of entrepreneurial activity and we shall continue to encourage and expand this activity.

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Entrepreneurship is about innovation and creativity. Entrepreneurs of all ages and types can and should be found and encouraged to create. Entrepreneurs are not only start-up companies but are found in existing companies, many that have been in business for many years.

[Top Gun LA](#)

Soon

Top Gun Maine offers training, mentorship, and business coaching to early stage businesses in Maine. It brings together entrepreneurs, mentors and speakers for a dozen classes, workshops and events that historically have run January through May. During classes and in between, mentors and entrepreneurs meet to identify and focus on the most critical issues businesses face as they move towards progress.

Offered by the Maine Center for Entrepreneurial Development (MCED) in collaboration with the University of Maine and other partners, Top Gun is limited to 30

entrepreneurs across Maine via classes in Portland, Orono and Rockland. Top Gun costs \$500 per team (scholarships are available) but expenses have run closer to \$7900 per team. In order to prepare companies to have effective mentor relationships, MCED has also developed an eight week online class called Top Gun Prep, which helps many first-time entrepreneurs “learn the language of business.”



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MCED would like to expand Top Gun further and LA Maine is one alternative. To host Top Gun, LA needs to continue to develop and foster its “entrepreneurial community” serving the larger region of Western Maine.

LAEGC is taking on the role of coordinating and lead agency for entrepreneurial development in LA—in part funded by its role as a “Hub” of the Blackstone Accelerates Growth Program.

The current focus will be on cultivating and promoting LA Maine’s entrepreneurial community, with an eye to hosting Top Gun, in the future. While developing our entrepreneurial community, we will promote Top Gun Prep and other offerings from MCED.

● LA Maine Developers Boot Camp

This project will encourage would-be “developers” to consider and invest in properties in and around the community. The Boot Camp is designed to focus on small, relatively simple projects. The project was brought to LA at the 2015 Build Maine Conference. LAEGC and City Staff hosted this event in September, 2015. The intent is for follow up with the participants to encourage their planning, financing, and development of small scale projects in our community.

Now

● Bobcat Venture Challenge

The Bobcat Ventures Challenge (BVC) was created by a group of innovative and entrepreneurial students at Bates College. In its first year, 13 teams (each composed of 2-4 Bates Students) participated in an intense training program, developed their business model, and pitched their idea for \$5,000.

Now



As part of our strategy, LAEGC will collaborate with Bates to expand and promote entrepreneurial offerings to both the Bates and the LA communities. LAEGC will help open up the seminar series to the public. Together with Bates, LAEGC will expand and promote the BVC to make it a cornerstone for the entrepreneurial communities of both the College and LA Maine.

● Start-Up Weekend(s) & Maine Create & Start-up Week

LAEGC will continue to expand local participation in Maine Startup and Create Week in 2016. LAEGC will explore ways to integrate MSCW into its Business Trade Show and other efforts.

Soon

As we build our entrepreneurial community and “environment”, LAEGC will consider hosting our own Start-up Weekend. Such an effort was considered in the not so

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distant past and we wish to learn from that experience, build our community support, and develop a sustainable program. To that end, LAEGC will work with MCED and others in the community to design and plan this program.

● LA Maine: Engage Entrepreneurs & Develop Our Entrepreneurial Environment

As part of LAEGC’s Maine Accelerates Growth Hub, LAEGC will organize and publicize Now regularly scheduled “meet ups” for entrepreneurs. These meet ups will include engaging speakers on subject of value to the entrepreneurial community.

The immediate goal is to coordinate and collaborate on the various ideas and efforts to engage and foster entrepreneurship. LAEGC will act as the catalyst for that coordination and engagement. A proposed schedule of events is being announced as the first version of **LA Maine: Forward** is released.

Such coordination includes integrating the Young Entrepreneurs Academy, among other programs.

Taught at the Lewiston Regional Technical Center, the Young Entrepreneur’s Academy is a yearlong program that instructs high school students on the art of entrepreneurship. Students develop business ideas, write business plans, conduct market research and pitch their plans to a panel of investors to potentially launch their

businesses. Guest speakers, mentors and field trips are also part of the class. Students can earn two high school credits and three college credits from Central Maine Community College, which can be transferrable.

LAEGC will take on the effort to foster the entrepreneurial environment—and to engage and collaborate with others including Bates, LSD, APS, Kaplan, CMCC and YPLAA.

● Make it Easy to Start Business

A simple guide on the agencies available to assist entrepreneurs will help them connect to those agencies. LAEGC will work with City Staff to produce a “How to Start a Business in LA” guide. This guide will be made available to area banks, the Career Center, and other locations. Now

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Empowering LA's Diversity

LA Maine has a unique diversity that sends a powerful message: anyone can and will make it here. We propose that we celebrate and encourage the diversity of LA Maine's past and present. Our diversity began, of course, with the immigration of the Irish and Franco community in the previous century. It continues and repeats itself with the immigration of Somali and other immigrants from the African Continent and beyond. Now, with the significant investment and establishment of a medical-tourism facility in Auburn, we will have additional ethnic diversity from Mainland China. The challenge and opportunity is to tap into eager and entrepreneurial immigrants and develop and nurture an educated and engaged workforce.

There is much "we" can learn from our new visitors and our new community members. We must strive to encourage dialogue for our common future.

There are a variety of organizations that support the transition of immigrants or "New Mainers" to the US, Maine, and LA Maine. We propose that a common and coordinated effort of all these agencies, groups, and organizations, including those that provide economic development opportunities, is needed.

In July of 2015, the Shengtong Group of Beijing, China announced plans to convert a former shoe factory building on Minot Avenue in Auburn (known locally as 'The Barn') into a state of the art health

and wellness hotel aligned with Central Maine Medical Center in Lewiston. A \$30 to \$40 million investment by the group will transform the former factory into a luxury medical tourism facility with upwards of 200 rooms.

Shengtong Group officials anticipate that up to 5,000 wealthy Chinese citizens will visit the facility in its first year to receive medical treatment and preventative care outside the Chinese system while experiencing the many recreational and cultural benefits of life in LA Maine and "Vacationland".

LA Maine has a unique diversity that sends a powerful message: anyone can and will make it here. We propose that we celebrate and encourage the diversity of LA Maine's past and present

Officials of the Shengtong Group chose LA Maine because they were impressed with the quality of care at CMMC but also equally with the beauty of the state and of LA Maine. They and their patients desire the fresh air and clean water that many of us take for granted. Local officials believe that their interest and commitment in the area will lead to more investment; there is

already talk among investors of more projects in the area. Some may even consider living here one day.

Though there is general enthusiasm locally over the economic benefits of this remarkable project, there is also trepidation on the part of some. Some residents may be simply curious and uncertain about a new culture being introduced to the area; others may be resistant and unwelcoming to this sort of change. This resistance – if unchecked – could ultimately leave our new guests and partners with doubts about their decision.

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Longtime residents and community leaders remind us that this pattern has played out before in LA Maine; there was resistance when the Irish came to build the mills that established the area and more resistance when Franco immigrants came to work in them. Similarly, there has been more recent resistance to the arrival of Somali immigrants to LA Maine. Yet longtime residents and community leaders also remind us that at every turn, LA Maine has persevered through the unknown to find prosperity; the mills drove the growth of Maine’s second largest city and helped the area dominate economically and culturally into the Industrial Age and well beyond. And even though the Somali community has only just arrived in the last 10-15 years, their entrepreneurial spirit is already contributing to the rebirth of Lisbon Street’s retail and commercial district.

There may be no more important task for the leaders of LA Maine to help our neighbors overcome their fear of the unknown and recognize what is in their own self-interest than embracing our diversity. An open, welcoming LA Maine will embrace new things and reap the many benefits offered by new cultures, new partnerships, and new opportunities. The challenge now falls to LAEGC and others to lead the effort to foster a welcoming community.

- A Symposium on Diversity

A number of community leaders and organizations have been meeting and Soon organizing in order to identify methods and means by which LA Maine can better discuss and have dialogue around

immigrant issues, race, and related issues and, perhaps, stream-line immigrant transition to the US, Maine, and LA Maine. Stream-lined integration includes cultural and language training and skill and entrepreneurial development to foster transition into the economic well-being for the immigrant and community.

The current organizers further believe that smaller, focused conversations are necessary as an ongoing way to keep the issues alive and that these should take place in neighborhoods across LA in a series of forums, presentations, or seminars on these topics. This should not be a one-time event; rather, it should be an organized and sustained effort. The question is how to organize to make this happen. It is clear that a lead organization must be identified.

We would not be the first community to launch such a program. Many communities around the world face the challenges of new immigration—and many are embracing it as an economic engine.

LAEGC will collaborate with USMLAC, YWCA, and other organizers to further define the vision and work for a Diversity Symposium to be the starting point for this community effort.

- Explore and Foster Franco Heritage

Working with the Franco American Center and

Soon

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the Franco American Collection at USMLAC, we shall reach out to other Franco communities to foster awareness of LA Maine’s Franco heritage. We propose that we identify and formalize “sibling city” relationships as part of building new markets for business (see page 42). These need not be official governmental relationships, although they could be. They need not be exclusive of the Franco heritage. But the Franco heritage offers logical starting point for what this project may include.

At the same time, the continued exploration and celebration will be a part of our Strategy—led by the Franco American Center.

We will also engage with the Province of Quebec and the more direct immigrant lineage between the Province and LA.

● Expand the International Children’s Fair at the Franco Center

The Franco Center for Heritage and the Performing Arts recently hosted a unique Now International Children’s Festival. The two-day event was planned in partnership with the Somali Bantu and other communities in Androscoggin County, and consisted of two days of workshops for children 4 to 18 years of age. Performing artists from each of the communities led workshops to help the children share aspects of their own cultures while learning about the cultures of others. We propose the community and the Franco Center evaluate this

event and look for opportunities to sustain and expand the program.

This may be a relatively small project in the context of the larger issue, but serves as an example of small, immediate, and concrete steps towards empowering LA Maine’s diversity.

Expanding our Workforce—through Education (PK-12)

Establishing a pre-kindergarten (PK) through 12th grade education system, like no other, is the opportunity that must be pursued. PK education is critical to the future engagement of youth as students and adults. All communities strive for this. LA Maine must do the same. We believe we have the components of such a system:

- Infrastructure (schools, walkways to and from neighborhoods, buses, etc.);
- A Chamber of Commerce focused on this issue;
- A community that, when focused, supports strategic education initiatives (Consider LA is the only place that embraced and still supports College for ME, Androscoggin, in the State);
- Institutions of higher education and training
 - Bates College
 - Central Maine Community College
 - Kaplan University
 - University of Southern Maine—LA College
 - Northeast Training Institute

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LA Maine and Androscoggin County is the only location in Maine that has built upon the College for ME initiative launched over 10 years ago. College for ME Androscoggin is preparing to, with input from the **LA Maine: Forward** collaborators, launch a significant and bold initiative to seek funding to provide funding for college for every student in the county. Coupled with its First Class Scholarships for adults, such an initiative would be a significant economic development asset.

● Expanding and Sustaining College for ME Androscoggin

College for ME Androscoggin aims to build a collaborative bridge between educational attainment and economic sustainability in Androscoggin County. College for ME – Androscoggin recognizes that the impact post-secondary planning has on our students is vital to our youth’s sense of self determination. Soon

College for ME Androscoggin is launching a revived program to increase student aspirations countywide. They will work closely with each of the six high school’s college access teams and guidance counselors, Lewiston Regional Vocational Center, College admissions and enrollment counselors. They will make use of MELMAC and FAME to optimize access to financial resources available for high school students to plan, prepare and pursue a post-secondary plan highlighting further education.

● Alert Schools and Take Students to Job Openings

An effort to alert high schools of job openings in area businesses may help non-college bound students to find work and businesses to find needed employees. This may be as simple as asking development professionals that are meeting with businesses (see BEAR LA, page 40) and become aware of job openings to alert the High School Guidance Counselors to those openings. Perhaps too, a distinct visit to a business by a small group of students, after school, might open-up opportunities for the student. Now

As part of BEAR LA (see page 39), when we identify a business with some openings that would be appropriate (entry-level), we will make a referral to the guidance counselors at LPS and ASD. The counselors will then work with teachers and students (with parents’ permission) to refer students to the employer, or arrange a group of students to visit the employer, and also help with filling out applications, etc.

● Support and Expand the Bridge Year Program in Local HS

The Bridge Year program affords high school students the opportunity to acquire job skills through technical training while completing college-level math, science, English and history courses during their last two years in high school. As a result, the program produces career-tracked high school graduates who can Now

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affordably earn their associate degree within 12 months of their high school graduation.

Locally, Edward Little High School is the first participant in the program, which is sponsored in part by grants from the State Department of Education. This fall 20 students will be enrolled in the technical skills-based education that will put them on a career path while also significantly reducing their college expenses. Lewiston High School is likely to begin Bridge Year programming by 2017. The Lewiston Regional Technical Center will provide the technical skills training for both.

We propose to advocate for funding for LHS & EL including funding beyond state grant program. LAEGC will integrate this pilot (grant) program into our BEAR LA business visits, helping to direct students and programming focused on local employer needs.

● [InternHelpME Program](#)

Soon

The Androscoggin County Chamber of Commerce has teamed up with the Maine State Chamber to run an 18-month pilot program aimed at creating internship opportunities for students and local companies. Internships are a proven method of building a future workforce; more than 60 percent of students who intern with a company are offered full-time employment there when they graduate. During the pilot program, the chambers will work with the business community to understand more about what

internships are already offered locally, and to identify what tools and resources are needed to help employers who haven't offered internships to make the commitment to offering them in the future.

The Chamber, as part of the BEAR LA team, will help businesses to access and take advantage of this program.

● [USMLAC as Part of USM Metropolitan University](#)

The University of Southern Maine was an early member of the Coalition of Urban and Metropolitan Universities (CUMU), which formed in 1989. The members of CUMU, today numbering nearly 100, share a purposeful commitment to the place in which each resides, an abiding engagement and a mutually beneficial relationship with their communities and the needs of those communities.

Soon

USMLAC is leading the charge as USM seeks Carnegie Designation as a Metro University. USMLAC by its very creation and the way it operates is a MU. It continues to focus on community engagement as a core to its mission.

The full development and improved community engagement of USMLAC is encouraged.

Expanding our Workforce—through Training

Differing from Education, training is the development and delivery of specific programs that provide specific skills to workers to meet

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the employer’s needs. The LA Career Center has training funds available to assist with training current (incumbent) workforce. We need to expand opportunities use these funds to train incumbent workers so that they may be promoted, and use other training funds to replenish their old positions with new workers.

There may be another source of workers from traditionally “untapped” segments of the population, including the “young seniors”, the disabled, the long-term unemployed, even ex-offenders. LAEGC and its partners will explore opportunities to engage those citizens through programs coordinated by the Central Western Maine Workforce Investment Board.

● Know Who to Contact

Now

As one simple, low-cost project, LAEGC, as part of its BEAR LA program (page 40), shall produce simple business referral cards listing local experts in training programs and funding. Leaving these with business is one way for them to inquire and seek out those funds to build their workforce.

● Ready To Work Academies

The Ready to Work Academy (RWA) is an 80-120 hour intensive training program that provides local employers with applicant recruitment and work preparatory training services that focus on building, reading, math, communication and problem solving skills, among others. The LA Career Center has developed and conducted RWA’s for nursing (CAN and PPS), welding, and IT

Now

technical support. The center is currently developing similar programming for stitchers and other manufacturing functions.

LAEGC and other economic development partners will promote and share the availability of RWA slots. LAEGC shall integrate this into its new social media marketing plan.

Expanding our Workforce—through Attracting People

Another possible avenue of workforce expansion is to seek out workers from other places. We propose consideration of a coordinated and focused marketing effort to seek out workers from places around the globe. Business “members” would provide funding to support attendance at job fairs or direct tours for seniors in high schools from around rural places in New England or beyond. The coordinated effort would promote LA jobs and the community to pools of potential workers in other areas. Those pools may be high school seniors, college students, or veterans leaving the military.

LAEGC will work with interested parties to develop a model for such an effort, including how it might be funded, what areas might be targeted and how such a program might be launched.

● Develop a Work Force Attraction Program

LAEGC will develop a model for a sustainable, privately funded program to promote LA Maine as a place to work and live. LAEGC will work with the Chamber and others in the development of this model. We

Soon

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envision a “membership model”, supported by the business community, to promote the availability of jobs in LA Maine to potential employees in other communities through direct recruitment activities.

LAEGC will develop a proposed model to share with its Board and the Chamber for consideration. The current thinking is a membership model to raise funds to support an innovative and aggressive marketing and employee recruitment effort. The implementation of this project will be dependent upon that feedback and support.

● Create and “Publish” Welcome Videos

Soon

Some have discussed creating a welcoming video that may be used by a number of employers, LAEGC, the Chamber and others as they do their own work to attract employees, business, or visitors. Recently, the Chamber has helped organize and “produce” a video to highlight the area for the meeting and convention market. Another video is in the works to draw attention to LA in the social media market.

Other video exists that might compliment these efforts and be edited into a short Welcome Video. Snippets or other short videos might be produced for direct marketing on social media. The Chamber, with partners, will begin to produce a number of videos, available to members to welcome persons and business to LA Maine, promote our visitor assets, and other subjects.

Healthy Lifestyles

There are a number of collaborators working within the wellness, food security, and local food development arena. This subject has been recognized around the world as an area of importance in local community economic development. The Good Food Council of LA is a coordinating body for these initiatives.

Soon

There may be opportunities to expand existing business and build new businesses while promoting local food wellness by making use of the significant portion of land in agricultural production in Auburn (and Lewiston, to a lesser degree). There may also be ways to promote new business and expansion of business while maintaining that land as open agricultural space. Additional review and input on economic opportunities while sustaining open space and productive farm land may be considered.

Grow L+A is focused on efforts to further develop a local-regional ‘food economy’ and aggregating such activity through a possible food facility in Bates Mill 5. Coupled with the Food Council’s ‘Healthy Food System’, there are opportunities to promote wellness and economic growth. By interconnecting the various pieces of the system from production to processing to point of sale (wholesale and retail) to waste management, value is generated through the recirculation of local dollars and value. Also important to LA Maine’s People are the efforts of Healthy Androscoggin and others to promote physical activity, healthy eating, prevention of drug use, and smoking cessation programs.

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A local food economy is often the basis of a “buy local” program. LAEGC will explore such programs, together with the Chamber and in coordination with the GFCLA.

Place

Place includes our location in the world, our public and private infrastructure, and attention towards development of our downtowns.

Space for Business—Buildings & Business Parks

Our community has tremendous variety in the spaces available for business. There are mill spaces, downtown storefronts and office buildings, traditional commercial spaces, and new permitted business and commerce parks all available in LA Maine. These all represent opportunities that must be marketed in an increasingly competitive global marketplace.

● Market LA Maine as a Place for Business

LAEGC will continue to expand its role in marketing LA Maine as a Place for Prosperity—a place for business. It will do so in coordination with other marketing efforts under a new regional brand, and LAEGC’s own new brand. It will do so in concert and coordination with efforts in Auburn and Lewiston. See LAEGC Marketing for Business Development for more on how we are proposing to undertake this effort.

Now

● An “Inventory” of Places for Business

Now

LAEGC has historically been responsible for maintaining an inventory of available spaces in LA Maine. As we go forward, LAEGC intends to expand this function. This does not necessarily mean LAEGC will create and maintain an all-encompassing “data base” but rather, we will focus on developing stronger and more open relationships with commercial realtors and property owners and developers in LA Maine. We may explore ways to integrate the most used existing commercial real estate websites into our own.

Owners and real estate agencies that manage their own inventories and properties will be encouraged to connect with LAEGC so that they can be included in our network and inventory of spaces for new business and development. LAEGC must expand its awareness and its access to this inventory as it takes on its efforts to promote and develop entrepreneurs and the expansion and attraction of existing and new business.

Information on how to be connected into our “inventory” will be forthcoming as we develop the new LAEGC website. In the immediate short-term, it is simply a call or email to LAEGC to share information about existing properties.

Commercial Retail Opportunities

Our Downtowns have their unique place and focus, yet, to be a striving metropolitan area, we must continue to develop and

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redevelop areas for national retail, lodging, and other commercial places.

Additional research and market data may help foster continued evolution and growth of retail and commercial areas in LA. LAEGC will work with the University of Maine to research the current retail market in Lewiston and Auburn as part of the projects outlined here.

● Exit 75 and 80

Soon

Our two interchanges off I-95 are key areas for continued and carefully planned commercial (and industrial development).

Both offer key access points to industrial, warehousing, logistics, and manufacturing facilities. Additional development off of Exit 75 might focus on build-out of the Hartt Transportation Business Park, the Auburn Enterprise Center, and additional property to and around the Auburn Lewiston Airport.

There are plans for new commercial and light industrial/manufacturing space around Exit 80 in Lewiston. Plans for the next phase include 1,000,000 square feet of new development—significant opportunities to expand the Lewiston tax base and attract jobs to LA Maine. LAEGC will work with Lewiston ED and the developer of the property to identify ways to help promote the development of this area.

Both City ED Departments will take the lead on development of these sites with business and developer leads generated by LAEGC.

● Continued Redevelopment of Existing Sites

The continued development or redevelopment of the mall and commercial area in Auburn is Now critical to expanded and diversified economy in LA Maine. Working with private interests, Auburn ED and LAEGC will continue to encourage development in this area. This may include new and creative ways to use traditional “big box” developments—such as the development of the Auburn Mall with the TD Bank call center and other such projects.

This area is home to the Norway Savings Ice Arena, which offers a tremendous new attraction for LA Maine. The Arena will be creative and explore new events and opportunities to bring to LA Maine. Working with the Chamber, such events can be integrated and add value and business across the community.

Auburn ED, the Arena, the Chamber and LAEGC shall coordinate and communicate common marketing and development projects. This coordination and communication will help make each of those agencies efforts most efficient.

Likewise, redevelopment of older and now underutilized commercial areas is important in Lewiston. Legacy

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Lewiston, the city’s comprehensive plan, speaks to the transformation of key commercial areas like intersection of Lisbon St. and East Ave., and the Sabattus ‘crossroads’ (the intersection of East Avenue and Sabattus Street). [LINK to City Web site and Legacy Lewiston Plan]

place we call LA Maine. The Androscoggin River has tremendous appeal and potential to serve as a catalyst for new investment, visitor attraction, and economic development. There are publicly-developed plans and significant investments in walkways and public spaces to foster activity. There shall be more.

Creative Community Places—Public and Private Spaces

Auburn and Lewiston, both individually and collectively, recognize the importance of investing in place. We encourage and want to foster the continued investment in creative community places. These are public spaces that foster community pride, interaction, and often serve as a place for entrepreneurs to create new ideas. These are, as well, private investments, small and large, in buildings and homes.

Soon

There are many examples of such places. The redeveloped gazebo at Kennedy Park, the relocation of the bells from the St. Louis Church, the installation and redevelopment of historic monuments, the new amphitheater at Simard-Payne Park, and small “pocket parks.” Other efforts are being organized to encourage public (and private) “clean up days” of these kinds of spaces.

As a community, we must encourage the continued development and redevelopment of such spaces and walkways. We must, collectively, be creative in finding the volunteers and funds to develop such spaces.

The Androscoggin River and its Great Falls represent a tremendous, if only partially “tapped” opportunity. Access to the river, outlooks, and use of the water itself offers a means to further define this

Continued Redevelopment of Mill Spaces

LAEGC and the City ED Departments have, along with a group of sponsors, planned and held a LA Maine Developer Boot Camp to identify small projects and foster entrepreneurial developers. Still, we propose that continued redevelopment of the historical mill complexes is an important part of our economic future. In the end, this requires the attraction of new investment, entrepreneurship, and the expansion of business.

Now & Soon

Still, we propose that an expanded effort to work with property owners and developers is important. LAEGC shall continue to reach out to the owners of these properties and identify available space, desired redevelopment plans and the necessary investments required for the redevelopment. These properties become part of our inventory of available spaces.

One area we wish to explore is the continued and expanded use of spaces for **high-value, low-volume, niche manufacturing**. LA has a number of such firms in existence,

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and we can expand and market these companies presence to attract new such businesses.

LAEGC may seek out creative funding sources to help build a focused plan around this niche. Sources could include the Maine Technology Institute and USDA Rural Development. A focused plan will help us brand our existing companies in this cluster, identify costs and sites for new firms, encourage our entrepreneurial development in this cluster, and attract new investment and business to our redeveloped mill sites.

Bates Mill 5 is on the verge of redevelopment. The owner /developer is working with the YMCA and CMHC on expansion opportunities in the space. In addition, Grow L+A is focused on providing assistance and guidance for the redevelopment of Bate Mill 5. This includes the engagement of the community in a continued focus of Mill 5 as a center of wellness and the “food economy.” Grow L+A is also seeking interested tenants and business that would like to be part of the future development.

● Walkways and Connecting River to Community

Some work has been completed and more is proposed to expand walkways along the river and to better connect the community to the river. We recommend ***focus on further development of walkways and bikeways that extend up and down the river, into the downtowns, and connect Auburn and Lewiston.*** We

Soon

propose the Lewiston Riverfront Master Plan be integrated with the New Auburn Village Master Plan, the New Auburn Greenway, and other plans for paths and walking trails, many being put forth by the Androscoggin Land Trust. A regional , if not statewide, walkway (bike, pedestrian, snow travel) may be created extending from Androscoggin Riverlands State Park along the river into Auburn Center, extending into and through New Auburn and out to the Little Androscoggin, and looping into Lewiston, extending out into the Lewiston downtown to Bates and into the balance of the community.

An integral part of this project will be to review and plan for ways to make walkways along the canals more inviting.

We are not proposing a new plan. Rather, we propose that we coordinate and collaborate to “connect” these plans and seek funding to build the proposed pathways together. LAEGC will meet with leaders of these plans to strategize how to do just that.

● Investments in Riverfront Properties

Auburn and Lewiston ED have a focus on **Soon** fostering new private investment along the riverfront. Both cities continue to make public investments in the riverfronts to further encourage private investment. LAEGC also plays a role in its work to seek out new investments.

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A key to the development of the riverfronts is continued coordination, dialogue, activity (including events), and public investment. These are all underway as outlined in the Lewiston Riverfront Island and the New Auburn Master Plans.

LAEGC will review these plans and activities and engage staff from both cities and offer any additional recommendations and input on their riverfront investment plans, including use of tax increment financing and CDBG funds.

Our community has a number of existing and potential places to “play”—places to recreate, to visit, explore, and experience. From the historic mills and their architecture, the river and walkways, parks, growing culinary scene, to our cultural experiences, LA Maine has and could have more developed places to play.

The promotion and marketing of LA for experiential visitors is proposed as a Chamber activity (see Chamber (tourism) marketing) and other agencies in collaboration, e.g., LA Arts, the Franco Center, the theaters, etc.

We propose the exploration, development, and marketing of other recreation assets.

● Other recreation on riverfront

The community is engaged and looking for new recreation assets along the river.

Soon

Expanded walkways, rock walls, new stages, river access

points with rentals, lighting, and art displays are all means to create new opportunities along the riverfront.

A dialogue and “community brain-storming” session may be encouraged as part of the LA cultural plan or some other program—or on its own merits. Such a session may also be part of a future Build Maine Conference (the last two being held in LA).

A community leader or organization must be identified on a case-by-case basis. Recreation sites are often on public space, but need not be exclusively. Some may be managed and maintained by a private organization on behalf of a city.

We propose we foster new design, architecture, and other means to create places that inspire community and commerce in LA Maine. LA Arts has secured funding from the Maine Arts Commission for a Cultural Plan, and the development of that Plan can help further identify project and how to build Place through arts and creativity.

● Cultural Plan

LA Arts has been awarded a grant from the Maine Arts Commission to engage advisors and the community and craft a Cultural Plan for LA Maine. Together with their partners and others, the Cultural Plan (and planning process) will follow and complement **LA Maine: Forward**. The Cultural Plan will build upon many of the themes and Opportunities for Action here. It will also identify new opportunities to build Place in LA Maine.

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LAEGC will work with LA Arts and other cultural organizations to leverage the preparation of the Cultural Plan into actionable projects and events. We will also work together to seek out funds to foster continued arts and cultural development. This may include expanded Art Walks, a plan for new public art funding and installations, and other culturally-based events in our downtowns and along our riverfront venues.

- LA Maine. Maine’s City of Lights

Soon

Many monuments and places of significance in LA have been illuminated regularly. The Basilica, Lewiston City Hall, Franco-American Center, the St. Louis Church are examples places that have been “lit up” partially or fully.

As part of the 2015 Build Maine Conference, a group presented its thesis on illuminating places. As a follow up, we propose that the community embark on a plan to use light and lighting as a means to develop creative and welcoming space in LA. Let’s establish LA Maine as Maine’s City of Lights.

A proposal is in development to light the smoke stack at the Bates Mill.⁴ Other private developers have expressed

⁴ A graduate class from the Pratt Institute used LA as a case study for its graduate capstone class. Since then, one member of that class has developed a consulting and design company, Impactful Illuminations, which has offered to install lighting on the Bates Mill smoke stack .Final details are being prepared.

interest in creative uses of light to highlight their own structures. With the follow-up on the smoke stack project, we will explore the opportunity to identify other possibilities and how we might integrate these into a plan for additional lighting projects—including how such projects may be effectively funded.

- Public Art

Soon

This summer, a new piece of public art was installed along Lisbon Street in Lewiston—LA Rattle, by Charlie Hewitt. We propose that this be only the start. Working with LA Arts and as part of the Cultural Plan the development of art walks and installations may be an additional way to build our Place.

- Future Projects for ABDC & LDC

Soon

LA is fortunate to have two well established non-profit development corporations. The Auburn Business Development Corporation and the Lewiston Development Corporation have been in existence for decades. Some of the now full business and commerce parks, industrial buildings, and some urban redevelopment is the direct result of ABDC and LDC investments.

Both agencies are re-establishing themselves for new projects. ABDC and LDC desire to consider projects where the free market may fail due to any number of considerations. Along with the City of Auburn, ABDC is

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currently focused on the development of the Auburn Enterprise Center, a new business park on Lewiston Junction Road. LDC is working to finalize interest in space it has available at the Key Bank Commerce Center at 415 Lisbon Street in Lewiston.

Both agencies are seeking funding to support the development of new projects and the expansion of commercial space in LA. ABDC will focus, with LAEGC and CE Realtors, on the development and build out of the Auburn Enterprise Center. The Auburn Enterprise Center is a 93 acre business park with 8 lots that are pre-approved for commercial and industrial use, pre-permitted for wetland mitigation, and protected by park covenants. AEC is located less than a mile from the Maine Intermodal Facility and just 2.5 miles from Exit 75 of the Maine Turnpike.

LDC will continue to focus on full utilization of its current assets at 415 Lisbon Street and a 5.23 acre parcel on 25 Forrestall Street, permitted for a 40,000 square foot building and ready for development.

While focusing on the build-out of their current assets, both ABDC and LDC will explore other “small scale” opportunities to facilitate property development. These agencies are in place and can take on riskier developments that traditional developers may not, and at a lower “profit”. That said, they must also be fiscally responsible to their bottom line. In particular, both are interested in a focus on properties that may be too risky for the current “market.” This may

include, for example, properties that may have environmental concerns—by making use of US EPA Brownfield Assessment grants, currently available through AVCOG.

● Co-working and Maker Space(s)

Now

There is interest around LA in developing shared or co-working spaces. The challenge is in finding the property and owner or manager of such a facility. LAEGC shall continue to explore properties and ways to organize interested parties for such a project.

Soon

A maker space is similar but generally with focus on production of goods. Co-working and maker-spaces may be shared but a maker-space generally has more space requirements. LAEGC shall continue to seek out such a space that offers the cost savings (rents) low enough to develop a maker space—as well as an energetic and focused entrepreneur willing to take on such a venture.

USMLAC and the Auburn Public Library are considering or planning for such shared spaces. A key component to the success of any one or number of these will be coordination so as to best serve the marketplace—basic supply and demand. LAEGC will work with these parties to advise and assist on how such spaces may be developed.

There are also private developers interested in creating co-working spaces in LA. LAEGC is working with these and

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others and will coordinate and collaborate to nurture and establish such spaces.

LA Maine Gateways

We recognize, as do both City Councils and Auburn and Lewiston ED staff that the primary vehicular entryways into LA Maine are generally speaking (to be polite) not the most inviting and do not leave a good “first impression.” The development of Washington Street in Auburn and outer Lisbon Street in Lewiston are historical remnants of the expansion of the automobile. New and innovative incentive programs may be one way to encourage private investment in these approaches. Another approach may be through public investment. At this time, this requires review of previous and current plans, existing programs that may be used, and input from planning and economic development partners. What would follow might be proposals for private and public partnerships or grants to support improvements along these corridors.

As part of its review of each City’s tax increment financing and CDBG programs, LAEGC will offer input and recommendations for gateway projects. LAEGC will seek out other examples of successful projects and their funding models and with Auburn and Lewiston ED, prepare formal recommendations to City Councils. This will include outreach for input from property owners along these corridors to recognize their rights and property values—and encourage new investments that may benefit those owners.

Soon

Housing—Redevelopment and Investments

The efforts to attract and encourage new entrepreneurs, business, and development must be balanced with a coordinated and focused effort to improve the range and value of the community housing stock. As noted earlier (Challenges, page 13) LA Maine has an aging housing stock and we must continue to foster redevelopment of these properties.

The Cities and their ED Staff recognize this and are making efforts to encourage new investment in housing. Each offer the following financing or funding programs to encourage investment in housing:

City Housing Investment Programs	
Program	City
Housing Rehabilitation Loan Program	Lewiston
Homeowner Rehabilitation Loan Program	Lewiston
Homebuyer Assistance Loan Program	Lewiston
Homeowner Emergency Loan Program	Lewiston
Multifamily Energy Assistance Loan Program	Lewiston
Home Buyer Program	Auburn
Homeowner Rehab Program	Auburn
Spot Rehab Program	Auburn
Residential Rehabilitation Program	Auburn
Lead Grant program	Auburn
Commercial Rehabilitation Program (Multi Family)	Auburn

Lewiston and Auburn have both articulated means to meet this challenge. Collectively and overall, both cities call for innovative use of public funds to improve the diversity

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of housing stock. It is important that we build, rebuild, and develop a range of housing stock to meet a range of lifestyles and households—from improved lower income housing, a wider range of market-rate and above market-rate rental units, single-family housing units, and even short-term housing. Legacy Lewiston and Auburn’s Plan both call for new and creative uses of CDBG and TIF programs. These plans also include some of the following recommendations:

- Selling tax acquired properties for \$1.00 to qualified buyers who will rebuild the property,
- Establishing a fund in partnership with commercial banks Community Reinvestment Funds to encourage purchase and redevelopment of vacant or abandoned units
- Working with larger employers to develop programs to encourage home (we would add condominium) ownership in the community,
- Reviewing and revising codes, to make it financially easier to redevelop targeted properties,
- Revisions to zoning and land use requirements to create new opportunities for home construction in rural areas of the community.

We encourage the continued exploration and action on the above activities and the engagement of other interested parties and collaborators.

New, Improved, Expanded Events in LA Maine, Downtown, and on the River

There are a number of events in and around our community, ranging in size and scope from the Balloon Festival, Dempsey Challenge and the Emerge Film Festival to farmer markets and others. The Franco Center, our theaters, and others hold additional events and programs. New investments in meeting and conference spaces and hotels are signs of the value of these events.

Still, there may be room for more, with some consideration given to the “poaching” of sponsors from existing events. Yet, from our community dialogue and recent and ongoing investments in the Downtowns, riverfront, and other facilities, there may be a market for new, improved or expanded events.

The Chamber is launching Downtown Trick or Treat this year—with plans and intent to expand it beyond its current Lisbon Street location. Auburn ED is proposing an “Arts and Humanities Festival” in coordination and collaboration with LA Arts and others. The formulation of such an event is important and critical to its long-term success. ***We propose a concerted and coordinated effort be launched to first inventory the existing events of all size on both sides of the river and secondly, to plan and coordinate for an event of significance that spans the river and makes use of venues in Auburn and Lewiston.***

The Colisee and Norway Savings Arena are valuable assets for new events, perhaps coordinated with other venues or locations in the

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community. The river offers a world class location for ‘theme’ festivals (fly fishing, kayaking, music, cultural).

The coordination of events in order to develop new or expanded events is important. The Chamber is redesigning its Regional Image Committee into an event and tourism committee and can serve as a coordinating body, promoter, and developer of new events or meetings and conventions at existing facilities.

During a number of our community meetings, the idea of developing a significant, world-class, cross-river multicultural event was proposed. Such an event takes 18-24 months to plan and conduct market research, and requires significant revenue. That should not deter us, but rather challenge us to consider how best to develop such an event.

LAEGC will convene community leaders and organizations to contemplate the development of a “signature event.” It will take careful consideration, community engagement, and financial support— and a carefully considered business plan to consider the current market for such events, sponsorships (without taking away from other community programs), and costs.

Soon

Connectivity to the World

As noted, we have tremendous assets and competitive advantages based on our location and our connectivity to the rest of the world. These assets include or fiber optics, rail, air and automotive and trucking connectivity.

LA Maine has over 120 miles of the highest capacity fiber optics available. Access in some areas is still limited. Yet, it is clear **that LA Maine has some of the densest high-speed capacity in the Northeast.** We must review, organize, and use this asset to promote our connectivity to the world.

Market the Broadband Available in LA Maine

Regardless of the service provider, we propose that as a community we should be unabashed about this asset and make it known to the world the density and affordability of our fiber access. With input from Oxford Networks (now merging with Bay Ring) and FairPoint, LAEGC will develop a flyer as part of our business marketing campaign and make known the availability and capacity of fiber in LA.

Now

At the same time, there are gaps in the availability of fiber in and around LA. LAEGC will explore alternative service providers and financial mechanisms to invest in the infrastructure needed to fill those gaps.

Alternative means to deploy high speed internet is required across the communities.

LA Maine is fortunate to have access to rail that provides for the delivery of freight, goods, and potentially people to the balance of the continent. The key to the development of rail is the transport of freight. This is not to disparage or dismiss passenger rail - but it is a basic economic reality. Passenger rail requires public subsidies from

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various level of government (federal, state, and local). But passenger rail may provide the investment in rail that can further facilitate freight travel. Co-development of both forms may be mutually beneficial. This is a complicated and longer-term issue and opportunity—but one that must begin to be focused on and addressed.

In general, a revised, coordinated, and a focused strategy is required. *We propose that a common vision for future rail investments from the municipal governments in Lewiston and Auburn is required as co-owners in the Lewiston Auburn Railroad Company (LARC).* Just as our community has engaged one another in the ongoing development of *LA Maine: Forward*, so too must LARC lead the effort to coordinate and set forth a strategic direction on the most efficient and effective use and development of our rail assets.

Together, we must explore the best political and financial strategy to build increased freight traffic to and from the “Port of Auburn.” We must do the same to consider the most strategic investments to develop passenger service, be it from the south (Portland and Boston) or north (Montreal).

The Lewiston Auburn Railroad Company is in the best position, with leaders from Auburn and Lewiston, to put that strategy together. Input from the Maine Department of Transportation, the Maine Port Authority, the Maine International Trade Center, and others will be invaluable.

LAEGC and LARC will convene a focused strategic development session with input from Maine DOT and private operators. We will engage the City ED and community leaders as well. As part of its marketing program, LAEGC will concurrently seek out companies that may take advantage of our rail assets.

● Improved and Increased Freight Rail Activity

Now

Working on behalf of LARC, LAEGC will work with the private partners, Saint Lawrence & Atlantic Railroad, and businesses to refocus efforts to increase freight traffic to LA Maine. This will include making use of the Auburn Intermodal Facility. The priority actions include revising and updating LARC relationships and leases with SLAR. Working together, with mutual interest of increasing traffic, expanding, and attracting business, we will make use of our tremendous rail and locational assets. We will seek out new and creative or innovative uses — such as we did earlier this summer, by seeking input from the Port of Saint John (not a direct line via rail but with input, advice, and collaborative and constructive recommendations).

A near term “now” project includes the full integration and single-point of contact for rail development, now handled by LAEGC on behalf of LARC and the City of Auburn Intermodal Facility. We propose that we hold a seminar or series of seminars on how our rail assets can save money, open up new markets, and develop expanded and new business. These will be promoted regionally and perhaps around the State to reintroduce the “Port of Auburn” as a

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cost-effective way to move product to and from Maine and New England.

LAEGC will work to identify possible rail users from the local business base as a means of increasing traffic – this will include a larger regional “catchment area” of potential users from Western and Central Maine, if not farther.

● Passenger Rail in LA Maine

Soon

The State is prepared to commission a study on improvement of the rail line to foster passenger service south from LA to Portland and beyond. High level consideration of improvements necessary north to Montreal may be included. This study will require local (city) match, yet to be approved.

The investment costs and specifics around passenger rail to, from and in LA is a matter of debate. The location of any such passenger station in Auburn or Lewiston is as well.

What is not of debate is the importance of strategic investment and planning for rail infrastructure. Investments to improve rail lines for passenger rail can and do improve track for freight travel.

A clear and well vetted policy and investment strategy for passenger service into and out of LA is needed. Such a policy must be span the river and be acceptable to each City. Together, both cities will have a stronger statement and ability to foster and leverage federal, state, and private

investments for future passenger rail service—that will, if planned carefully improve our freight infrastructure.

We recognize as well *the economic importance of the Auburn Lewiston airport*. We propose that, together, we better integrate the airport as an important part of the community, and better leverage its potential for economic development in LA Maine.

To make best use of the AL Airport, we believe a dedicated and focused marketing initiative needs be undertaken—in coordination with the marketing efforts being proposed in this Strategy. At the same time, strategic investment decisions to support a focused market niche is required. That market niche is in the private, charter, and potentially “air taxi” service.

● Marketing AL Airport in the Region and Across the Continent

We propose that, as part of a comprehensive community wide marketing initiative, (see Marketing LA Maine, page 46), the Airport be marketed as a place for charter and corporate service to Maine, notably Western Maine. LAEGC, the Chamber, and the Airport may leverage their funds and other funds they are seeking to develop an aggressive marketing campaign for increasing traffic and use at the airport. Increased traffic will support our economic development efforts with both business (corporate) and high-end tourism traffic.

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Prosperity

It is well documented that business clusters evolve based on assets that are indigenous to the community, and growth of interconnected businesses, suppliers and associated institutions. In this Strategy we identify proposed “clusters” or sectors of focus. The opportunity is to cultivate those sectors and focus our limited development time and marketing activities on those sectors.

Energy

Identifying new, innovative, and efficient ways to deliver affordable energy is a significant challenge and opportunity for LA Maine and the state as a whole. We believe we have some unique assets that may allow us to do just that.

Our competitors in economic development, other cities and places, are taking action on the energy front. Many in public policy and economic development are recognizing that places taking a leadership role in lowering energy costs and creating alternative options have an advantage over those who do not.

Of particular intrigue is the development and use of alternative sources of energy, given some of our local assets. The available agricultural and open land available in Auburn and to some degree in Lewiston may offer opportunities for development of alternative uses of energy, such as solar farms —but will require additional guidance, research, and community input.

Likewise, our urban environment may offer opportunities for use of solar or geothermal energy development. The square footage of

roof tops on LA’s mill spaces offer valuable space for solar panels. Some have suggested that the canals may also be used as a source of geothermal energy.

The development of alternative energy options is worthy of exploration. As with all markets, there is a cost and benefit analysis required. There may be private enterprises that may offer some solutions.

Oil, with supplies high and prices low, will continue to play a role in the development and cost evaluation of alternative forms of energy. LA is served by natural gas (Unitil) and additional expansion of that market is also dependent upon specific cost\benefit analysis on case-by-case basis.

● [LA Maine Energy Policy](#)

LAEGC will organize and facilitate the City leaders and other collaborators to consider establishment of an Energy Policy with an action-oriented plan to establish LA Maine as a new-energy center and “green city.” The initiative shall begin with public policy objectives and commitments and then focus on what projects and initiatives may be considered to continue to focus on lower energy prices in LA, increasing efficiencies, and creative energy projects.

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Primary Focus: Expanding Existing Business

Encouraging the expansion and retention of existing business is a basic tenet of economic development. From this basis, we can foster new business and investment from our existing business base.

● Business Expansion and Retention: BEAR LA

LAEGC will provide the leadership and coordination of a systematic Business Expansion and Retention program called “BEAR LA.” Now

Many such programs include board or business volunteers and include surveying of the business community. There is value in such an approach, but that approach can become old, tired and stale as the surveys get tabulated, volunteers lose interest, and the program bogs down in process and procedures. We propose a systematic program operated by the professionals in business and economic development within the community.

The BEAR LA Team shall include LAEGC, City ED Staff, and Career Center Staff to serve as the primary outreach professionals. Business visitation is part of our regular duties and there is no need to create something new. We will begin by collectively assimilating our contacts and networks within our existing business community. We will then systematically schedule and make visits to those companies we may not have met with. We will have general and basic questions. This is not to exclude other

partners in economic development, but only to keep this effort focused. We will coordinate and collaborate with other agencies who regularly reach out to the business community (CMCC, Kaplan University, USM LAC, Chamber, etc.). We will hold semi-annual meetings to get our team’s findings together and share what we have learned with our partners.

The most important part of any business expansion or visitation program is what happens after the visit. The primary role will be to refer and connect the business with any applicable agencies or sources of information to meet their current needs and any potential expansion opportunities.

● Market Our Business Community

Based on information we learn from our business community we will market our business community and LA Maine to the world. BEAR LA will form the foundation of our entry into new markets. We will reach out and establish and nurture new connections, new networks and potential partnerships and markets for our business community. Generally stated, we will foster business-to-business activity (B2B). Now

We will rebrand the Androscoggin Business to Business Trade Show and use it to help encourage B2B activity. By doing so, we may foster outreach to other B2B type shoes in other communities. For this we will need our business

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community participation. Such participation, if focused on communities that offer potential markets for our business, may create new opportunities.

Thus, our BEAR LA activity will help us identify new B2B markets and new ways to help expand market activity for our existing business community.

We will explore the creation of an **LA Maine Marketplace**— a shop for LA Maine products and services, cooperatively owned and managed in other markets. To create such a marketplace, we will need a number of area businesses willing to share costs for development and leasing of space. We will need to create a management structure. LAEGC and the Chamber will explore this and bring forth a proposal to its members and the community. *An initial and immediate pilot of such a marketplace will be a Pop-Up Store in collaboration with the Maine College of Art on Congress Street in Portland.* LAEGC will work with MECA and others to organize the space, displays, and a program to invite and include local vendors to participate.

● Buy Local Program

LAEGC is researching a buy local program. Soon Others in the community may be interested in advising and assisting in development of such a program with LA Maine. Buy local programs generate local income and wealth by circulating income within the community, versus income exported.

There is significant research that demonstrates how “buy local” programs boost a local economy. In essence, circulating spending within the local area helps boost those participating businesses, creates a local awareness and helps identify local market gaps for new business, and fosters a unique character of the “place.” A recent study showed that “in communities with an active ‘buy local first’ initiative run by a local business organization reported average revenue growth of 8.6 percent in 2012, compared to 3.4 percent for those in areas without such an initiative.”⁵

LAEGC and the Chamber will evaluate existing programs and consider a program for LA Maine, bringing recommendations back to their independent Boards.

Attracting & Putting New Capital & Investment on the Streets

We will, as noted above, use our BEAR LA activity to expand into new markets. We will use this as a way to explore and identify new investments and new business for LA Maine. We must also continue to secure new capital for expanding business opportunities. LAEGC, CEI, CCFC, the City ED and other agencies should review and work together to expand the sources and flexibility to grant and loan funds to expanding business.

⁵ Survey Confirms Benefits of “Buy Local First” Campaigns, Finds Challenges Ahead, Rosemary Hawkins, 2013, at <http://www.bookweb.org/news/survey-confirms-benefits-buy-local-first-campaigns-finds-challenges-ahead#sthash.wNqEFbIQ.dpuf>

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● Expand Existing Resources

We believe our area lenders and gap-financing agencies (LAEGC, AVCOG, CCFC, CEI) do a good Soon job of working together to develop financing packages for startups and expanding enterprises. Like all “systems,” there may be new and innovative ways to promote the range of existing programs. LAEGC will reach out to these agencies and brainstorm new and creative ways to do just that. We will also explore new sources of capital that might be secured and put to work to build business, such as use of lender Community Reinvestment Act (CRA) funds, foundations, or other pooled lending efforts.

● Innovative uses of Current Sources of Funds

There may be ways to creatively use funds already available within the community to finance new private investments. LAEGC will explore its own loan Soon pools to identify new ways to responsibly lend its funds.

LAEGC will review the City’s current Tax Increment Financing Development Programs in light of recent changes and evolutions of the program’s enabling state legislation that may identify new means to invest in our own municipal infrastructure and provide incentives to encourage new development.

LAEGC will also work with Auburn and Lewiston City staff as they continue to expand and make use of federal

Community Development Block Grant (CDBG) funds. The intent is to be creative and explore ways to leverage those funds into new projects to support this Strategy.

It is important to note that as we explore new ways to use existing funds, we give strong consideration to the need to further encourage business ownership by immigrants, particularly through the development of alternative financing options.

Attracting New Business & Investment

We will, as noted above, use our BEAR LA activity to expand into new markets. We will use this as a way to explore and identify new investments and new business for LA Maine. We will identify and target the sectors that give us the greatest chance of success – perhaps in the manufacturing of health care products, or in other high value, low volume manufacturing, or in transportation and logistics to trigger the increases use of LA Maine’s rail infrastructure. Step one is to determine those areas where we have the greatest probability of success.

● Competitive Analysis

In order to properly understand the economic Now base, competitive advantages and disadvantages, and develop a proper business attraction plan, LAEGC will develop a competitive analysis that determines how LA Maine fares against its true competitive base. First, LAEGC will look to find which locations in the Northeast are LA Maine’s most common competitive peers. From this,

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LAEGC will develop a matrix of salient location factors to determine specific strengths, weaknesses, and the types of industries and functions for which LA Maine would be most appropriate. This information will then guide future marketing, outreach and policy initiatives.

LAEGC will conduct this analysis by December, 2015. Input will be gathered from others, notably, Auburn and Lewiston ED. This analysis will inform LAEGC's business marketing plan to be presented at the same time.

Further Outreach and Engagement

Concurrent to conducting the Competitive Analysis, LAEGC will also continue its current efforts to reach out and engage the private sector. LAEGC and the rest of the development community need more information on how the private sector is viewing economic conditions, regional competitiveness, and LA Maine's response to these and other issues. Further, the private sector needs to be enticed to more directly participate in sharing this information as well as become more active ambassadors for LA Maine.

LAEGC is reaching out to the private sector for guidance, input, and financial support for business development. The Business Development Corps will form a private-public partnership to support business development marketing.

LA Maine Open House

ABDC and LDC will collaborate with each other and others, including the Maine Economic Development and Real Estate Association (MEREDA) (pending the approval of their governing board), to host an "open house" for LA Maine. This is envisioned to be a ½-day event including a bus tour of area properties on the market or targeted for new investment and development.

Sibling Cities

We propose the establishment or affirmation of Sibling Cities around the world. The City of Lewiston and the Franco Center have a long history with the City of Saint Hyacinth in Quebec. Working in coordination with LAEGC, the City and the Franco Center will reconnect and plan for expansion of that relationship for the purpose of expanding LA business community connections and to seek out businesses in the Province that might hope to expand to LA.

This project may be particularly valuable working together with the Saint Lawrence and Atlantic Railroad Company and our own Lewiston Auburn Railroad Company.

LAEGC has, through other connections, made contact with the City of Saint John and Moncton, New Brunswick as well. Moncton, in particular, has interesting cultural (Franco) and transportation, logistics, and business similarities to LA.

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LAEGC, the Franco Center, the Franco Collection at USMLAC, and others will reach out to the City of Moncton and the City of Saint Hyacinth to initiate this opportunity. We will start small, by simply seeking introductions and mutual exploration of personal connections. Perhaps we shall seek an exchange of performers or an invitation to exchange visitors and explore each community's common but unique shared heritage.

In doing so, we shall explain ways to learn and expand upon the people, place, and prosperity in LA Maine.

LAEGC and the Franco American Center will participate in Face a Face in Moncton and share our cultural and business heritage in Progres' Magazine, a publication dedicated to business expansion in the Franco community of New Brunswick and Eastern Canada. We will also reach out to the City of Saint Hyacinth to continue to build upon the long relationship with the City of Lewiston; and expand our outreach from there.

As part of LAEGC's marketing efforts to attract new business, the Sibling City relationship may be used to establish B2B connections, expanding our existing business contacts (and potentially their partners and markets) and seeking out new business expansions.

Improved and New Collateral, Online, and Other Marketing Material

Now

LAEGC will develop a new and improved online presence as well as other collateral materials to promote LA Maine as a place for business. This includes all new web and social media platforms, in coordination with the Chamber's own rebranding. LAEGC will do so through its annual budget and seek out additional revenues and partnerships to develop new and innovative ways to promote the LA business community and LA Maine as a place for new business. This will require additional private and public partnerships.

LAEGC will consider new ways to promote LA Maine. One creative and innovative suggestion has been the development of an infomercial to run in select markets promoting LA Maine.

Another avenue is to develop an online presence for our business community— a listing of businesses that is not competing with but complementing the Chamber membership listing. This listing might be an online source for potential partnerships and contractual relationships with companies LAEGC identifies as it promotes the community around the globe.

Marketing LA Maine: Lewiston Auburn

Marketing itself is not a project but rather a means to move a number of the programs and projects forward. Yet it deserves attention, here, above and “across” all of the projects in the Strategy. Effective marketing is targeted and focused on a message and an audience. Lewiston Auburn has had a number of “regional” or joint marketing efforts or brands in the past—*Cities of the Androscoggin to LA It’s Happening Here*.

It is time, with this Strategy and on the verge of significant positive action and change to prepare a new brand—a coordinated and focused brand that, we propose, has built in longevity. LAEGC and the Chamber are both revising their own brands, logos, etc. Together, with others we propose a new brand for LA Maine.

LAEGC has established a Marketing Committee that includes a number of community representatives to consider a “regional” brand for LA Maine.

We have a Vision for our community expressed here in ***LA Maine: Forward*** (page 4). A brand, however, we must be clear, concise, and definitive. Thus, LA Maine is our place. It is not intended to replace or duplicate marketing for Auburn or Lewiston—but instead to add value and a common message. We intend to craft a community brand that can highlight our individual products. The LAEGC Marketing Committee will further define and categorize our

brand, services, and community with regards to the themes of our Strategy; People, Place, Prosperity.

The LAEGC Marketing Committee will make use of its collective experience and recent research on community brand.⁶ The Committee is charged with making its recommendations by December, 2015. This timing coincides with rebranding by the Chamber and LAEGC.

We propose and share, here, the segmentation of “marketing” for LA Maine. In short, the Chamber shall Now take on marketing the place to people, visitors, and for events or meetings. LAEGC will focus on marketing LA Maine as a place for business—expanding existing, entrepreneurs, or new.

Chamber (tourism) marketing

LA Maine is the gateway to Central and Western Maine. At the same time, LA is evolving into a destination to its own, notably for sporting and other events. The Chamber will begin to develop marketing opportunities to increase awareness of LA for events and meetings. Our assets in this market include the Androscoggin Bank

⁶ Summary of Analysis for a Lewiston-Auburn Branding Initiative. Scorecard Strategic Planning & Research, 2012.

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Colissee, the Norway Savings Arena, and existing and new meeting or event centers being developed.

Our “cache” is the new, redeveloped urban industrial city within close proximity to Maine’s coast and the access point to the Western Maine Mountains and Lakes Region.

The Chamber is developing a virtual convention and visitor’s bureau and other ways to promote and market the city to visitors, meetings, and conventions.

LAEGC will be documenting and outlining its business development marketing plan as part of its “Scope of Services” for Auburn and Lewiston. Our current activity and planning has focused on markets that make sense and are already showing some positive results—through our current contacts and sales channels in Canada and beyond. Likewise, as part of its entrepreneurship program and in collaboration with others and Maine Accelerates Growth, LAEGC is promoting LA Maine as a hub for entrepreneurial development.

LAEGC Marketing for Business Development

LAEGC is redesigning its website and its own brand to focus on its core role to market LA Maine as a place for business. This includes entrepreneurship and small business, the expansion of new business, and attracting new business and investment—all elements of this Strategy.

LAEGC’s marketing will, therefore, focus on those targeted markets, individuals, and professionals seeking to start, grow, or expand their business. Throughout this Strategy we have proposed the programs or projects that will be used as the “hook” or means to market to those audiences.

- Entrepreneurship (see page 16)
- Expanding existing business (see page 40)
- Attracting new business (see page 42)

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Strategic Measurements

Any strategy or plan is only effective if it is measured. **LA Maine: Forward** will be reviewed regularly, analyzed against measurable objectives, and adjusted.

The challenge with economic development strategies are the measurements themselves. Unlike in business, where one can measure monthly, quarterly, and annual direct metrics of which the business has direct control over, a community strategy must rely on other measures that we do not have direct control over.

Still, we must measure our progress.

We propose the following levels of measures, long-term and mid-term to measure our progress.

These measures were identified as a result of recent work by a group of citizens and businesses with input and assistance from AVCOG, called Benchmarks LA. Further, we used input and direction from the Maine Development Foundation who produces Maine’s Measures of Growth.

We identify only a small set of measurements borrowed or derived from the Measures of Growth and Benchmarks LA for purposes of the Strategy. These measure the overall progress of our Strategy and our community’s economic development efforts—working together towards our Vision. There are many forces inside and outside Lewiston and Auburn that have an impact on these

measures—yet we propose that these may be used to best measure our progress. There will be more direct measurements of progress for each project in the Strategy—and for those we defer to the lead organization and collaborators to identify that measure and track success.

LAEGC will convene our community collaborators and others regularly to review and update **LA Maine: Forward**, including a review of these benchmarks and measures.

Soon

Population Growth, Age

The percentage of annual growth of estimated resident population, and estimated median age for the same time period, as reported by the United States Census and its annual American Community Survey. Lewiston and Auburn will be tracked and compared against the U.S and Maine.

	2013 Population	Growth from 2010	2013 Median Age	Change from 2010
U.S.	311,536,594	0.90%	37.3	+1 years
Maine	1,328,320	0.00%	43.2	+ .5 years
Lewiston	36,536	-0.15%	38.1	+7 years
Auburn	23,040	0.07%	40.5	+6 years

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Educational Attainment

Percentage of population, aged 25 and over, who have earned a high school diploma and higher, and who have earned a Bachelor’s Degree and higher, as reported by the United States Census and its annual American Community Survey. Lewiston and Auburn will be tracked and compared against the U.S and Maine.

Educational Attainment, Population 25 years and over, 2013 American Community Survey

	U.S	Maine	Lewiston	Auburn
High school graduate or higher	86.0%	91.1%	85.6%	90.4%
Bachelor’s Degree or higher	28.8%	27.9%	15.4%	24.9%

Number of Jobs, Overall, by Sector ★

Annual Average Industry Employment by Private Ownership (non-government), Overall and by Sector, as reported by the Maine Department of Labor Center of Workforce Research and Information. The Lewiston-Auburn Metropolitan Statistical Area (MSA) and the cities of Lewiston and Auburn will be measured.

2014 Annual Average Industry Employment, Private Ownership only

LA MSA	43,468
Lewiston	22,564
Auburn	14,587

Unemployment Rate

Annual Unemployment Rate, non-Seasonally Adjusted, as reported by the Maine Department of Labor Center of Workforce Research and Information. Lewiston and Auburn will be compared to US, Maine and LA MSA rate.

2014 Annual Non-Seasonally Adjusted Unemployment Rates

US	6.2%
ME	5.7%
LA MSA	5.5%
Lewiston	5.9%
Auburn	5.3%

Average Weekly Wage, Overall, by Sector

Annual Average Weekly Wage, Private Ownership, Overall and By Sector, as reported by the Maine Department of Labor Center of Workforce Research and Information. Lewiston and Auburn will be compared to Maine’s average weekly wage.

2014 Average Weekly Wage, All Industries, Private Employment Only

Maine	\$768	
LA MSA	\$741	96.4% of state
Lewiston	\$809	105.3% of state
Auburn	\$684	89.1% of state

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New Business 'Adds'

Number of new Lewiston-Auburn businesses added annually, as collected by Infogroup Government Division, based on new business filings (DBA's, licenses, corporations). Lewiston and Auburn and the Lewiston-Auburn MSA will be tracked.

Number of New Business Adds, Lewiston and Auburn, September 30, 2014 to September 30, 2015

LA MSA	110	
Lewiston	50	45.4% of MSA
Auburn	27	24.5% of MSA
L&A	77	70% of MSA

Increase in Assessed Value of Cities

The assessed value of all real and personal property within the municipality, as reported by Maine Revenue Services (annual Municipal Valuation Return Statistical Summary). Lewiston and Auburn will be tracked to determine annual increases/decreases in that value.

Real and Personal Property Valuation, per MVR

City	2012	2013	+/- '12 to '13
Lewiston	\$1,855,359,945	\$1,891,256,130	+1.9%
Auburn	\$2,010,510,334	\$2,005,721,383	-0.2%

Per Capita Personal Income ★

The total income of a given area divided by the area's population, as reported by the U.S. Department of Commerce Bureau of Economic Analysis. The LA MSA will be tracked and compared against U.S., regional, and state per capita personal income.

Per Capita Personal Income, 2013

	PCPI	% of US	% of ME
U.S.	\$44,765	100.0%	
New England	\$54,582	121.9%	
Maine	\$39,562	88.3%	
LA MSA	\$37,680	84.1%	95.2%

Real Gross Domestic Product (GDP), 2014

Real Gross GDP reflects the total value of all goods and services produced in a given year, as reported by the U.S. Department of Commerce Bureau of Economic Analysis. The LA MSA will be tracked and compared against U.S., regional, and state per capita personal income.

	2014	Change from '13
U.S.	\$15.7 Trillion	2.2%
New England	\$852.5 Billion	1.6%
Maine	\$50.9 Billion	0.2%
LA MSA	\$3.8 Billion	-0.3%

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Poverty Rate ★

Percentage of the population living in poverty, as reported by the United States Census and its annual American Community Survey. Lewiston and Auburn will be tracked and compared against the U.S and Maine.

2013 Poverty Rate - American Community Survey

	<i>Rate</i>	<i>% of US Rate</i>	<i>% of ME Rate</i>
U.S.	15.4%		
Maine	13.6%	88.3%	
Lewiston	22.9%	148.7%	168.3%
Auburn	15.1%	98.1%	111.0%

★ = Benchmarks also used to measure progress of Measures of Growth 2015, Maine Economic Growth Council

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Appendix A

Below is a list Plans, Strategies, or other documents or materials reviewed for and referenced in the Strategy. **This Appendix is currently incomplete but will be completed by 10/09/15**

Document	Description
Auburn Comprehensive Plan	
Auburn Downtown Action Plan for Tomorrow	
New Auburn Master Plan	
Lewiston Riverfront Master Plan	
Legacy Lewiston	
New Auburn Village Center Study	
Others to be listed...	

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Appendix B

Below is the current list of partners and collaborators, their acronym used in the Strategy, and general description of their primary role and area of focus.

Partner & Collaborator	Acronym	Primary role and thematic area of focus
Androscoggin County Chamber of Commerce	Chamber	Member Services and the promotion of LA Maine as a place to grow business, live, and work through programming, events, and marketing.
Androscoggin Valley Council of Governments	AVCOG	Regional (Androscoggin, Oxford, Franklin Counties) economic development and planning agency. Home to Small Business Development Center (SBDC), business financing, and other programs.
Auburn Business Development Corporation	ABDC	A public-private partnership that develops specific projects that provide quality jobs and expand the tax base of the City of Auburn.
Auburn Lewiston Airport	AL Airport	Jointly owned and operated by the cities of Auburn and Lewiston, the airport supports local and regional general aviation, flight training, cargo and corporate activity on nearly 550 acres in Auburn.
Auburn School Department	ASD	The Auburn School Department serves over 3,500 students with more than 300 certified and support staff in eight community schools.
Bates College	Bates	College of Liberal Arts with additional interests in betterment of community and entrepreneurship.
Central Maine Community College	CMCC	One of the seven colleges in the Maine Community College System, CMCC offers numerous programs of study that lead to the Associate Degree and Certificate award.
Central Maine Medical Family	CMMF	An integrated healthcare delivery system, including Central Maine Medical Center in Lewiston, serving some 400,000 people living in central, western and mid-coast Maine.
City of Auburn, Economic Development	Auburn ED	Economic Development in Auburn, focused on specific projects and improvements.
City of Lewiston, Economic Development	Lewiston ED	Economic Development in Lewiston, focused on specific projects and improvements.
Coastal Enterprise, Inc.	CEI	A private, non-profit Community Development Corporation (CDC) and Community Development Financial Institution (CDFI) that provides financing, business support and technical counseling services to small and medium sized businesses in Maine.
Commercial Real Estate Agents and Agencies	CRE Agencies	Commercial Real Estate Agencies and Agents are a key collaborator as we seek to develop properties. Individual firms may be referenced by name.
Community Concepts Finance Corporation	CCFC	Works in-depth with start-up, operating and expanding businesses to provide financing for projects that do not qualify for conventional financing.

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Partner & Collaborator	Acronym	Primary role and thematic area of focus
Current Magazine	Current Magazine	Publication and events to highlight the culture, people, business community of LA.
Good Food Council of Lewiston Auburn	GFCLA	Formed in 2012 to create and support improvements to the food system of the LA community.
Grow LA	Grow LA	A non-profit dedicated to growing Lewiston and Auburn by promoting development that is economically sound, sustainable, with social responsibility, supporting a healthy community.
Kaplan University	Kaplan	An institution of higher learning dedicated to providing innovative undergraduate, graduate, and continuing professional education.
LA Arts	LA Arts	A non-profit organization dedicated to promoting diverse arts programming, leveraging them to stimulate economic revival and a high quality of life for all.
LA Future Forum	LAFF	A diverse group of LA Maine citizens representing business, government, education, healthcare and the arts and recreation, exploring ideas and solutions to make LA Maine a better place to live, learn, work and play.
LA Maine Business		A key collaborator will be the business community in LA. Individual businesses may be referred to specifically by name in the Strategy.
Lending Institutions	Banks	
Lewiston Auburn Railroad Company	LARC	A railroad holding company jointly owned by the cities of Lewiston and Auburn. Founded in 1872, the company looks to capitalize on intermodal transportation technology to increase economic development opportunities in LA Maine.
Lewiston Development Corporation	LDC	Engages in prudent economic development on behalf of the City of Lewiston and earns returns to be used for community reinvestment.
Lewiston Public Schools	LPS	Lewiston Public Schools serve over 4,900 students with more than 600 certified and support staff in nine community schools.
Maine & Company	ME&CO	A private, non-profit corporation that provides free and confidential consulting services to businesses looking to relocate to Maine or expand within Maine.
Maine Accelerates Growth	MxG	A statewide public-private partnership to fund programs that encourage and foster entrepreneurship. LA Maine is designated as a "hub" of this program.
Maine Career Center	MCC	The Maine Career Center provides a variety of training and employment services at no charge to Maine workers and businesses. The Lewiston Career Center is part of the statewide Career Center network.

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Partner & Collaborator	Acronym	Primary role and thematic area of focus
Maine Center for Entrepreneurial Development	MCED	A private, non-profit that helps Maine's most promising entrepreneurs to grow through innovation, by providing programming, mentorship, training and expertise.
Maine Department of Economic and Community Development	DECD	A state agency focused on the creation of new jobs and the promotion of economic opportunities in Maine. DECD is the umbrella organization for business development, community development, tourism & film, innovation, and international trade programming for the State of Maine.
Maine Technology Institute	MTI	An industry-led, publicly-funded, nonprofit corporation that offers early-stage capital and commercialization assistance for the research, development and application of technologies that create new products, processes and services.
Museum LA	Museum LA	Museum of manufacturing history in LA with programming for youth and adults to engage in learning history and culture of making products in LA.
<i>Statewide Organizations</i>		
Tree Street Youth Center	Tree Street YC	Supports the youth of Lewiston-Auburn through academics, the arts and athletics while providing a safe place that encourages healthy physical, social, emotional and academic development.
University of Southern Maine Lewiston Auburn College	USMLAC	A College of the University of Southern Maine, USMLAC was founded by this community a primary focus is delivering the education in demand in LA Maine.
Young Professionals of Lewiston Auburn Area	YPLAA	An affiliate of the Androscoggin County Chamber of Commerce, YPLAA is an initiative aimed at developing a network of young people to promote and expand on professional and personal opportunities in Maine.

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Economic Growth Strategy
Opportunities for Action & Projects Matrix**

Opportunity or Project	Proj or Prog	Theme	Timing	Catalyst	Collaborators	Outcome
Entrepreneurship						
Top Gun LA	Project	People	Soon	MCED	LAEGC	Top Gun classes held in LA
Co-Working Space	Project	Place	Now	Private	LAEGC, USMLAC	Physical coworking space(s)
Maker Space	Project	Place	Soon	APL	Other	Physical Maker space
Developers Boot Camp	Project	People	Now	LAEGC	City ED	Small scale development training, targeted case studies
Bobcat Venture Challenge	Program	People	Now	Bates	LAEGC	Bates entrepreneur challenge, seminars, pitch competition
Startup Weekend	Project	People	Soon	APL	LAEGC	An organized Start Up weekend inclusion with ME Startup Week
Fostering Entrep. Environment	Program	People	Now	LAEGC	Others	Overall programming to encourage and foster entrepreneurship
Startup Info Sheet	Project	People	Now	LAEGC	Banks	Flyer, web link to show easy-to-follow steps on resources and assistance for start ups
Empowering Diversity						
Foster Franco Heritage	Program	People	Now	Franco	USMLAC	Ongoing efforts to foster heritage and leverage it as economic asset
Diversity Symposium	Program	People	Soon	TBD	LAEGC, YWCA, USMLAC, +	Organized collaboration to embrace multiculturalism as economic asset
Intl. Children's Fair	Program	People	Now	Franco		Event to engage and celebrate multiculturalism in LA
Expanding Workforce--Education						
Alert Students to Job	Program	People	Now	LAEGC	City ED, Career Center	As part of BEAR LA, direct referrals to schools re job opp'ty's for HS students
Bridge Year Program	Program	People	Now	ASD	LPS	Expand opportunities for job experiences for HS students
College for ME Andro	Program	People	Soon	CFMA	Others	Renewed program to encourage and expand college attainment
Intern Program	Program	People	Now	Chamber	State Chamber, LAEGC	Full implementation of intern program in LA
USM Metro University	Program	People	Soon	USMLAC	LAEGC	Integration of Metro U model into USM lead by example of USMLAC
Expanding Workforce--Training						
Know Who to Contact	Program	People	Now	LAEGC	City ED, Career Center	Business card referral list to share with existing business
Ready to Work Academies	Program	People	Now	Career Ctr	LAEGC, Others	Awareness and promotion of RWA training opportunities for workers
Expanding Workforce--Attracting People						
Workforce Attraction Program	Program	People	Soon	LAEGC	Career Ctr., Chamber	Development of a program to attract workers for jobs in LA
Welcome Videos	Project	People	Soon	Chamber	Private, Others	Case-by-case but series of videos to promote work and business opportunities in LA
Healthy Lifestyles						
Projects TBD	Program	People	Soon	GFWC	Grow L+A, Others	Collaboration of programs and projects to develop wellness & Food System
Energy						
Establish Energy Policy & Plan		Prosperity	Soon	LAEGC	Others	
Commercial Retail Opptys						
Commercial Retail		Place	Soon	LAEGC	City ED, RE Agencies	LAEGC, UM retail analysis; city and private development efforts
Creative Community Places						
Walkways to/from River	Project	Place	Soon	Cities	LAEGC, Private	Implementation of city plans & continued review for other opportunities
Riverfront Properties	Project	Place	Soon	LAEGC	City ED	Review plans, coordinate strategic investment timeline
Redevelopment of Mill Space	Project	Place	Now	City ED	LAEGC, Comm RE	Ongoing, site by site, marketing & creative ways to redevelop spaces & for business
Recreation on the Riverfront	Project	Place	Soon	TBD	Others	Case-by-case efforts, organized collectively through collaborative effort
Investments in Riverfront	Project	Place	Soon	City ED	LAEGC, Comm RE	Ongoing, site by site, marketing & creative ways to redevelop spaces & for business
Cultural Plan	Project	Place	Now	LA Arts	ACLA, LAEGC, Others	Community engaged planning to develop strategy for increased cultural development
City of Lights	Project	Place	Soon	LAEGC	City ED, Private, Others	Starting with one example, develop case-by-case plan for lighting comm assets

Now = 6-12 months, Soon = 9-18 months, Later = 12-24 months

Project has definable deliverable, Program on-going or deliverable TBD

**LA Maine: Forward
Economic Growth Strategy
Opportunities for Action & Projects Matrix**

Opportunity or Project	Proj or Prog	Theme	Timing	Catalyst	Collaborators	Outcome
Public Art	Project	Place	Soon	LA Arts	Cities	Case-by-case installations of art in public or private spaces
ABDC & LDC Projects	Project	Place	Soon	LAEGC	ABDC, LDC, City ED	Case-by-case opportunities to leverage nonprofit property development organizations
Maker Spaces	Project	Place	Soon	LAEGC	APL, Private, Others	Case-by-case review and development of maker space in LA
Space for Business						
Market LA as Place for Business	Program	Place	Now	LAEGC	City ED	Marketing LA as a place for business, expanding business, entrepreneurship
Inventory of Sites	Program	Place	Now	LAEGC	City ED, RE Agencies	Ongoing and updated network to identify available spaces & property for business
Redevelopment Properties		Place	Now			
Commercial Retail Oppty's						
Additional Market Analysis	Program	Place	Soon	LAEGC	U Maine, Others	Review, analysis of retail market opportunities, market changes
Exit 75 & 80	Project	Place	Soon	City ED	LAEGC, Comm RE	Ongoing, site by site, efforts to develop business sites at or around interchanges
Redevelopment of Sites	Project	Place	Now	City ED	LAEGC, Comm RE	Ongoing, site by site, efforts to redevelop retail business sites
LA Maine Gateways						
Projects TBD	Program	Place	Soon	City ED	LAEGC	convene to develop plans to invest in entry routes into LA
Housing						
Encouraging Investment	Program	Place	Now	Cities	Other	Designing new innovative incentives to encourage private investment
Events in LA Maine						
Plan new signature event(s)	Project	Place	Soon	Chamber	LAEGC, LA Arts, Others	Inventory existing events & identify market and opportunity for new signature event
Connectivity to the World						
Market Fiber Optics	Project	Place	Now	LAEGC	Oxford Networks, Fairpoint	With input from providers, develop flyer and market availability and capacity of fiber
Fill Broadband Gaps	Project	Place	Now	LAEGC	Oxford Networks, Fairpoint	Explore alternative providers and funding mechanisms to fill broadband service gaps
Common Rail Vision & Plan	Project	Place	Soon	LARC	LAEGC, Cities, Others	Set forth strategic direction on efficient and effective use/development of rail assets
Increase Freight Traffic	Program	Place	Now	LAEGC	LARC, Business	Working with our rail operator(s), market and promote Auburn rail assets for business
Passenger Rail Development	Program	Place	Soon	LARC	LAEGC, Cities, Others	Support passenger rail plan, prepare concise common policy
Marketing AL Airport	Program	Place	Now	AL Airport	LAEGC, Chamber	Market airport as place for charter and corporate air service to Western Maine, LA
Energy						
Crafting a LA Energy Policy	Project	Prosperity	Soon	LAEGC	Cites, Others	Develop Energy Policy to establish LA Maine as 'new-energy center' and 'green city'
Expanding Existing Business						
BEAR LA	Program	Prosperity	Now	LAEGC	City ED, Career Ctr, Others	Focused, systematic business visitation program with existing companies
Market LA Business	Program	Prosperity	Now	LAEGC	LA businesses	Establish and nurture new (external) markets for LA business community
Make us of LAEGC B2B	Project	Prosperity	Soon	LAEGC	LA businesses, others	Rebrand annual trade show and encourage B2B activity with new (external) markets
Create 'LA Marketplace'	Project	Prosperity	Soon	LAEGC	Chamber, MECA	Develop proposal to establish 'LA Maine Marketplace' in other market(s).
Buy Local	Program	Prosperity	Soon	TBD	LAEGC, Chamber	Consideration of 'Buy Local' program for LA Maine
Capital on the Street						
Expand Current Resources	Program	Prosperity	Soon	LAEGC	CEI, CCFI, Others	LAEGC will convene to seek out innovative and new sources of capital
Innovative use of Resources	Project	Prosperity	Soon	LAEGC	City ED, Others	LAEGC will provide review and recommendations on TIF and CDBG, others to City
Attracting New Biz & Investment						
Competitive Analysis	Project	Prosperity	Now	LAEGC		Conduct competitive analysis of salient location factors to determine targeted industries
Outreach (Marketing)	Program	Prosperity	Now	LAEGC	City ED	Engage business community, get guidance on local biz conditions, competitiveness
LA Maine Open House	Project	Prosperity	Soon	LAEGC	MEREDA	Host 'open house' and tour of area properties targeted for new investment/development

**LA Maine: Forward
Economic Growth Strategy
Opportunities for Action & Projects Matrix**

Opportunity or Project	Proj or Prog	Theme	Timing	Catalyst	Collaborators	Outcome
Sibling Cities	Program	Prosperity	Now	LAEGC	Cities, Franco Center, others	Establish or reaffirm/expand Sibling City relationships to facilitate biz/cultural exchange
Marketing Collateral	Project	Prosperity	Now	LAEGC	Chamber	Develop improved on-line presence and other collateral materials for biz marketing
Marketing						
For People, Events	Program	Marketing	Now	Chamber		Develop marketing opportunities to promote LA Maine as place for events and meetings
For Business	Program	Marketing	Now	LAEGC		Focus on targeted markets, businesses and individuals seeking to start, grow or expand
Community Brand	Project	Marketing	Now	LAEGC	Chamber, Others	Work with LAEGC Marketing Committee to propose 'regional brand' for LA Maine
Metrics--Ongoing Strategy						
Metrics & Update Strategy		Metrics	Soon	LAEGC	All	LAEGC will coordinate review of work approx 12 months out

**LA Maine: Forward
Economic Growth Strategy
Opportunities for Action & Projects Matrix**

Opportunity or Project	Proj or Prog	Theme	Timing	Catalyst	Collaborators	Outcome
Entrepreneurship						
Top Gun LA	Project	People	Soon	MCED	LAEGC	Top Gun classes held in LA
Co-Working Space	Project	Place	Now	Private	LAEGC, USMLAC	Physical coworking space(s)
Maker Space	Project	Place	Soon	APL	Other	Physical Maker space
Developers Boot Camp	Project	People	Now	LAEGC	City ED	Small scale development training, targeted case studies
Bobcat Venture Challenge	Program	People	Now	Bates	LAEGC	Bates entrepreneur challenge, seminars, pitch competition
Startup Weekend	Project	People	Soon	APL	LAEGC	An organized Start Up weekend inclusion with ME Startup Week
Fostering Entrep. Environment	Program	People	Now	LAEGC	Others	Overall programming to encourage and foster entrepreneurship
Startup Info Sheet	Project	People	Now	LAEGC	Banks	Flyer, web link to show easy-to-follow steps on resources and assistance for start ups
Empowering Diversity						
Foster Franco Heritage	Program	People	Now	Franco	USMLAC	Ongoing efforts to foster heritage and leverage it as economic asset
Diversity Symposium	Program	People	Soon	TBD	LAEGC, YWCA, USMLAC, +	Organized collaboration to embrace multiculturalism as economic asset
Intl. Children's Fair	Program	People	Now	Franco		Event to engage and celebrate multiculturalism in LA
Expanding Workforce--Education						
Alert Students to Job	Program	People	Now	LAEGC	City ED, Career Center	As part of BEAR LA, direct referrals to schools re job opp'ty's for HS students
Bridge Year Program	Program	People	Now	ASD	LPS	Expand opportunities for job experiences for HS students
College for ME Andro	Program	People	Soon	CFMA	Others	Renewed program to encourage and expand college attainment
Intern Program	Program	People	Now	Chamber	State Chamber, LAEGC	Full implementation of intern program in LA
USM Metro University	Program	People	Soon	USMLAC	LAEGC	Integration of Metro U model into USM lead by example of USMLAC
Expanding Workforce--Training						
Know Who to Contact	Program	People	Now	LAEGC	City ED, Career Center	Business card referral list to share with existing business
Ready to Work Academies	Program	People	Now	Career Ctr	LAEGC, Others	Awareness and promotion of RWA training opportunities for workers
Expanding Workforce--Attracting People						
Workforce Attraction Program	Program	People	Soon	LAEGC	Career Ctr., Chamber	Development of a program to attract workers for jobs in LA
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**LA Maine: Forward
Economic Growth Strategy
Opportunities for Action & Projects Matrix**

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Metrics--Ongoing Strategy						
Metrics & Update Strategy		Metrics	Soon	LAEGC	All	LAEGC will coordinate review of work approx 12 months out



EXECUTIVE DEPARTMENT

Edward A. Barrett, City Administrator
Phil Nadeau, Deputy City Administrator

October 1, 2015

To: Honorable Mayor and Members of the City Council

Fr: Edward A. Barrett

Su: Request to Initiate Zoning and Land Use Code Amendment – Duplexes in Neighborhood Conservation A District

Councilor Lachance, at the request of constituents, has asked that the Council consider an amendment to our Zoning and Land Use Code that would eliminate the development of new duplexes and the potential conversion of single family homes to duplexes in the Neighborhood Conservation A District. Such conversions are now permitted under certain circumstances as outlined below.

The concern is that our Code should work to maintain the NCA zone as a predominantly single-family hopefully owner occupied zone and should not allow for “creeping” changes at certain locations within the zone that, over time, could reduce the number of owner occupied structures given that converting properties to duplex rental properties can lower the rate of owner occupation with negative effects on the area.

The current applicable provisions of our Code are:

Article XI District Regulations Sec. 6. states the purpose of the Neighborhood conservation "A" district (NCA) is to promote neighborhood stability by requiring the development of new buildings or the reuse or conversion of existing buildings to conform to the type and density of housing existing within the immediate neighborhood. The standards of the district restrict housing to single-family detached dwellings unless the existing pattern of use in the immediate neighborhood is two-family or predominantly multifamily dwellings.

Sec. 22 states that a parcel in the NCA may be developed with a two-family dwelling only if both of the following criteria are met:

- a. More than 50 percent of the impacted properties¹ that are developed contain residential structures with two or more dwelling units; and
- b. More than 50 percent of the adjoining properties that are developed contain residential structures with two or more dwelling units.

An existing single-family dwelling may be converted to a two-family dwelling only if both of the following criteria are met:

- a. Forty percent or more of the impacted properties that are developed contain residential structures with two or more dwelling units; and

¹ Impacted property means a lot which has frontage on the same street(s) as the lot in question and lies, in whole or in part, within five hundred (500) feet of any property line of the subject lot.

b. Forty percent or more of the adjoining properties that are developed contain residential structures with two or more dwelling units.

A preliminary review of the properties currently zoned NCA using the city's GIS mapping shows there are approximately 6,104 lots in the zone, including vacant lots and lots developed with various use types. Of these, 634 lots have existing two-family dwellings. In addition, 129 vacant lots in the zone meet the frontage and lot square footage requirements to support construction of a duplex; another 770 existing single family homes also meet the frontage and lot size requirements to convert to a duplex. However, each of these properties would also need to meet the other requirements for a duplex – for new construction, this requires that 50% of the developed impacted and 50% of the developed adjoining properties would have to be developed with two or more dwelling units; for existing single family homes, the applicable percentage for both is 40%. Given that about 900 properties meet the frontage and lot size requirements, each of these would have to be separately reviewed to determine whether they meet the applicable multi-family percentages for adjacent and impacted properties. Such a review would require significant staff time.

Code has reviewed its records and identified two properties that have been permitted to change from single family to two-family since 2010; no permits have been issued for new duplex construction.

An amendment to eliminate future duplex creation in this zone would require a change to the district purpose as outlined in Section 6 above and eliminating the language in Section 22 above. If implemented, this change would also simplify our code given the current complexities of determining whether an individual property does or does not meet the required conditions for development or conversion of a property to a two-family property. Note, however, that this change would not affect the ability to create in-law apartments in this zone as governed by separate Code provisions.

At this point, the Council should determine if it wishes to initiate this zone change. If so, staff will prepare the specific amendment for the Council's October 20th meeting to first read and refer this change to the Planning Board. This would allow the Planning Board to consider the change at its October 26th meeting.

**LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015**

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 1

SUBJECT:

Orders authorizing execution of Municipal Quitclaim Deeds.

INFORMATION:

The Council is asked to approve municipal quitclaim deeds for several properties within the city. The quitclaim deed will release any interest the City may have by virtue of undischarged real estate tax liens or utility liens on these properties.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EATS/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To approve the Orders authorizing execution of municipal quitclaim deeds for real estate liens and/or utility liens at 122 Wellman Street, 111 Pine Street, 16 Ann Street and 357 Sabattus Street.



**City of Lewiston Maine
City Council Order
October 6, 2015**

Order, Authorizing Execution of a Municipal Quitclaim Deed – Real Estate Located at 122 Wellman Street.

WHEREAS, the owner, Laurie A. Danforth, failed to pay her utility bills on a timely basis at 122 Wellman Street (Tax Map 177, Lot 207, Parcel 00-007607); and

WHEREAS, a water lien was filed on August 29, 2013 (Book 8760 Page 127) and matured on February 28, 2015, in the amount of \$371.35; and

WHEREAS, a sewer lien was filed on August 29, 2013 (Book 8760 Page 230) and matured on February 28, 2015, in the amount of \$518.46; and

WHEREAS, a stormwater lien was filed on December 6, 2013 (Book 8830 Page 120) and matured on June 7, 2015, in the amount of \$104.27; and

WHEREAS, payment will be received in full upon the scheduled closing of the sale of this property;

NOW, THEREFORE, BE IT ORDERED by the CITY COUNCIL of the CITY of LEWISTON, that a quitclaim deed is hereby authorized to be issued for 122 Wellman Street to release the City's interest in the property to Fannie Mae a/k/a Federal National Mortgage.



**City of Lewiston Maine
City Council Order
October 6, 2015**

Order, Authorizing Execution of a Municipal Quitclaim Deed – Real Estate Located at 111 Pine Street.

WHEREAS, the owner, Richard L. Seamon, failed to pay his utility bills on a timely basis at 111 Pine Street (Tax Map 195, Lot 455, Parcel 00-010151); and

WHEREAS, a water lien was filed on August 29, 2013 (Book 8760 Page 90) and matured on February 28, 2015, in the amount of \$172.37; and

WHEREAS, a sewer lien was filed on August 29, 2013 (Book 8760 Page 193) and matured on February 28, 2015, in the amount of \$146.98; and

WHEREAS, a stormwater lien was filed on December 6, 2013 (Book 8830 Page 272) and matured on June 7, 2015, in the amount of \$104.78; and

WHEREAS, payment will be received in full upon the scheduled closing of the sale of the property;

NOW, THEREFORE, BE IT ORDERED by the CITY COUNCIL of the CITY of LEWISTON, that a quitclaim deed for 111 Pine Street is hereby authorized to be issued to release the City's interest in the property to Fannie Mae a/k/a Federal National Mortgage.



**City of Lewiston Maine
City Council Order
October 6, 2015**

Order, Authorizing Execution of a Municipal Quitclaim Deed – Real Estate Located at 16 Ann Street.

WHEREAS, the owner, Yvan Gauvin, failed to pay his utility bills on a timely basis at 16 Ann Street (Tax Map 89, Lot 90, Parcel 00-010826); and

WHEREAS, a stormwater lien was filed on December 6, 2013 (Book 8830 Page 154) and matured on June 7, 2015, in the amount of \$104.78; and

WHEREAS, payment will be received in full upon the scheduled closing of the sale of this property;

NOW, THEREFORE, BE IT ORDERED by the CITY COUNCIL of the CITY of LEWISTON that a quitclaim deed for 16 Ann Street is hereby authorized to be issued to release the City's interest in the property at 16 Ann Street back to the owner.



**City of Lewiston Maine
City Council Order
October 6, 2015**

Order, Authorizing Execution of a Municipal Quitclaim Deed – Real Estate Located at 357 Sabattus Street.

WHEREAS, the owner, 134 Main St. LLC, failed to pay their special real estate tax bill on a timely basis at 357 Sabattus Street (Tax Map 174, Lot 147, Parcel 00-005751); and

WHEREAS, a special tax lien lien was filed on September 26, 2013 (Book 8782 Page 330) and matured on August 11, 2015, in the amount of \$26,314.60; and

WHEREAS, payment was received in full on July 7, 2015;

NOW, THEREFORE, BE IT ORDERED by the CITY COUNCIL of the CITY of LEWISTON, that a quitclaim deed is hereby authorized to be issued for 357 Sabattus Street to release the City's interest in the property to the new owner.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 2

SUBJECT:

Approval of Election Warrant Calling for the Municipal Election to be held on Tuesday, November 3, 2015 for the offices of Mayor, City Council and School Committee, and Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Municipal Candidate and State Referendum Election, to be held on Tuesday, November 3, 2015.

INFORMATION: Under the Maine State Statutes, the municipal officers shall issue an election warrant calling for a municipal election. The City Clerk will be conducting the city election on November 3, 2015 for the following positions: Mayor - citywide; seven City Council seats - Wards 1 - 7; School Committee - at large and seven School Committee seats - Wards 1-7.

Recommendations on election related issues:

A. That the hours for acceptance of registrations in person only, prior to the Nov. 3rd election, as required by MRSA Title 21A, sec. 122, 6A(2), be set at 8:30am to 4:00pm, Oct. 14 through Nov. 2, 2015; and additional hours of 4:00pm to 7:00pm on Thursday, October 29, 2015.

B. That the names of those persons who register during the closed session for registration shall be recorded in accordance with MRSA Title 21A, sec. 122, subsec. 7B, except the day prior to the election when they shall be recorded in accordance with subsec. 7A.

C. Pursuant to Title 21A, sec 759(7), absentee ballots will be processed at the central polling place at 9:00am, 3:00pm and any and all remaining shall be processed at 8:00pm, if necessary.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EABIKmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To approve the Order regarding the Election Warrant calling for the Municipal Election to be held on Tuesday, November 3, 2015 for the offices of Mayor, City Council and School Committee, and Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Municipal Candidate and State Referendum Election, to be held on Tuesday, November 3, 2015.

**WARRANT FOR REGULAR MUNICIPAL ELECTION
CITY OF LEWISTON**

County of Androscoggin, SS.

To Michael Bussiere, a constable of Lewiston, Maine: You are hereby required in the name of the State of Maine to notify the voters of the City of Lewiston of the election described in this warrant.

To all voters of the City of Lewiston: You are hereby notified that the Regular Municipal Election in this municipality will be held on November 3, 2015, at your respective voting place:

Ward 1 Lewiston Armory, 65 Central Ave.

Ward 2 Montello School Gym, 407 East Ave.

Ward 3 Lewiston Armory, 65 Central Ave.

Ward 4 Longley Elementary School, 145 Birch St.

Ward 5 Longley Elementary School, 145 Birch St.

Ward 6 The Green Ladle - LHS Campus, 156 East Ave.

Ward 7 Longley Elementary School, 145 Birch St.

Said election being held for the purpose of electing one Mayor, one School Committee member at large, one Councilor, and one School Committee member in his/her respective Ward.

The polls shall be opened at 7:00 a.m. and closed at 8:00 p.m.. Absentee ballots will be processed at the City Hall Central Voting Precinct at 9:00A.M., 3:00P.M., and any and all remaining at 8:00 P.M., if necessary.

Dated at Lewiston, Maine on October 6, 2015.

_____	_____
_____	_____
_____	_____
_____	_____

ATTEST: _____
Kathleen M. Montejo, MMC
City Clerk

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 3

SUBJECT:

Public Hearing on a new liquor license application and special amusement permit for Agora Grand Event Center, 220 Bates Street.

INFORMATION:

We have received a new liquor license application and special amusement permit for Agora Grand Event Center, 220 Bates Street. The liquor license application is for malt, spirituous & 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.

EPAB/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 and special amusement permit with the following conditions for Agora Grand Event Center, 220 Bates Street:

Public events held on Thursday, Friday, or Saturday, or the days before Federal holidays, alcoholic beverages will not be served beyond 1:00 AM the following morning and patrons will be required to leave the property by 2:00 AM the following morning. For public events beginning on any other day, alcoholic beverages will not be served beyond 12:00 AM the following morning and patrons will be required to leave the property by 1:00 AM the following morning.

**BUREAU OF ALCOHOLIC BEVERAGES
DIVISION OF LIQUOR LICENSING & ENFORCEMENT
8 STATE HOUSE STATION
AUGUSTA, ME 04333-0008**



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:

- RESTAURANT (Class I,II,III,IV)
- HOTEL-OPTINONAL FOOD (Class I-A)
- CLASS A LOUNGE (Class X)
- CLUB (Class V)
- TAVERN (Class IV)

- RESTAURANT/LOUNGE (Class XI)
- HOTEL (Class I,II,III,IV)
- CLUB-ON PREMISE CATERING (Class I)
- GOLF CLUB (Class I,II,III,IV)
- OTHER: *Civic Auditorium class I*

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>Agora Grand LLC</i> DOB: <i>n/a</i>			2. Business Name (D/B/A) <i>Agora Grand Event Center</i>		
<i>Andrew Knight</i> DOB: <i>7/14/77</i> <i>(manager)</i>					
Address <i>1 Walnut St.</i>			Location (Street Address) <i>220 Bates St.</i>		
City/Town <i>Lemiston</i> State <i>ME</i> Zip Code <i>04240</i>			City/Town <i>Lemiston</i> State <i>ME</i> Zip Code <i>04240</i>		
Telephone Number <i>571-505-2916</i> Fax Number			Mailing Address <i>1 Walnut St.</i>		
Federal I.D. # <i>47-2205172</i>			City/Town <i>Lemiston</i> State <i>ME</i> Zip Code <i>04240</i>		
			Business Telephone Number <i>844-55-AGORA</i> Fax Number		
			Seller Certificate # <i>1174864</i>		

3. If premises is a hotel, indicate number of rooms available for transient guests: *n/a*
4. State amount of gross income from period of last license: ROOMS \$ _____ FOOD \$ _____ LIQUOR \$ *n/a*
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: *Andrew Knight*

8. If business is NEW or under new ownership, indicate starting date: 10/27/14
 Requested inspection date: Any Business hours: m-F 9-5
9. Business records are located at: 1 Walnut St Lewiston 04240
10. Is/are applicant(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
Andrew Knight	7/14/77	Fairfax VA

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

Lewiston, ME
Arlington, VA
Vinton, VA

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: n/a Date of Conviction: _____
- Offense: _____ Location: _____
- Disposition: _____

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
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) Former church repurposed to auditorium use. See attached plans

18. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services?
 YES NO Applied for: 9/14/15
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? 338 ft Which of the above is nearest? Trinity 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: Bangor Savings Bank, AVCOG, City of Lewiston

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: Lewiston, ME on 9/14/15, 20 15
Town/City, State Date

Please sign in blue ink

Andrew Knight, manager
Signature of Applicant or Corporate Officer(s)
Andrew Knight
Print Name

Signature of Applicant or Corporate Officer(s)

Print Name

NOTICE – SPECIAL ATTENTION

All applications for NEW or RENEWAL liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places for approval of their application for liquor licenses prior to submitting them to the bureau.

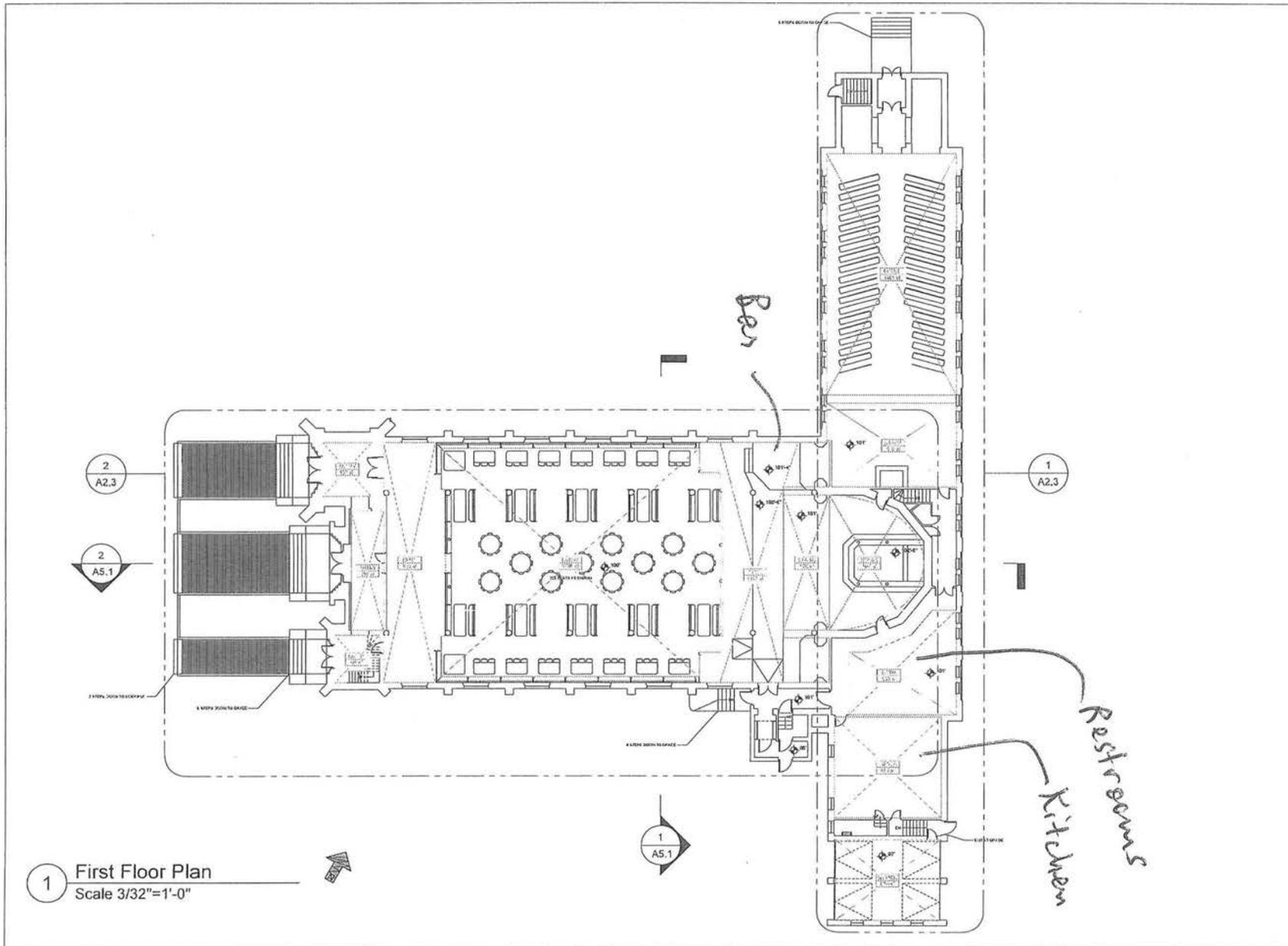
THIS APPROVAL EXPIRES IN 60 DAYS.

FEE SCHEDULE

- Class I** Spirituous, Vinous and Malt \$ 900.00
CLASS I: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers; OTB.
- Class I-A** Spirituous, Vinous and Malt, Optional Food (Hotels Only) \$1,100.00
CLASS I-A: Hotels only that do not serve three meals a day.
- Class II** Spirituous Only \$ 550.00
CLASS II: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; and Vessels.
- Class III** Vinous Only \$ 220.00
CLASS III: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.
- Class IV** Malt Liquor Only \$ 220.00
CLASS IV: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.
- Class V** Spirituous, Vinous and Malt (Clubs without Catering, Bed & Breakfasts) \$ 495.00
CLASS V: Clubs without catering privileges.
- Class X** Spirituous, Vinous and Malt – Class A Lounge \$2,200.00
CLASS X: Class A Lounge
- Class XI** Spirituous, Vinous and Malt – Restaurant Lounge \$1,500.00
CLASS XI: Restaurant/Lounge; and OTB.

FILING FEE..... \$ 10.00

UNORGANIZED TERRITORIES \$10.00 filing fee shall be paid directly to County Treasurer. All applicants in unorganized territories shall submit along with their application evidence of payment to the County Treasurer.



- HYPHEN -
271 PARK STREET
LEWISTON, ME 04240
207-240-6403

REVIEWED BY GLR	DRAWN BY ALS
JOB NUMBER 14-103	
DRAWING STATUS <input type="checkbox"/> OFFICE REVIEW <input type="checkbox"/> CLIENT REVIEW <input checked="" type="checkbox"/> PERMIT SET <input type="checkbox"/> BID / ESTIMATING SET <input type="checkbox"/> CONTRACT DRAWINGS <input type="checkbox"/> CONSTRUCTION SET	
CONSULTANTS ARCHITECT STRUCTURAL MECHANICAL ELECTRICAL PLUMBING CIVIL LANDSCAPE INTERIOR SIGNAGE	
REGISTERED PROFESSIONAL'S SEAL	
	
PROJECT NAME & LOCATION THE AGORA GRAND 1 WALNUT STREET LEWISTON, ME 04240	
DRAWING TITLE FIRST FLOOR PLAN	
DATE SEPTEMBER 7, 2014	
REVISIONS REVISION DATE BY CHECKED DATE BY	
SCALE AS NOTED	
SHEET NUMBER A2.2	



State of Maine
 Bureau of Alcoholic Beverages
 Division of Liquor Licensing and Enforcement

For Office Use Only:
License #: _____
Date Filed: _____

**Supplemental Information Required for
 Business Entities Who Are Licensees**

For information required for Questions 1 to 4, this information is on file with the Maine Secretary of State's office and must match their record information. Please clearly complete this form in its entirety.

- Exact legal name:
Agora Grand LLC
- Other business name for your entity (DBA), if any:
Agora Grand Event Center
- Date of filing with the Secretary of State: 10/27/14
- State in which you are formed: ME
- If not a Maine business entity, date on which you were authorized to transact business in the State of Maine: n/a
- List the name and addresses for previous 5 years, birth dates, titles of officers, directors and list the percentage ownership: (attached additional sheets as needed)

Name	Address for Previous 5 years	Date of Birth	Ownership %
Andrew Knight	1 Walnut St. Lewiston ME 04240	7/14/77	100
	1747 S. Glebe Rd. Arbington VA 22204		
	124 Southampton Dr Vinton VA 24179		

- Is any principal person involved with the entity a law enforcement official?
 Yes No
- If Yes to Question 7, please provide the name and law enforcement agency:
 Name: n/a Agency: _____

9. Has any principal person involved in the entity ever been convicted of any violation of the law, other than minor traffic violations, in the United States?

Yes No

10. If Yes to Question 9, please complete the following: (attached additional sheets as needed)

Name: n/a

Date of Conviction: _____

Offense: _____

Location of Conviction: _____

Disposition: _____

Signature:


Signature of Duly Authorized Person

9/14/15
Date

Andrew Knight
Print Name of Duly Authorized Person

If you have questions regarding the legal name or assumed (DBA) name on file with the Secretary of State's office, please call (207) 624-7752. The SOS can only speak to the information on file with their office, not the filing of this supplemental information – please direct any questions about this form to our office at the number below.

Submit Completed Forms To: Bureau of Alcoholic Beverages and Lottery
Operations Division of Liquor Licensing Enforcement
8 State House Station
Augusta, Me 04333-0008
Telephone Inquiries: (207) 624-7220
Fax: (207) 287-3434
Email Inquiries: MaineLiquor@Maine.gov

CITY OF LEWISTON
APPLICATION FOR SPECIAL AMUSEMENT PERMIT

Date of Application: 9/14/77

Expiration Date: _____

- Class A - \$125.00 - restaurants with entertainment, which **does not have dancing**
- Class B - \$125.00 - lounges/bars with entertainment, which **does not have dancing**
- Class C - \$150.00 - either restaurants or lounges/bars with entertainment, including dancing
- Class D - \$150.00 - function halls with entertainment, including dancing
- Class E - \$150.00 - dance hall or nightclub that admits persons under the age of 21
- Class F - \$150.00 - "chem-free" dance hall or nightclub for patrons aged 18 yrs and older, with no liquor

Renewal Applicants: Has any or all ownership changed in the 12 months? Yes No

****PLEASE PRINT****

Business Name: Agora Grand LLC Business Phone: 844-55-AGORA

Location Address: 220 Bates St. 04240

(If new business, what was formerly in this location: St. Patrick's Church)

Mailing Address: 1 Walnut St. Lewiston ME 04240

Email address: afknight@gmail.com

Contact Person: Andrew Knight Phone: 571-505-2916

Owner of Business: Andrew Knight Date of Birth: 7/14/77

Address of Owner: 1 Walnut St. Lewiston ME 04240

Manager of Establishment: Andrew Knight Date of Birth: 7/14/77

Owner of Premises (landlord): Agora Grand LLC

Address of Premises Owner: same

Does the issuance of this license directly or indirectly benefit any City employee(s)? Yes No
If yes, list the name(s) of employee(s) and department(s): _____

Have any of the applicants, including the corporation if applicable, ever held a business license with the City of Lewiston? Yes No If yes, please list business name(s) and location(s):
Agora LLC (lodging, Inn at the Agora)

Have applicant, partners, associates, or corporate officers ever been arrested, indicted, or convicted for any violation of the law? ___ Yes X No If yes, please explain: _____

CORPORATION APPLICANTS: Please attach a list of all principal officers, date of birth & town of residence

Corporation Name: Agora Grand LLC (Andrew Knight, manager, DOB 7/14/77 Lewiston resident)

Corporation Mailing Address: 1 Walnut St., Lewiston 04240

Contact Person: Andrew Knight Phone: 571-505-2916

Do you permit dancing on premises? X Yes ___ No (If yes, you must first obtain a dance hall permit from the State Fire Marshall's Office) If yes, do you permit dancing or entertainment after 1:00 AM? X Yes ___ No
* until 2AM on weekends

What is the distance to the nearest residential dwelling unit both inside and outside the building from where the entertainment will take place? Across the street on Blake St.

Please describe the type of proposed entertainment:

- dancing
- stand up comedian
- piano player
- music by DJ
- karaoke
- other, please list _____
- live band/singers
- magician
- other, please list _____

If new applicant, what is your opening date?: Oct. 15, 2015

Applicant, by signature below, agrees to abide by all laws, orders, ordinances, rules and regulations governing the above licensee and further agrees that any misstatement of material fact may result in refusal of license or revocation if one has been granted. Applicant agrees that all taxes and accounts pertaining to the premises will be paid prior to issuance of the license.

It is understood that this and any application(s) shall become public record and the applicant(s) hereby waive(s) any rights to privacy with respect thereto.

I/We hereby authorize the release of any criminal history record information to the City Clerk's Office or licensing authority. I/We hereby waive any rights to privacy with respect thereto.

Signature: [Signature] Title: manager Date: 9/14/15

Printed Name: Andrew Knight

Hearing Date: 10-6-15



POLICE DEPARTMENT

Michael J. Bussiere
Chief of Police



TO: Kelly Brooks, Deputy City Clerk

FR: Lt. Adam D. Higgins, Support Services

DT: September 21, 2015

RE: Liquor License/Special Amusement Permit – **Agora Grand**

We have reviewed Liquor License/Special Amusement Permit Application and have no objections to the following establishment;

Agora Grand LLC
220 Bates Street



171 Park St • Lewiston, Maine • 04240 • Phone 207-513-3137 • Fax 207-795-9007
www.lewistonpd.org



Professionalism

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Dedication

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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, October 6, 2015, 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.

Agora Grand Event Center
220 Bates Street
Andrew Knight, owner

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

PUBLISH ON: September 30, October 1, & 2, 2015

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

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 4

SUBJECT:

Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Fast Breaks, 1465 Lisbon Street.

INFORMATION:

We have received a renewal application for a Special Amusement Permit for Live Entertainment from Fast Breaks, 1465 Lisbon Street.

The Police Department has reviewed and approved the application.

There was no reference to this business or property address in the Council Constituent Concern log, as maintained by the Administrator's Office.

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.

EAB/KMM

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To grant a Special Amusement Permit for Live Entertainment to Fast Breaks, 1465 Lisbon Street.

CITY OF LEWISTON
APPLICATION FOR SPECIAL AMUSEMENT PERMIT

Date of Application: 9-14-15

Expiration Date: 9-15-16

- Class A - \$125.00 - restaurants with entertainment, which **does not have dancing**
- Class B - \$125.00 - lounges/bars with entertainment, which **does not have dancing**
- Class C - \$150.00 - either restaurants or lounges/bars with entertainment, including dancing
- Class D - \$150.00 - function halls with entertainment, including dancing
- Class E - \$150.00 - dance hall or nightclub that admits persons under the age of 21
- Class F - \$150.00 - "chem-free" dance hall or nightclub for patrons aged 18 yrs and older, with no liquor

Renewal Applicants: Has any or all ownership changed in the 12 months? Yes No

****PLEASE PRINT****

Business Name: Fast Breaks Business Phone: 207-782-3305

Location Address: 1465 Lisbon St Lewiston, ME, 04240

(If new business, what was formerly in this location: _____)

Mailing Address: Same as Above

Email address: fastbreaks@RoadRunner.com

Contact Person: Lela Richard Phone: 207 754 7666

Owner of Business: Lela Richard Date of Birth: 11-14-63

Address of Owner: 9 Sunset Ave Lisbon Falls, ME 04252

Manager of Establishment: Lela Richard Date of Birth: 11-14-63

Owner of Premises (landlord): Serry Millett 155 Center St Building 6

Address of Premises Owner: Millett Auburn ME 04210

Does the issuance of this license directly or indirectly benefit any City employee(s)? Yes No
If yes, list the name(s) of employee(s) and department(s): _____

Have any of the applicants, including the corporation if applicable, ever held a business license with the City of Lewiston? Yes No If yes, please list business name(s) and location(s): Fast Breaks Inc 1465 Lisbon Street Lewiston, ME 04240

Have applicant, partners, associates, or corporate officers ever been arrested, indicted, or convicted for any violation of the law? ___ Yes ___ No If yes, please explain: _____

CORPORATION APPLICANTS: Please attach a list of all principal officers, date of birth & town of residence

Corporation Name: Fast Breaks Inc.

Corporation Mailing Address: 1465 Lisbon St Lewiston, ME

Contact Person: Lela Richard Phone: 207 754-7666 ⁰⁴²⁴⁰

Do you permit dancing on premises? ___ Yes ___ No (If yes, you must first obtain a dance hall permit from the State Fire Marshall's Office) If yes, do you permit dancing or entertainment after 1:00 AM? ___ Yes ___ No

What is the distance to the nearest residential dwelling unit both inside and outside the building from where the entertainment will take place? 1/4 mile

Please describe the type of proposed entertainment:

- dancing
- music by DJ
- live band/singers
- stand up comedian
- karaoke
- magician
- piano player
- other, please list _____
- other, please list _____

If new applicant, what is your opening date?: _____

Applicant, by signature below, agrees to abide by all laws, orders, ordinances, rules and regulations governing the above licensee and further agrees that any misstatement of material fact may result in refusal of license or revocation if one has been granted. Applicant agrees that all taxes and accounts pertaining to the premises will be paid prior to issuance of the license.

It is understood that this and any application(s) shall become public record and the applicant(s) hereby waive(s) any rights to privacy with respect thereto.

I/We hereby authorize the release of any criminal history record information to the City Clerk's Office or licensing authority. I/We hereby waive any rights to privacy with respect thereto.

Signature: [Signature] Title: Owner Date: 8-30-15

Printed Name: Lela Richard

Hearing Date: _____



POLICE DEPARTMENT

Michael J. Bussiere
Chief of Police



TO: Kelly Brooks, Deputy City Clerk

FR: Lt. Adam D. Higgins, Support Services

DT: August 26, 2015

RE: Liquor License/Special Amusement Permit – **Fast Breaks**

We have reviewed Liquor License/Special Amusement Permit Application and have no objections to the following establishment;

Fast Breaks
1465 Lisbon St.



171 Park St • Lewiston, Maine • 04240 • Phone 207-513-3137 • Fax 207-795-9007
www.lewistonpd.org



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LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 5

SUBJECT:

Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Pedro O'Hara's, 134 Main Street.

INFORMATION:

We have received a renewal application for a Special Amusement Permit for Live Entertainment from Pedro O'Hara's, 134 Main Street.

The Police Department has reviewed and approved the application.

There was no reference to this business or property address in the Council Constituent Concern log, as maintained by the Administrator's Office.

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.

EAB/KMM

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To grant a Special Amusement Permit for Live Entertainment to Pedro O'Hara's, 134 Main Street.

**CITY OF LEWISTON
APPLICATION FOR SPECIAL AMUSEMENT PERMIT**

Date of Application: 9/28/15

Expiration Date: 10/6/15

- Class A - \$125.00 - restaurants with entertainment, which **does not have dancing**
 Class B - \$125.00 - lounges/bars with entertainment, which **does not have dancing**
 Class C - \$150.00 - either restaurants or lounges/bars with entertainment, including dancing
 Class D - \$150.00 - function halls with entertainment, including dancing
 Class E - \$150.00 - dance hall or nightclub that admits persons under the age of 21
 Class F - \$150.00 - "chem-free" dance hall or nightclub for patrons aged 18 yrs and older, with no liquor

Renewal Applicants: Has any or all ownership changed in the 12 months? Yes No

****PLEASE PRINT****

Business Name: Pedro O'Hara's **Business Phone:** (207) 783-6200

Location Address: 134 Main St.

(If new business, what was formerly in this location: _____)

Mailing Address: 134 Main St. Lewiston 04240

Email address: pedro@pedrosharas.me

Contact Person: Bill Welch **Phone:** (207) 576-2897

Owner of Business: Bill Welch **Date of Birth:** _____

Address of Owner: 4 Emile St.

Manager of Establishment: Bill Welch **Date of Birth:** 10/7/52

Owner of Premises (landlord): Bob Esposito

Address of Premises Owner: Falmouth ME

Does the issuance of this license directly or indirectly benefit any City employee(s)? Yes No
If yes, list the name(s) of employee(s) and department(s): _____

Have any of the applicants, including the corporation if applicable, ever held a business license with the City of Lewiston? Yes No If yes, please list business name(s) and location(s): _____

Have applicant, partners, associates, or corporate officers ever been arrested, indicted, or convicted for any violation of the law? ___ Yes No If yes, please explain: _____

CORPORATION APPLICANTS: Please attach a list of all principal officers, date of birth & town of residence

Corporation Name: Chief's LLC

Corporation Mailing Address: 134 Main St. Lewiston

Contact Person: Bill Welch Phone (207) 783-6208

Do you permit dancing on premises? ___ Yes No (If yes, you must first obtain a dance hall permit from the State Fire Marshall's Office) If yes, do you permit dancing or entertainment after 1:00 AM? ___ Yes No

What is the distance to the nearest residential dwelling unit both inside and outside the building from where the entertainment will take place? 1/4 mile

Please describe the type of proposed entertainment:

- dancing
- stand up comedian
- piano player
- music by DJ
- karaoke
- other, please list _____
- live band/singers
- magician
- other, please list _____

If new applicant, what is your opening date?: _____

Applicant, by signature below, agrees to abide by all laws, orders, ordinances, rules and regulations governing the above licensee and further agrees that any misstatement of material fact may result in refusal of license or revocation if one has been granted. Applicant agrees that all taxes and accounts pertaining to the premises will be paid prior to issuance of the license.

It is understood that this and any application(s) shall become public record and the applicant(s) hereby waive(s) any rights to privacy with respect thereto.

I/We hereby authorize the release of any criminal history record information to the City Clerk's Office or licensing authority. I/We hereby waive any rights to privacy with respect thereto.

Signature: [Signature] Title: Partner Date 9/28/15

Printed Name: Timothy Troy Kavanaugh

Hearing Date: 10/6/2015



POLICE DEPARTMENT

Michael J. Bussiere
Chief of Police



TO: Kelly Brooks, Deputy City Clerk

FR: Lt. Adam D. Higgins, Support Services

DT: August 26, 2015

RE: Liquor License/Special Amusement Permit – **Pedro O'Hara's**

We have reviewed Liquor License/Special Amusement Permit Application and have no objections to the following establishment;

Pedro OHara's
134 Main St.



171 Park St • Lewiston, Maine • 04240 • Phone 207-513-3137 • Fax 207-795-9007
www.lewistonpd.org



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LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 6

SUBJECT:

Public Hearing on an Application for a Business License renewal for Merrimack River Medical Services, Inc. for an Outpatient Addiction Treatment Clinic at 18 Mollison Way.

INFORMATION:

Merrimack River Medical Services which operates an outpatient addiction treatment clinic (methadone clinic) at 18 Mollison Way is seeking a renewal of their annual license. The Police Department, Fire Department and Planning & Code Enforcement Department do not have any concerns with the renewal of this license.

The business license was approved last year with a set of conditions and it is recommended the Council approve the license with the same set of conditions which are attached.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EIAB/Kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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1) To conduct a public hearing to receive citizen input and comment regarding the application submitted by Merrimack River Medical Services, Inc. for renewal of their business license to operate an Outpatient Addiction Treatment Clinic at 18 Mollison Way, Lewiston.

2) To approve the License for an Outpatient Addiction Treatment Clinic for Merrimack River Medical Services, Inc. to operate a Clinic at 18 Mollison Way, Lewiston, subject to the attached conditions.

**Conditions for Outpatient Addiction Treatment Clinic License
Merrimack River Medical Services, Inc.
October 6, 2015 City Council meeting**

Conditions for License to operate an Outpatient Addiction Treatment Clinic in Suite #2 on the first floor of the existing building at 18 Mollison Way:

- 1) Provide adequate interior client waiting space to eliminate the need for clients to queue or wait for service outside of the building, with the exception of clients waiting for public transportation.
- 2) Effectively monitor the exterior of the property to ensure that clients do not loiter on or adjacent to the property for any purpose other than waiting for the arrival of public transportation.
- 3) Within a period not less than 60 nor more than 90 days from beginning patient services, licensee shall convene a meeting inviting owners and tenants located within the Spare-Time Recreation Development to review clinic operations and any issues or concerns the parties may have. Licensee shall extend invitation to attend that meeting to the City's Chief of Police, City Administrator, and City Councilor representing the ward in which the clinic is located.
- 4) Designate the exit from the clinic that leads to a lobby shared with other tenants within the building as an emergency exit only and provide an audible alarm that will sound if this exit door is opened.
- 5) Applicant will maintain a methadone maintenance program as described in their "Treatment Components" and "Program Components". Applicant will immediately report to the police department any breaches of the security system described in the attachment.
- 6) Consistent with the applicant's application, the number of clients shall not exceed 500 at any given time.
- 7) Prior to commencing operations, the applicant will provide documentation to the City Clerk of the receipt of all approvals required by any federal or state agency or department pursuant to federal or state law.
- 8) The applicant will comply with the requirements of Chapter 22, Article XIV, Section 22-417 of the Code requiring the applicant to conduct two meetings per calendar year with city staff and the chief of police or his designee.

**CITY OF LEWISTON
APPLICATION FOR LICENSURE
OUTPATIENT ADDICTION TREATMENT CLINIC**

DATE: 9/8/15

APPLICATION IS FOR: NEW LICENSE _____ RENEWAL OF LICENSE XX

NAME OF FACILITY/AGENCY: Merrimack River Medical Services

PHYSICAL ADDRESS OF CLINIC:
18 Mollison Way
Lewiston, ME 04240

MAILING ADDRESS: (if different)

(City, State, Zip)

(City, State, Zip)

TAX MAP & LOT NUMBER OF LOCATION OF FACILITY: Map 169, Lot 25

DIMENSIONS AND ACREAGE OF PROPERTY: 6.27 Acres

NAME OF CONTACT PERSON: Jennifer Minthorn

PHONE # 207-312-6860 FAX # 207-312-6863 EMAIL jennifer.minthorn@csachelp.com

NAME/TITLE OF ADMINISTRATOR/OPERATOR: Edward Blain, Chairman/CEO

PHONE # 413-568-6600 FAX # 413-562-8360 EMAIL Ed.Blain@csachelp.com

NAME OF EXECUTIVE DIRECTOR: Edward Blain, Chairman/CEO

SOCIAL SECURITY # OR EMPLOYER ID #: Federal Tax ID # 02-0510337

CORPORATION NAME/ADDRESS (if different): Health Care Resources/Community Substance Abuse Centers
125 North Elm Street
Westfield, MA 01085

TYPE OF FACILITY/AGENCY:

Individual Proprietorship: _____
Non-Profit Corporation: _____
Other (describe): _____

Partnership: _____
For-Profit Corporation: XX

CATCHMENT AREA: (Geographic Area Served): _____

LIST THE MAXIMUM TOTAL NUMBER OF CLIENTS YOUR AGENCY WIL SERVE AT THIS LOCATION, THE AGE RANGE AND GENDER:

SERVICE: Methadone Treatment # OF CLIENTS up to 500 AGE RANGE: 18 & above GENDER: male & female

September 4, 2015

Norma J. Reppucci, M.A., RN, LADC I
Merrimack River Medical Services
dba Community Substance Abuse Centers - Lewiston
18 Mollison Way
Lewiston, ME 04240

Dear Ms. Reppucci:

It is my pleasure to inform you that Merrimack River Medical Services dba Community Substance Abuse Centers - Lewiston has been accredited by CARF International for a period of three years for the following program:

Outpatient Treatment: Opioid Treatment Program (Adults)

This accreditation will extend through August 2018. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of practice excellence.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation, and we encourage you to make this accomplishment known throughout your community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

The survey report is intended to support a continuation of the quality improvement of your program. It contains comments on your organization's strengths as well as consultation (if any) and recommendations. A quality improvement plan (QIP) demonstrating your efforts to implement the survey recommendations must be submitted within the next 90 days to retain accreditation. Guidelines and the form for completing the QIP have been posted on Customer Connect (customerconnect.carf.org), our secure, dedicated website for accredited organizations and organizations seeking accreditation. Please submit the QIP to the attention of the customer service unit identified in the QIP instructions.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation, you are encouraged to seek support from the resource specialist, Jani Greenwald, by email at jgreenwald@carf.org or telephone at (888) 281-6531 (toll free), extension 7180.

We encourage your organization to continue fully and productively using the CARF standards as part of your ongoing commitment to accreditation. We commend your commitment and consistent efforts to improve the quality of your program. We look forward to working with your organization in the future.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." in a cursive style.

Brian J. Boon, Ph.D.
President/CEO

aw
Enclosures



STATE OF MAINE

Department of Health & Human Services

Certificate of Licensure

ALCOHOL & DRUG TREATMENT PROGRAM

This is to certify that the licensed entity named below is hereby granted this License in accordance with Maine law.

ISSUED TO:

MERRIMACK RIVER MEDICAL
SERVICES-LEWISTON
18 Mollison Way
Lewiston ME 04240-

I.D. #: 635407

TYPE: FULL

EFFECTIVE FROM: 06/30/2014 TO 06/30/2016

METHADONE TREATMENT

ALCOHOL & DRUG OUTPATIENT COUNSELING

A handwritten signature in cursive script, reading 'May E. Mayhew'.

Commissioner, Department of Health & Human Services

STATE RULES REQUIRE THAT THIS LICENSE/CERTIFICATE BE CONSPICUOUSLY POSTED AT THE FACILITY AT ALL TIMES.
THIS DOCUMENT IS NON-TRANSFERRABLE.



CITY OF LEWISTON

Planning & Code Enforcement



TO: City Clerks
FROM: David Hediger, City Planner
SUBJECT: Merrimack River Medical Services
DATE: September 9, 2015

Planning and Code Enforcement staff has no concerns with the renewal of Merrimack River Medical Services license and recommends approval with the same conditions as previously approved by the City Council.



POLICE DEPARTMENT

Michael Bussiere
Chief of Police



TO: Kelly J. Brooks, Deputy City Clerk
FROM: Lt. Adam D. Higgins, Lewiston PD
REF: Outpatient Addiction Treatment Clinic
DATED: September 4, 2015

We have researched our records, and have no objections to the issuance of an Outpatient Addiction Treatment Clinic Permit to the following:

Health Care Resources, 18 Mollison Way Suite 2

Lewiston Fire Department



Paul M. LeClair
Fire Chief

Bruce McKay
Assistant Chief



September 4, 2015

Kelly Brooks
Deputy City Clerk
City Clerk's Office
27 Pine St.
Lewiston, ME 04240

RE: Merrimack River Medical Services

Dear Kelly,

The Lewiston Fire Prevention Bureau has no issues or concerns at this time that prohibits the issuance of their city license.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Paul Ouellette'.

Paul Ouellette
Certified Fire Inspector / Certified Fire Investigator
Lewiston Fire Department
Lewiston Fire Prevention Bureau

Paul / General Files / 2015 Letters / Merrimack River Medical Svcs. Approval Letter / Msw

2 College St~ Lewiston, Maine~04240~Tel. 207-513-3002~Fax 207-783-6138~TTY/TDD~207-795-0084

www.lewiston.me.us

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 7

SUBJECT:

Public Hearing and Final Passage regarding an amendment to the Parks & Recreation Ordinance to add Elementary School Grounds to the list of City Parks that cannot be occupied after 9pm.

INFORMATION:

Councilor Cloutier requested an ordinance change to add the elementary school grounds to the list of city parks that cannot be occupied from 9am - 5am unless during a scheduled event or in the course of employment. The Superintendent, School's Director of Facilities and Chief of Police concur with this requested change.

Note: Underlines are additions and strike-outs are ~~deletions~~.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EA B/KMM

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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That the proposed amendments to the City Code of Ordinances, Chapter 54 "Parks and Recreation" regarding the addition of elementary school grounds to the list of city parks that cannot be occupied after 9pm, receive final passage by a roll call vote.

AN ORDINANCE PERTAINING TO PARKS AND RECREATION

THE CITY OF LEWISTON HEREBY ORDAINS:

Chapters 54 of the Code of Ordinances of the City of Lewiston, Maine are hereby amended as follows:

CHAPTER 54

PARKS AND RECREATION

Sec. 54-7. Unlawful to be in the following city parks and school grounds during certain hours; exception.

It shall be unlawful for any person to be or remain in Farwell School grounds, Franklin Pasture Athletic Complex, Gaslight Park, Geiger School grounds, Judge Armand A. Dufresne, Jr. Plaza, a section of Kennedy Park bounded by Spruce Street, Park Street, and the extension of Chestnut Street to Bates Street, Knox Street Park, Leeds Park, Lewiston Athletic Park, Lincoln Street Boat Launch and Park, Lionel Potvin Park, Longley School grounds, Marcotte Park, Mark W. Paradis Park, Martel School grounds, Mayher Park, McMahon School grounds, Montello School grounds, Pettingill School Park, Randall Road Softball Complex, Raymond Park, Ricker Park, Simard-Payne Police Memorial Park, Smiley Park, St. Mary's playground (Oxford Street), Sunnyside Park and Veterans Memorial Park in the city between the hours of 9:00 p.m. and 5:00 a.m., unless such person is in lawful employment, participating in a program or activity sponsored or authorized by the city.

NOTE: Additions are underlined; deletions are ~~struck-out~~.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 8

SUBJECT:

Public Hearing and First Passage regarding an amendment to the Business Licensing ordinance regarding Outpatient Addiction Treatment Clinics.

INFORMATION:

In 2006, the Council approved an ordinance regulating Outpatient Addiction Treatment Clinics. At present, the City has one clinic that has been operating for several years. The Police Department is in contact with the managers as needed and the operation is going very well. When the ordinance was established, it was believed that meetings at least twice a year should be mandatory between the Police Chief and the operators of the Clinic. However, the mandatory meetings are not always needed every six months and the recommendation is to change the language in the ordinance from mandatory meetings to meetings to be held at the discretion of the Chief of Police.

Passage is recommended.

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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That the proposed amendment to the City Code of Ordinances, Chapter 22 "Businesses", Article XIV "Outpatient Addiction Treatment Clinics", Sections 22-417 "Meetings with the chief of police", receive first passage by a roll call vote and the public hearing on said ordinance be continued to the next regularly scheduled meeting.

**AN ORDINANCE PERTAINING TO OUTPATIENT ADDICTION
TREATMENT CLINICS**

THE CITY OF LEWISTON HEREBY ORDAINS:

Chapter 22 of the Code of Ordinances of the City of Lewiston, Maine is hereby amended as follows:

CHAPTER 22

BUSINESSES

ARTICLE XIV. OUTPATIENT ADDICTION TREATMENT CLINICS

Sec. 22-417. ~~Semi-annual~~ Mmeetings with the chief of police.

~~A minimum of two~~ Mmeetings ~~per calendar year~~ will be conducted at the clinic, held at the discretion of the chief of police, to allow the applicant and city staff the opportunity to discuss issues with the chief of police and or his designee. The purpose of said meetings is to establish a good working relationship between the police department and the owner and operators of clinics.

Note: additions are underlined; deletions are ~~struck out~~.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 9

SUBJECT:

Public Hearing on Amendments to the General Assistance Policy for annual authorization of eligibility amounts.

INFORMATION:

Each year, the City is required to review, and amend if necessary, the maximum amounts of assistance issued by the City for residents in need. The City Council is required to adjust the maximums allowed for general assistance as well as the maximum amounts allowed for food and housing. These amounts are set by the Department of Housing and Urban Development guidelines and the current Thrifty Food Plan.

The recommended amounts for the City of Lewiston are included in the attached material on the three pages entitled "General Assistance Policy". The State's recommended changes to the eligibility amounts have been incorporated into this document (language for removal is struck out and proposed new language in underlined). As noted in the memorandum from General Assistance Director Sue Charron, the amounts for food, heating fuel and personal care have not changed. Categories for utilities, housing and overall maximums are recommended for increases.

The General Assistance Director as also provided, by way of background, the state recommended maximums for across the state. These are labeled as GA Maximums Summary Sheet and Appendices A and C. Lewiston will not be adopting these - only the pages and proposed amount on the sheets entitled "General Assistance Policy".

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
---	---	---	---	---	---	---	---

That the maximum amounts allowed for general assistance and the maximum amounts allowed for food, housing, personal/household supplies, and utilities in the General Assistance Policy, for persons eligible to receive assistance in accordance with the standards of eligibility, be adopted as presented, in accordance with HUD guidelines and the current Thrifty Food Plan.

(NOTE: Amended items in the attached Policy are underlined, deleted items have ~~strikeouts~~.)



Social Services Department
Sue Charron
Social Services Director



MEMORANDUM

TO: Mayor Macdonald and Members of the City Council

FR: Sue Charron, Social Services Director

RE: G.A. Maximums

DT: October 6, 2015

Enclosed are the General Assistance Maximums — appendices A-F. Appendices B (food), E (heating fuel) and F (personal care) have not changed.

Appendix D (utilities) has one small change — 1 person household with electric hot water increased from \$82.00-\$86.00 monthly. Appendices A (overall maximums) and C (housing maximums) have increased.

The maximums are effective October 1, 2015 through September 30, 2016.

Each year, DHHS requires verification that the municipality has adopted the maximums.

*City Hall • 27 Pine Street • Lewiston, Maine • 04240 • Voice Tel. 207-513-3130 • Fax 207-376-3229
• TTY/TDD 207 784-5999 • Email: scharron@ci.lewiston.me.us*

The City of Lewiston does not discriminate against or exclude individuals from its municipal facilities, and/or in the delivery of its programs, activities and services based on an individual person's race, ancestry, color, religion, gender, age, physical or mental disability, veteran status, or limited English speaking ability. For more information about this policy, contact or call Compliance Officer Mike Paradis at (V) 207-513-3140, (TTY) 207-784-5999, or email mparadis@ci.lewiston.me.us.

GENERAL ASSISTANCE POLICY

As provided by Chapter 46 of the Code of Ordinances, the City Council hereby establishes the following allowed maximum amounts for food, housing, personal/household supplies, utilities, heating fuel, clothing, burial, cremation, and transportation expenses for persons eligible to receive assistance in accordance with the standards of eligibility.

MAXIMUM AMOUNTS

The total maximums allowed for general assistance, which are 110% of HUD guidelines, (reduced by 10% from ~~7/1/2014–6/30/2015~~ 10/01/2015 – 09/30/2016), are:

No. in Household	Weekly	Monthly		
1	125.00	<u>128.00</u>	537.00	<u>549.00</u>
2	148.00	<u>151.00</u>	635.00	<u>650.00</u>
3	193.00	<u>197.00</u>	829.00	<u>849.00</u>
4	243.00	<u>249.00</u>	1044.00	<u>1070.00</u>
5	257.00	<u>264.00</u>	1107.00	<u>1136.00</u>
6	273.00	<u>282.00</u>	1176.00	<u>1211.00</u>

Additional persons in the household will be budgeted at ~~\$69.00~~ \$75.00 per person per month.

FOOD (Effective 10/01/2014 – 09/30/2015)

The maximum amounts allowed for food are:

No. in Household	Weekly	Monthly
1	45.12	194.00
2	83.02	357.00
3	118.84	511.00
4	150.93	649.00
5	179.30	771.00
6	215.12	925.00
7	237.67	1022.00
8	271.86	1169.00

Additional persons in the household will be budgeted at \$146.00 per month. The administrator will exceed the above maximums when necessary for households having members with special dietary needs. The administrator may require a doctor's statement.

GENERAL ASSISTANCE POLICY

HOUSING (Effective 10/01/2014—09/30/2015 10/01/2015 – 09/30/2016)

The maximum amounts allowed for housing are:

Unheated	Weekly		Monthly	
Efficiency	89.00		381.00	<u>382.00</u>
1 Bedroom	103.00	<u>105.00</u>	445.00	<u>451.00</u>
2 Bedroom	139.00	<u>141.00</u>	597.00	<u>607.00</u>
3 Bedroom	178.00	<u>181.00</u>	766.00	<u>779.00</u>
4 Bedroom	180.00	<u>183.00</u>	774.00	<u>788.00</u>
Heated	Weekly		Monthly	
Room	90.00		387.00	
Efficiency	111.00	<u>113.00</u>	476.00	<u>486.00</u>
1 Bedroom	132.00	<u>135.00</u>	566.00	<u>580.00</u>
2 Bedroom	175.00	<u>178.00</u>	751.00	<u>767.00</u>
3 Bedroom	221.00	<u>227.00</u>	952.00	<u>975.00</u>
4 Bedroom	233.00	<u>239.00</u>	1,003.00	<u>1026.00</u>

Housing rates apply to rooms, efficiencies, apartments, shelters and mortgage payments. Room should include everything except kitchen and bathroom facilities. Efficiency should include kitchen and bathroom facilities.

Applicants requesting assistance for housing that contains more bedrooms than are necessary for the number of household members will be provided assistance according to the maximum level for the number of rooms actually needed.

PERSONAL/HOUSEHOLD SUPPLIES

Expenses for ordinary personal and household supplies will be budgeted and allowed according to the applicant's actual need for these items, up to the maximums below.

No. in Household	Weekly	Monthly
1-2	\$ 10.50	\$ 45.00
3-4	11.60	50.00
5-6	12.80	55.00
7-8	14.00	60.00

Additional persons will be budgeted at \$5.00 per month.

GENERAL ASSISTANCE POLICY

When an applicant can verify expenditures for the following items, a special supplement will be budgeted as necessary for households with children under 6 years of age for items such as cloth or disposable diapers, laundry powder, oil, shampoo, and ointment up to the following amounts:

No. of Children	Weekly	Monthly
1	\$ 12.80	\$ 55.00
2	17.40	75.00
3	23.30	100.00
4	27.90	120.00

UTILITIES – ELECTRIC (Effective 10/01/2013 – 09/30/2014)

The maximum amounts allowed for utilities are:

without hot water No. In Household	Weekly	Monthly
1	\$14.00	\$60.00
2	15.70	67.50
3	17.45	75.00
4	19.20	86.00
5	21.00	99.00
6	22.70	107.00

Additional persons will be budgeted at \$7.50 per month

with hot water No. In Household	Weekly	Monthly	
1	\$19.10	<u>20.00</u>	82.00 <u>86.00</u>
2	23.75		102.00
3	27.70		119.00
4	32.25		139.00
5	37.30		160.00
6	41.00		176.00

Additional persons will be budgeted at \$10.00 per month

Note: Additions are underlined; deletions are ~~struck-out~~.

GA MAXIMUMS SUMMARY SHEET

Note: The overall maximums found in *Appendices A, B, C, D, E, and F* are effective from **October 1, 2015 to September 30, 2016.**

APPENDIX A - OVERALL MAXIMUMS

<u>County</u>	<u>Persons in Household</u>					
	1	2	3	4	5	6
<p>NOTE: For each additional person add \$75 per month.</p> <p style="text-align: center;">(The applicable figures from Appendix A, <i>once adopted</i>, should be inserted here.)</p>						

APPENDIX B - FOOD MAXIMUMS

<u>Number in Household</u>	<u>Weekly Maximum</u>	<u>Monthly Maximum</u>
1	45.12	194
2	83.02	357
3	118.84	511
4	150.93	649
5	179.30	771
6	215.12	925
7	237.67	1,022
8	271.86	1,169
<p>NOTE: For each additional person add \$146 per month.</p>		

APPENDIX C - HOUSING MAXIMUMS

<u>Number of Bedrooms</u>	<u>Unheated</u>		<u>Heated</u>	
	Weekly	Monthly	Weekly	Monthly
0				
1				
2				
3				
4				
<p style="text-align: center;">(The applicable figures from Appendix C, <i>once adopted</i>, should be inserted here.)</p>				

FOR MUNICIPAL USE ONLY

APPENDIX D - UTILITIES

ELECTRIC

NOTE: For an electrically heated dwelling also see “Heating Fuel” maximums below. But remember, an applicant is *not automatically* entitled to the “maximums” established—applicants must demonstrate need.

1) **Electricity Maximums for Households *Without Electric Hot Water*:** The maximum amounts allowed for utilities, for lights, cooking and other electric uses *excluding* electric hot water and heat:

<u>Number in Household</u>	<u>Weekly</u>	<u>Monthly</u>
1	\$14.00	\$60.00
2	\$15.70	\$67.50
3	\$17.45	\$75.00
4	\$19.70	\$86.00
5	\$23.10	\$99.00
6	\$25.00	\$107.00

NOTE: For each additional person add \$7.50 per month.

2) **Electricity Maximums for Households *With Electrically Heated Hot Water*:** The maximum amounts allowed for utilities, hot water, for lights, cooking and other electric uses *excluding* heat:

<u>Number in Household</u>	<u>Weekly</u>	<u>Monthly</u>
1	\$19.10	\$86.00
2	\$23.75	\$102.00
3	\$27.70	\$119.00
4	\$32.25	\$139.00
5	\$37.30	\$160.00
6	\$41.00	\$176.00

NOTE: For each additional person add \$10.00 per month.

NOTE: For electrically heated households, the maximum amount allowed for electrical utilities per month shall be the sum of the appropriate maximum amount under this subsection and the appropriate maximum for heating fuel as provided below.

APPENDIX E - HEATING FUEL

<u>Month</u>	<u>Gallons</u>	<u>Month</u>	<u>Gallons</u>
September	50	January	225
October	100	February	225
November	200	March	125
December	200	April	125
		May	50

FOR MUNICIPAL USE ONLY

NOTE: When the dwelling unit is heated electrically, the maximum amount allowed for heating purposes will be calculated by multiplying the number of gallons of fuel allowed for that month by the current price per gallon. When fuels such as wood, coal and/or natural gas are used for heating purposes, they will be budgeted at actual rates, if they are reasonable. No eligible applicant shall be considered to need more than 7 tons of coal per year, 8 cords of wood per year, 126,000 cubic feet of natural gas per year, or 1000 gallons of propane.

APPENDIX F - PERSONAL CARE & HOUSEHOLD SUPPLIES

<u>Number in Household</u>	<u>Weekly Amount</u>	<u>Monthly Amount</u>
1-2	\$10.50	\$45.00
3-4	\$11.60	\$50.00
5-6	\$12.80	\$55.00
7-8	\$14.00	\$60.00

NOTE: For each additional person add \$1.25 per week or \$5.00 per month.

SUPPLEMENT FOR HOUSEHOLDS WITH CHILDREN UNDER 5

When an applicant can verify expenditures for the following items, a special supplement will be budgeted as necessary for households with children under 5 years of age for items such as cloth or disposable diapers, laundry powder, oil, shampoo, and ointment up to the following amounts:

<u>Number of Children</u>	<u>Weekly Amount</u>	<u>Monthly Amount</u>
1	\$12.80	\$55.00
2	\$17.40	\$75.00
3	\$23.30	\$100.00
4	\$27.90	\$120.00

FOR MUNICIPAL USE ONLY

GA Overall Maximums

Metropolitan Areas

COUNTY	Persons in Household				
	1	2	3	4	5*
Bangor HMFA: Bangor, Brewer, Eddington, Glenburn, Hampden, Hermon, Holden, Kenduskeag, Milford, Old Town, Orono, Orrington, Penobscot Indian Island Reservation, Veazie	628	734	916	1,141	1,326
Penobscot County HMFA: Alton, Argyle UT, Bradford, Bradley, Burlington, Carmel, Carroll plantation, Charleston, Chester, Clifton, Corinna, Corinth, Dexter, Dixmont, Drew plantation, East Central Penobscot UT, East Millinocket, Edinburg, Enfield, Etna, Exeter, Garland, Greenbush, Howland, Hudson, Kingman UT, Lagrange, Lakeville, Lee, Levant, Lincoln, Lowell town, Mattawamkeag, Maxfield, Medway, Millinocket, Mount Chase, Newburgh Newport, North Penobscot UT, Passadumkeag, Patten, Plymouth, Prentiss UT, Seboeis plantation, Springfield, Stacyville, Stetson, Twombly UT, Webster plantation, Whitney UT, Winn, Woodville	590	618	733	1,025	1,185
Lewiston/Auburn MSA: Auburn, Durham, Greene, Leeds, Lewiston, Lisbon, Livermore, Livermore Falls, Mechanic Falls, Minot, Poland, Sabattus, Turner, Wales	549	650	849	1,070	1,136
Portland HMFA: Cape Elizabeth, Casco, Chebeague Island, Cumberland, Falmouth, Freeport, Frye Island, Gorham, Gray, Long Island, North Yarmouth, Portland, Raymond, Scarborough, South Portland, Standish, Westbrook, Windham, Yarmouth; Buxton, Hollis, Limington, Old Orchard Beach	803	956	1,181	1,563	1,641
York/Kittery/S.Berwick HMFA: Berwick, Eliot, Kittery, South Berwick, York	958	964	1,245	1,684	1,833
Cumberland County HMFA: Baldwin, Bridgton, Brunswick, Harpswell, Harrison, Naples, New Gloucester, Pownal, Sebago	638	773	1,025	1,466	1,747

Appendix A
Effective: 10/01/15-09/30/16

COUNTY	1	2	3	4	5*
Sagadahoc HMFA: Arrowsic, Bath, Bowdoin, Bowdoinham, Georgetown, Perkins UT, Phippsburg, Richmond, Topsham, West Bath, Woolwich	762	810	960	1,245	1,579
York County HMFA: Acton, Alfred, Arundel, Biddeford, Cornish, Dayton, Kennebunk, Kennebunkport, Lebanon, Limerick, Lyman, Newfield, North Berwick, Ogunquit, Parsonsfield, Saco, Sanford, Shapleigh, Waterboro, Wells	695	796	1,009	1,370	1,418

*Note: Add \$75 for each additional person.

Non-Metropolitan Areas

Persons in Household

COUNTY	1	2	3	4	5*
Aroostook County	603	620	747	946	1,036
Franklin County	630	658	780	971	1,382
Hancock County	647	733	933	1,228	1,246
Kennebec County	570	659	843	1,057	1,126
Knox County	736	741	913	1,170	1,298
Lincoln County	666	739	932	1,161	1,245
Oxford County	567	618	758	1,023	1,324
Piscataquis County	578	659	814	1,033	1,105
Somerset County	659	690	821	1,117	1,121
Waldo County	649	737	873	1,189	1,265
Washington County	572	629	749	955	1,158

* Please Note: Add \$75 for each additional person.

GA Housing Maximums (Heated & Unheated Rents)

NOTE: NOT ALL MUNICIPALITIES SHOULD ADOPT THESE SUGGESTED HOUSING MAXIMUMS! Municipalities should **ONLY consider** adopting the following numbers, if these figures are consistent with local rent values. If not, a market survey should be conducted and the figures should be altered accordingly. The results of any such survey must be presented to DHHS prior to adoption. **Or**, no housing maximums should be adopted and eligibility should be analyzed in terms of the Overall Maximum—Appendix A. (*See Instruction Memo for further guidance.*)

Non-Metropolitan FMR Areas

<u>Aroostook County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms		Weekly	Monthly	Weekly	Monthly
0		108	464	128	550
1		108	464	130	561
2		127	546	158	679
3		164	705	202	868
4		176	758	223	957
<u>Franklin County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms		Weekly	Monthly	Weekly	Monthly
0		114	491	134	577
1		114	491	139	599
2		135	579	166	712
3		170	730	208	893
4		257	1,104	303	1,303
<u>Hancock County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms		Weekly	Monthly	Weekly	Monthly
0		112	480	136	584
1		124	534	154	663
2		161	691	198	851
3		218	937	263	1,133
4		218	937	264	1,136
<u>Kennebec County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms		Weekly	Monthly	Weekly	Monthly
0		94	403	118	507
1		107	460	137	589
2		140	601	177	761
3		178	766	224	962
4		181	778	236	1,016

Non-Metropolitan FMR Areas

<u>Knox County</u>					
	<u>Unheated</u>		<u>Heated</u>		
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	132	569	157	673	
1	132	569	157	673	
2	156	671	193	831	
3	204	879	250	1,075	
4	221	950	276	1,188	
<u>Lincoln County</u>					
	<u>Unheated</u>		<u>Heated</u>		
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	119	513	141	607	
1	126	540	156	669	
2	160	690	198	850	
3	202	870	248	1,066	
4	209	897	264	1,135	
<u>Oxford County</u>					
	<u>Unheated</u>		<u>Heated</u>		
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	93	400	117	504	
1	101	420	128	549	
2	120	516	157	676	
3	170	732	216	928	
4	227	976	282	1,214	
<u>Piscataquis County</u>					
	<u>Unheated</u>		<u>Heated</u>		
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	103	443	115	496	
1	115	493	128	552	
2	142	613	158	681	
3	184	792	202	870	
4	192	827	211	906	
<u>Somerset County</u>					
	<u>Unheated</u>		<u>Heated</u>		
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	120	517	141	606	
1	121	519	147	631	
2	143	615	175	753	
3	202	869	241	1,038	
4	202	869	241	1,038	

Non-Metropolitan FMR Areas

<u>Waldo County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	116	497	137	590	
1	125	538	155	667	
2	147	631	184	791	
3	209	898	254	1,094	
4	213	917	269	1,155	

<u>Washington County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	94	405	118	509	
1	100	430	130	559	
2	118	507	155	667	
3	154	664	200	860	
4	188	810	244	1,048	

Metropolitan FMR Areas

<u>Bangor HMFA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	107	461	131	565	
1	124	535	154	664	
2	157	674	194	834	
3	198	850	243	1,046	
4	227	978	283	1,216	

<u>Penobscot County HMFA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	99	427	123	531	
1	99	427	127	548	
2	114	491	151	651	
3	171	734	216	930	
4	195	837	250	1,075	

<u>Lewiston/Auburn MSA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	89	382	113	486	
1	105	451	135	580	
2	141	607	178	767	
3	181	779	227	975	
4	183	788	239	1,026	

Metropolitan FMR Areas

<u>Portland HMFA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	148	636	172	740	
1	176	757	206	886	
2	218	939	256	1,099	
3	296	1,272	341	1,468	
4	301	1,293	356	1,531	
<u>York/Kittery/S. Berwick HMFA</u>					
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	186	798	210	902	
1	186	798	210	902	
2	233	1,003	270	1,163	
3	324	1,393	370	1,589	
4	345	1,485	401	1,723	
<u>Cumberland County HMFA</u>					
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	111	471	134	575	
1	133	574	163	703	
2	182	783	219	943	
3	273	1,175	319	1,371	
4	325	1,399	381	1,637	
<u>Sagadahoc County HMFA</u>					
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	138	603	163	702	
1	142	611	172	740	
2	167	718	204	878	
3	222	954	267	1,150	
4	286	1,231	342	1,469	
<u>York County HMFA</u>					
Bedrooms	Weekly	Monthly	Weekly	Monthly	Monthly
0	126	541	148	637	
1	139	597	169	726	
2	178	767	216	927	
3	251	1,079	297	1,275	
4	251	1,079	304	1,308	

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 10

SUBJECT:

Request for Abatement of Property Taxes for application submitted under Title 36, section 841 (2).

INFORMATION:

Since applications and supporting material submitted under Title 36, section 841 (2) are confidential by state statutes, the Council has received this material separately in executive session.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator reserves comment on this matter until the Council meeting.

EAB/KMM

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To approve (or to deny) a (partial or full) abatement in the amount of _____ of property taxes for years _____, for Case Number 2015-01; said application submitted under M.R.S.A., Title 36, section 841 (2).

(Complete motion to be determined as a result of the executive session hearing.)

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 11

SUBJECT:

Resolve rescinding Order accepting donation of the property at 35 Ellis Street Rear and requesting a recommendation from the Planning Board.

INFORMATION:

At its meeting of September 15, 2015, the City Council approved an Order, Accepting the Donation of the Property at 35 Ellis Street Rear. A City Ordinance requires that the City Council seek an opinion from the Planning Board in most instances before property is acquired or disposed of. This condition is, at times, fulfilled by including language in orders approving acquisitions that condition such acquisition to a positive recommendation of the planning board. In this instance, the City Administrator failed to seek a recommendation from the Board and conditional language was not included in the acquisition order.

When informed by staff of this error, the Administrator immediately placed a hold on the acquisition process and asked the City's Planning Department to request a recommendation from the Planning Board.

The Planning Board discussed this at its September 28th meeting and recommended that the Council rescind its previous action to ensure that the correct procedure is followed by seeking an opinion from them in advance of Council action. The attached Resolve would do so.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action. He also apologizes to the City Council and Planning Board for his failure to follow the required procedure in this instance.

EAB/KMM

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To approve the Resolve rescinding the Order accepting the donation of the property at 35 Ellis Street Rear and requesting a recommendation from the Planning Board.



COUNCIL RESOLVE

Resolve, Rescinding Order Accepting Donation of the Property at 35 Ellis Street Rear and Requesting a Recommendation from the Planning Board.

Whereas, at its meeting of September 15, 2015, the City Council approved an Order, Accepting the Donation of the Property at 35 Ellis Street Rear; and

Whereas, City Ordinance requires that the City Council seek an opinion from the Planning Board in most instances before property is acquired or disposed of; and

Whereas, property acquisition orders are frequently conditioned upon a positive recommendation from the Planning Board; and

Whereas, the City Administrator failed to seek an opinion from the Planning Board or to include the standard conditional language in the acquisition order; and

Whereas, when informed of this error, the City Administrator stopped any further action on the acquisition pending a review and recommendation by the Planning Board; and

Whereas, the Planning Board discussed this at its September 28th meeting and recommended that the Council rescind its previous action to ensure that the correct procedure is followed by seeking an opinion from them in advance of final Council action;

Now, therefore, be it resolved by the City Council of the City of Lewiston that

The Council Order authorizing the City Administrator to execute the required documents to accept ownership of the parcel of vacant land located at 35 Ellis Street Rear is hereby rescinded.

Be It Further Resolved that

The Planning Board is requested to review the potential acquisition of 35 Ellis Street and to provide its recommendation to the City Council.



City of Lewiston
Planning & Code Enforcement
Gil Arsenault, Director
MEMORANDUM



To: City Clerk's Office
City Council Members
Mayor Robert E. Macdonald

From: David Hediger

Date: September 28, 2015

Subject: Planning Board Action

The Planning Board took the following action at their meeting held on September 28, 2015 regarding the acquisition of 35 Ellis Street Rear.

The following motion was made:

MOTION: by **Paul Madore** that proposed acquisition of 35 Ellis Street Rear be referred back to the City Council for purposes of rescinding their action taken on September 15, 2015 to execute the required documents to accept ownership of the parcel of vacant land located at 35 Ellis Street Rear and for the Council to follow ordinance requirements accordingly by first requesting a recommendation from the Planning Board in accordance with Article VII, Section 3(e) and 4(h) of the Zoning and Land Use Code. Second by **Michael Marcotte**.

VOTE: 5-1-1 (**Passed**) Walter Hill opposed. Pauline Gudas abstained.

Note: The Board expressed great frustration that this request for acquisition –albeit a donation of land – was acted upon by the City Council prior to the Planning Board providing a formal recommendation as required by ordinance. Some members of the Board were surprised by the Council's action and staff's oversight of this matter given recent discussions and actions of the Planning Board and City Council regarding the acquisition of 2 and 26 Oxford Street and donations of land to the City acted upon by the Planning Board earlier in 2015. There remains a question of whether there is a general lack of respect for the Planning Board by the City Council, Administration and staff.

c: Ed Barrett, City Administrator
Planning Board Members

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 12

SUBJECT:

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

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 13

SUBJECT:

Order authorizing the City Administrator to execute an Interlocal Agreement with the City of Auburn for the operation of Great Falls TV.

INFORMATION:

This agenda item would establish an Interlocal Agreement between the City of Auburn and the City of Lewiston regarding the operation of the local community access channel called Great Fall TV.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

ETAB/cmm

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 Interlocal Agreement with the City of Auburn for the operation of Great Falls TV.



COUNCIL ORDER

Order, Authorizing the City Administrator to Execute an Interlocal Agreement with the City of Auburn for the Operation of Great Falls TV.

WHEREAS the Auburn-Lewiston Cable TV Advisory Committee, a group of concerned citizens and elected/appointed officials representing a wide variety of community interests, assembled for the purpose of articulating a community vision for its public, educational, and government (PEG) cable television programming, has successfully operated our community PEG station with distinction for some fifteen years; and

WHEREAS the Lewiston and Auburn City Councils now believe the time has arrived to memorialize the commitment by both cities to the operations of the Great Falls TV local PEG cable station through the joint approval of an interlocal agreement, as stipulated in the Cable Television Ordinance approved by the Lewiston City Council on December 17, 1996; and

WHEREAS the joint budgeting process has revealed administrative issues which must be addressed so that the staffing, operations, financial obligations, and the administrative oversight of Great Falls TV are properly addressed to better ensure the long term stability and sustainability of our community PEG channel; and

WHEREAS the Cities of Lewiston and Auburn agree to formally authorize the assignment of all personnel and financial administration to the City of Auburn; to have the City of Auburn integrate Great Falls TV into its municipal operations; that the Cities of Lewiston and Auburn will equally share all assets owned and/or purchased by Great Falls TV; to continue to carry out the Cities' joint interest in maintaining Great Falls TV as a PEG cable station, which includes ensuring that the operational duties of Great Falls TV employees are consistent with the mission of a PEG cable station; and to assign responsibility to oversee the administration and operations of Great Falls TV to the City of Auburn subject to the programming and franchise agreement authority of the Auburn-Lewiston Cable TV Advisory Committee; and

Whereas, the final agreement was developed, reviewed, and agreed to by the City of Auburn and City of Lewiston;

Now, therefore, be it ordered by the City Council of the City of Lewiston that

The City Administrator is authorized to execute an interlocal agreement for the operation of the Great Falls TV facility substantially in a form as attached hereto.

**The City of Auburn & the City of Lewiston
Auburn-Lewiston Local Cable TV Operations
Interlocal Agreement**

This Agreement is made and entered into as of this _____ day of _____, 201() by and between the Cities of Lewiston and Auburn, both political subdivisions of the State of Maine, in accordance with Chapter 115 of Title 30-A of the Maine Revised Statutes.

WHEREAS the Auburn-Lewiston Cable TV Advisory Committee, a group of concerned citizens and elected/appointed officials representing a wide variety of community interests, assembled for the purpose of articulating a community vision for its public, educational and government (PEG) cable television programming has successfully operated our community PEG station with distinction for some fifteen years;

WHEREAS the Lewiston and Auburn City Councils now believe the time has arrived to address the commitment by both cities to memorialize the operations of the Great Falls TV local PEG cable station through the joint approval of an interlocal agreement, as stipulated in the Cable Television Ordinance approved by the Lewiston City Council on December 17, 1996;

WHEREAS the joint budgeting process has revealed administrative issues which must be addressed so that the staffing, operations, financial obligations and the administrative oversight of Great Falls TV are properly addressed to better ensure the long term stability and sustainability of our community PEG channel for years to come;

WHEREAS the Cities of Lewiston and Auburn agree to formally authorize the assignment of all personnel and financial administration to the City of Auburn; to have the City of Auburn integrate Great Falls TV into its municipal operations; to agree that the Cities of Lewiston and Auburn will equally share all assets owned and/or purchased by Great Falls TV; to continue to carry out the Cities' joint interest in maintaining Great Falls TV as a PEG cable station, which includes ensuring that the operational duties of Great Falls TV employees are consistent with the mission of a PEG cable station; and to assign responsibility to oversee the administration and operations of Great Falls TV to the City of Auburn subject to the programming and franchise agreement authority of the Auburn-Lewiston Cable TV Advisory Committee;

NOW, THEREFORE, BE IT ORDERED BY THE CITY COUNCILS OF THE CITY OF LEWISTON AND AUBURN THAT the city formally approve the creation of the Auburn-Lewiston Cable TV Advisory Committee; to assign the responsibilities for general programming and day-to-day broadcast management to the Auburn-Lewiston Cable TV Advisory Committee; and to agree that all Great Fall TV staff be formally hired as City of Auburn employees and that human resources, supervisory and financial responsibility for Great Falls TV staff and general operations be assigned to the City of Auburn in accordance with the following:

For purposes of this Agreement, the following words and phrases shall have the meanings ascribed to them by this section:

- (1) "Committee" means the Auburn-Lewiston Cable TV Advisory Committee.

- (2) "Organization" means the Great Falls TV PEG (public, education, government) local cable system.
- (3) "Franchising Authority" means the authority granted to the cities of Lewiston and Auburn through any cable TV franchise agreement approved by the cities of Auburn and Lewiston.
- (4) "Franchise Agreement" means any municipally approved contract with a cable TV operator to provide cable TV services in a specific municipality.

A. CREATION OF THE LEWISTON-AUBURN CABLE TV ADVISORY COMMITTEE

- (1) **The Committee:** The eight (8) member Auburn-Lewiston Cable TV Advisory Committee is hereby created. All appointments shall be as follows:
- (2) **Terms and other conditions:**
 - One (1) City Councilor or Mayor from each city shall be appointed by each city's Mayor to serve two (2) year terms (to correspond with Mayor/City Council elections), and may be reappointed to an unlimited number of consecutive terms; and
 - with the exception of the Lewiston City Administrator staff position, the inaugural terms of each of the following committee members shall be staggered as one (1), two (2) and three (3) year terms based on a blind draw conducted by the Chair of the committee at the first inaugural meeting of the Committee. Terms for all members thereafter shall be two year terms; and
 - in Auburn, three (3) Committee members shall be nominated by the Mayor, appointed by the City Council, and serve no more than three (3) two (2) year terms;
 - in Lewiston, the City Administrator shall appoint one (1) staff member who shall serve at the pleasure of the City Administrator, and the Mayor shall nominate two additional members who shall be appointed by the City Council and serve no more than three (3) two (2) year terms; and
 - all actions of the Auburn-Lewiston Cable TV Committee will require no less than five (5) affirmative votes
- (3) **Special voting conditions:** When a matter before the Committee only affects cable customers in one city, no less than three (3) members representing the city involved all vote in the affirmative for passage.
- (4) **By-Laws:** The Committee's By-Laws will be crafted and submitted by the Committee for approval by both City Councils within ninety (90) days of final approval of this Agreement. The By-Laws shall include language which shall require language to cover the following:
 - Any applicable Committee responsibilities contained within this Agreement
 - Priority programming areas for broadcast: Public, education and government (PEG).
 - Ensuring that [policy is created to provide equitable content broadcasting opportunities for both cities

- Four members will constitute a quorum and will require no less than four (4) members in physical attendance or no less than three (3) in physical attendance and no more than one (1) member who may call in via telephone or videoconference.
- Grievance procedures for citizens who submit programming content
- Establishing a monthly meeting schedule – meetings may be rescheduled to another date or canceled by a majority affirmative vote by Committee members. Chair may cancel meetings in advance of bad weather/ other publicly declared emergencies
- Meeting posting requirements
- Committee term and member vacancy language
- Voting requirements
- Email voting prohibition
- Attendance conditions and non-attendance notification requirements
- Web page posting of all policies, agendas and meeting minutes
- By-laws amendment requirements
- Franchise agreement complaint handling

B. COMMITTEE DUTIES AND POWERS.

(1) **Duties.** The duties of the Committee shall be:

(a) To create broadcast and programming policy and to oversee the programming, technical operations/management, and cable TV broadcast and internet operations of Great Falls TV and to oversee and manage existing cable television franchise(s) issued by the franchising authorities of Auburn and Lewiston and any future franchise agreement enacted by the franchising authority;

(b) To monitor and annually submit a budget for its next fiscal year itemizing expenses of operations, maintenance and repairs, planned capital improvements, and current and future indebtedness no later than January 31st of each year. The budget will be submitted to both the Auburn Manager and Lewiston City Administrator and will include details as to present assets, accounts receivables and payables, and other liabilities as the Cities of Lewiston and Auburn may reasonably require. The Committee will also estimate all anticipated revenues for the upcoming fiscal year

(c) To assign to the Committee all responsibility to oversee the necessary regulations of franchised cable television operators, including but not limited to, rate regulations, rate setting procedures, procedures to ensure only properly established rates as stipulated in the franchise agreement are being charged customers, consumer protection regulations, and such other regulations as the Committee deems necessary to perform its duties;

(d) Within the limitations of this chapter, the Committee shall recommend to the Lewiston City Administrator and/or the Auburn City Manager the imposition of penalties for violation of any franchise agreement provision;

- (e) To establish procedures for hearing and disposing of all customer complaints concerning cable television service provided by the franchised cable television operator;
- (f) Except for powers expressly reserved to the franchising authority and to the municipal officers of Auburn and Lewiston, to perform within the geographic jurisdiction of the franchising authority all functions now or hereafter granted to local franchising authorities under the Federal Act and FCC regulations;
- (g) To perform such other duties delegated to the Committee by mutual agreement of the Auburn and Lewiston City Councils; and
- (h) To conduct the business of the Committee in accordance with the By-Laws enclosed within this Agreement.

(2) **Delegation.** Except for the approval of a final Committee budget; imposing and/or collecting franchise fee violation fines; the signing of all contracts; pursuing legal action associated with any Organization activity; establishing what revenues shall be created or dedicated to support Committee operations; and those items expressly reserved in the franchise agreement to the franchising authority or the enclosed Committee By-Laws, all powers of the franchising authority under state and federal law and under the franchising authority's existing cable television franchise agreement are hereby delegated to the Committee.

(3) **Powers.** To enable the Committee to perform its duties but subject to the limitations in this Agreement, the Committee shall have the following powers:

- (a) To advise the City of Auburn with respect to approving, implementing and enforcing the Committee's operating and capital budget; contracts; personnel hiring, firing and regulation; and all other legal obligations;
- (b) To work with the Auburn City Manager and the Lewiston City Manager in those instances where the Committee has requested assistance of those offices;
- (c) Negotiate new franchise agreements and/or amendments to existing franchise agreements;
- (d) To consult with the City of Auburn on the hiring of regular full time or part time staff;

(4) **Relocation of Facilities and Committee Transition.** In the event that the Committee is not officially assembled in advance of the final approval of this Agreement, the existing Cable TV Committee shall remain in its advisory role and work with the City of Auburn to assist with broadcast/studio relocation matters from Central Maine Community College and any broadcasting/studio/content or other related Great Falls TV business. Following the formal adoption of this Agreement and upon the formal appointment of all new Committee members, the new Committee shall assume all responsibilities outlined in this Agreement upon its inaugural meeting date.

C. APPORTIONMENT OF CITY REVENUES & CONTRACTS.

(1) All revenues authorized in a franchise agreement or collected through any revenue generating activity of the Committee shall be apportioned and/or authorized by a mutual vote of both City Councils to the Committee for all Organization expenses as follows:

(a) All fees collected by both cities through a franchise agreement shall be aggregated and apportioned to the Committee as follows:

- i. The total franchise fees collected by each city will be assessed based on a fixed cable TV franchise fee of no less than 2.5%. In the event that either city elects to establish a franchise fee of greater than 2.5%, that city shall have the authority to dedicate any portion of those revenues to any general fund purpose.
- ii. Revenues to the Organization shall be based as a percentage of each municipalities previous fiscal year's 2.5% franchise fee collections plus the percentage of each prior fiscal year's city-wide viewership multiplied by forty percent (40%) of the total contribution.

Example:

TOTAL FRANCHISE FEE FOR BOTH CITIES: \$285,000

- Auburn total franchise fee: \$135,000 – 47.37%
 - Lewiston total franchise fee: \$150,000 – 52.63%
- 100.00%

TOTAL VIEWERSHIP FOR BOTH CITIES: 13,981

- Auburn viewership: 5,790 – 41.42%
 - Lewiston viewership: 8,191 – 58.58%
- 100.00%

APPORTIONED FRANCHISE FEE CONTRIBUTION FOR CITIES:

- Lewiston: $52.63\% + 58.58\% \div 2 = 55.60\% \times \$285,000 = \$158,460 \times 40\% = \$63,384$
- Auburn: $47.37\% + 41.42\% \div 2 = 44.40\% \times \$285,000 = \$126,540 \times 40\% = \$50,616$

- iii. Any additional fees that are collected through a franchise agreement may be appropriated by a City Council to the Committee and must be expended in accordance with the specified purpose identified in the franchise agreement; and
- iv. any Great Falls TV revenues not specified in a franchise agreement must first be authorized by an affirmative vote of the Committee and approved by an affirmative vote of both City Councils; and
- v. revenues may be assigned to reserve accounts by mutual agreement of both City Councils but all yearend unexpended revenues shall be returned to each city's general fund balance in accordance with the apportioning language in item (i) of this Section(alternative---designated to a Great Falls TV reserve for replacement account); and
- vi. the Committee may request any additional funding as it deems appropriate as part of its budget request.

D. CONTRACTS

All contracts with other persons, corporations and governmental bodies or agencies thereof, including contracts to lease the use of buildings, facilities, operations and all other business or legal obligations shall be managed and authorized by the City of Auburn.

E. DISPOSAL OF SURPLUS PROPERTY

When the Committee determines that any Organization assets/equipment are no longer necessary to the accomplishment of the purposes of the organization, it may dispose of the same, subject to any restrictions which may be imposed by mutual agreement of the City Councils upon such terms as they consider advisable. Any proposed disposal of assets/equipment with a value in excess of one thousand dollars (\$2,000) shall be first approved by both the Lewiston City Administrator and the Auburn City Manager.

F. RELOCATION OF BROADCAST FACILITIES & STAFFING

Any action to relocate any portion of Great Falls TV broadcasting or studio operations from the existing Central Maine Community College site must receive the approval of both City Councils. It will be the obligation of the City of Auburn to continue to carry out the Cities' joint interest in maintaining Great Falls TV as a PEG cable station, which includes ensuring that the operational duties of Great Falls TV employees are consistent with the mission of a PEG cable station.

G. PROPERTY TAX EXEMPT

The real and personal property of Organization will be exempt from taxation.

H. TERMINATION AND MODIFICATION

Organization will remain in existence for an indefinite term and until terminated by a majority vote of the Auburn and Lewiston City Councils. This agreement may also be modified by a majority vote of both City Councils.

In the event that either municipal body shall vote to modify or terminate this agreement, notice shall be provided in writing and submitted to the City Clerk of the other municipality and to the Chairperson of the Committee. If termination is approved by a majority vote of both City Councils, the Committee shall meet and vote on a termination plan within seven (7) calendar days of the date of approval from the last City Council termination vote.

Termination of operations shall occur no later than forty-five (45) calendar days following the last City Council termination vote. A plan to liquidate all assets will be developed by the Auburn City Manager and the Lewiston City Administrator will be submitted to both City Councils no later than thirty (30) calendar days following termination of operations.

Approval to dissolve all Organization assets/equipment must be approved by a mutual vote of both City Councils. All approvals shall require that the Cities of Lewiston and Auburn mutually agree to share equally the lifetime contingent liabilities associated with Organization operations.

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 14

SUBJECT:

Resolve authorizing the Relocation of the Great Falls TV Facility from Central Maine Community College to Auburn Hall and the Studio Facility to be temporarily relocated to the Auburn Library.

INFORMATION:

The Cities of Auburn and Lewiston have shared a joint local cable TV system for approximately 20 years and it has been located at the Central Maine Community College campus. Recently, CMCC notified the Cities that the college needs to utilize the space where the TV station is located and asked to have the station moved off campus. The City of Auburn as offered to house the studio at Auburn Hall and Auburn Library. This Resolve outlines these changes.

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 approve the Resolve authorizing the Relocation of the Great Falls TV Facility from Central Maine Community College to Auburn Hall and the Studio Facility to be temporarily relocated to the Auburn Library.



COUNCIL RESOLVE

Resolve, Authorizing the Relocation of the Great Falls TV Facility from Central Maine Community College to Auburn Hall and the Studio Facility to be Temporarily Relocated to the Auburn Library.

WHEREAS, the cities of Auburn and Lewiston have shared a joint local cable TV system located at Central Maine Community College for approximately twenty years; and

WHEREAS, the Central Maine Community College has given notice to both cities that our local TV operation, Great Falls TV, must vacate its space at the Central Maine Community College campus no later than October 15, 2015; and

WHEREAS, the City of Auburn has identified and agreed to provide accommodations for permanent broadcast and office facilities in Auburn Hall and temporary studio facilities in the Auburn Library;

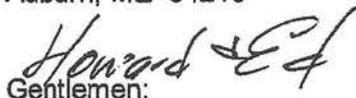
Now, therefore, be it Resolved by the City Council of the City of Lewiston that

The City of Auburn is authorized to use its resources to relocate the Great Falls TV broadcast and office facilities to Auburn Hall and the temporary studio facilities to the Auburn Library.

September 21, 2015

Howard Kroll
City Manager
City of Auburn
60 Court Street
Auburn, ME 04210

Edward Barrett
City Administrator
City of Lewiston
27 Pine Street
Lewiston, ME 04240

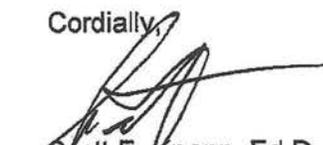

Gentlemen:

On June 15 of this year, I wrote to you concerning the June 30, 2015, expiration of the Great Falls TV Lease at Central Maine Community College. As I indicated at that time, the College has a need to recover the space that Great Falls TV has occupied. I also indicated in that letter that I was interested in speaking with you about a mutually acceptable date for Great Falls TV to move from the space. I had hoped to have the move completed shortly after the expiration of the lease, but not later than the end of September.

As the College has firm plans to begin renovations for that space in order that the area is ready for the start of the January 2016 semester, I now feel compelled to set a firm date as to which Great Falls TV must leave the premises and that date is October 15, 2015.

As I stated in June, we have appreciated and enjoyed our relationship with Great Falls TV, but the College is at a place where we must reclaim all possible space to meet expanding student needs.

Cordially,


Scott E. Knapp, Ed.D.
President

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 6, 2015

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 17

SUBJECT:

Executive Session to discuss labor union negotiations regarding the city's six employee unions.

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.

EIA/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 city's six employee unions - International Association of Firefighters, Local 785; Maine State Employees Association, Local 1989; Maine Association of Police; Lewiston Police Supervisory Command Unit; Lewiston Professional Technical Unit, Local 3855 and Lewiston Public Works Unit, Local 1458.