

**LEWISTON CITY COUNCIL
BUDGET WORKSHOP AGENDA**

Tuesday, April 12, 2016

City Council Chambers

5:30 pm Workshop

Pledge of Allegiance to the Flag.
Moment of Silence.

WORKSHOP

Presentation of Proposed LAEGC Marketing Plan by John Holden

BUDGET WORK SESSION

Social Services	pg. 84
Library	pgs. 90-91
TIFF - including LAEGC & LA Arts	pg. 50 and attached memos
CDBG	attached memo

LEWISTON CITY COUNCIL
WORKSHOP AGENDA
TUESDAY, APRIL 12, 2016 5:30 PM

1. Presentation of Proposed LAEGC Marketing Plan

John Holden will be present to review the proposed LAEGC Marketing Plan with the Council.

2. Budget Review

Topics: Social Services (p 84); Library (pgs 90-91); TIFF – including LAEGC and LA Arts (page 50) and CDBG (see attached CDBG information).

WORKSHOP AGENDA
THURSDAY, APRIL 14, 2016 5:30 PM

1. Canal Acquisition

Please see attached memorandum and background information.

2. Budget Review

Debt (pgs. 92-93); Miscellaneous – including Nonprofit Requests (pgs 95-96) and Municipal Revenues (pgs 14-17) and General Discussions



LAEGC Marketing Plan Summary

DRAFT Version 2.1

March 15 2016

marketing activities to attract new investment and business to Lewiston Auburn, Maine

This Draft includes initial input and feedback from LAEGC Board Members and is intended for additional input from the City of Auburn and City of Lewiston

LAEGC's primary marketing focus is on business development. This includes fostering and facilitating entrepreneurship and startups, the expansion of existing business, and the attraction of new business and investments. In addition, LAEGC will continue to foster the evolution and implementation of the economic growth strategy, **LA Maine: Forward** and promote events, projects, and activities that demonstrate Lewiston and Auburn as positive places to live and work.

Other LAEGC activities include continued improvements to value-added services to the City of Lewiston and Auburn as defined in its Scope of Services Agreement, as amended. These include professional assistance and support to the Cities' economic development staff, routine review and recommendations to the business development protocol, tax increment financing projects and continued development and use of its lending programs to finance business expansions.

This LAEGC Marketing Plan is built upon the economic growth strategy, LAEGC's core competencies, and focused on business development marketing:

- Lewiston Auburn as a creative and innovative market for new business start-ups and expanded entrepreneurship;
- Lewiston Auburn as a place to grow existing businesses through expanded global networks and raising capital for expansions;
- Lewiston Auburn as a place for new business and investment.

LAEGC will continue to promote positive economic and community activities via our new website and Facebook. However, the expenditure of LAEGC limited marketing funds will be targeted on these business development activities.

LAEGC is developing a new website and will integrate social media into this site and its marketing activities. At the same time, it will "tweak" its current look, logo, and brand to coincide with a renewed community brand (currently under development with guidance of the LAEGC Marketing Committee). Together the community brand and LAEGC's own brand will work together to promote Lewiston and Auburn as a place to live, work, play, and grow a business. LAEGC's marketing activities will follow and be co-branded as part of a new community brand for Lewiston and Auburn. The community brand will provide a high-level message and umbrella for LAEGC's, the Chambers and individual business brands and marketing, if they choose.

Summary: Marketing Lewiston and Auburn as a Place for Business

LAEGC shall be the primary marketing agency to promote Lewiston and Auburn as a place for business. It will do so through the most efficient methods given limited marketing funds. LAEGC will leverage the use of professional organizations, its web domains, social media, and the continued promotion of LA Maine as a positive place to live, work, and establish or expand a business.

There are three primary segments of the business development market. First, we will promote fostering and mentoring of startups and entrepreneurship. Secondly, we will promote LAEGC's expanded and proven record of support to expand existing businesses. Finally, we will market Lewiston and Auburn Maine as a place to attract new business and investment. Each of these markets are inter-connected, and our plan is to make use of those connections and the interconnectivity of other community assets and programs (e.g., the Business-to-Business Show) in order to make the most of our limited marketing funds.

Entrepreneurship

LAEGC will market LA as a place to create new business and innovate existing business opportunities. It will do so through:

- Participation and support from the Maine Accelerates Growth (MxG) Program. MxG is a statewide innovative program to promote Maine and its communities as creative places for new business and entrepreneurship. LAEGC will serve as the primary (but not necessarily exclusive) partner for MxG in LA Maine.
- We will help market and promote activities and events that foster innovation, creativity, and entrepreneurship. In 2016 some of those may include:
 - LAEGC's own Business to Business Trade Show being rebranded as Maine's B2B Show with a focus on supporting new business startups.
 - Activities and seminars at LA Maine's new co-working spaces.
 - A new business peer group that will include 1-2 slots for new startups to gain access to mentoring and support from area business executives.
 - Support and expansion of the Bobcat Venture Challenge, opening it up to additional community participation.¹
 - LAEGC will foster and market other entrepreneurial programs in the community including, but not limited to, programs at the Lewiston Regional Technical Center, Kaplan University, CMCC, Bates College, and USMLAC.
 - Establish an exhibit for existing and new business in Portland and build a model to expand the exhibit or a pop-up store in other markets in the future to highlight products made in LA.
 - Host LAEGC's annual meeting in November as an event to inspire and celebrate entrepreneurship and creativity in LA Maine
 - Assist in the development and marketing of a Maker Fair in collaboration with Museum LA

¹ Bobcat Venture Challenge is an entrepreneurial training program and "pitch" competition at Bates College.

Expand Existing Business

A primary tenet of economic development is to retain and expand existing business. LAEGC is implementing a Business Expansion and Retention (BEAR LA) program in coordination with City staff and the LA Career Center. This systematic program will include regular outreach to existing business in LA. The BEAR LA team has set a goal of visits to up to 50 manufacturers by the end of the 2nd quarter in 2016. The collective learning from each outreach visit will result in identifying key issues or opportunities that we can focus on to help expand all business. Each outreach visit will result in referrals to agencies or input on how we and other agencies might help individual business expand.

LAEGC's proposed Sibling City (see below) program will market LA Maine's existing business community to new business opportunities in cities around the world.

LAEGC intends to rebrand and elevate its business-to-business show as Maine's B2B Show. LAEGC intends to market the show to other communities, including our Sibling Cities, and to attract businesses from other places to attend the show. We will offer "matchmaking" services and make true business-to-business contacts, all with a focus on expanding market opportunities for local businesses.

There are no plans for direct "marketing" of our BEAR LA program. However, we will highlight it on the new LAEGC website and there will be materials left with each business that further brands the program as an LAEGC initiative. A primary service of BEAR LA will be to assure that companies are aware of financing options for new expansions. LAEGC will market its own and other community financing programs through its new web site and social media channels.

Attracting New Business & Investment

LAEGC's primary direct marketing expenses will be in travel and networking to identify new businesses and investments for Lewiston and Auburn. It will do so through a variety of efforts.

- Sibling City Program. LAEGC will foster and engage in other communities that have strategic opportunities for new business, investment, and expansion of existing business markets into LA Maine. We will establish Sibling City relationships to foster business-to-business (B2B) interactions. We will explore cultural connections with sibling cities. Current identified cities include Moncton, New Brunswick and Saint John, New Brunswick. Through our BEAR LA program and with guidance from our Business Development Corps(see detail below), we will identify future Sibling City opportunities (with initial attention to the Province of Quebec and Italy).
- B2B Show. Although not a direct activity to attract new business, the B2B show can serve to demonstrate the vitality of the Lewiston Auburn market. Indeed, LAEGC is working with a company it met at the Show last year that is now seeking a location in the community. Additionally, our B2B outreach into other markets will bring new business leaders to the show who may find interest in expanding into our area.
- Professional Networks. LAEGC staff will engage and expand our own professional networks. Our focus will be on those networks that build relationships in target markets, within targeted sectors, or with professionals working with companies seeking new sites (site consultants). As examples: the LAEGC President will deliver the "Central & Western Maine" update and forecast

to the Maine Economic Development & Real Estate Conference in January 2016, and we have submitted a proposal for a presentation to the International Economic Development Corporation (IEDC) annual meeting.

- Site Consultants. LAEGC will expand its network of site consultants, relying on guidance from other state partners and our professional networks such as Maine & Company, Maine Manufacturing Association, the Intermodal Association of North America, Maine International Trade Center, and others.
- Foreign Direct Investment. LAEGC successfully secured one-time grant funding from the Maine International Trade Center (MITC) to focus on Foreign Direct Investment (FDI). The goal of FDI marketing complements our entire business development program as it allows us to encourage both the expansion of business into Lewiston Auburn as well as the attraction of investment or business-to-business interactions within our community—complementing our BEAR LA effort.

Our targeted audiences, markets, and sectors complement the Maine International Trade Center's "Invest in Maine" program and Maine & Company marketing efforts. Our targeted geographic markets include:

- Canada, specifically Quebec and Atlantic Canada but including the "rest of Canada" (ROC).
- Europe, by interconnecting with MITC and other MITC supported regional efforts. Our initial outreach will be with Italy as a result Modula U.S.'s investment in Lewiston and additional business executive contacts we have made.
- Targeted business sectors. Through research on our own economic base, input from consultants, and from our own business community, we have identified the following target sectors :
 - Food manufacturing and Food Distribution.
 - Heavy (bulk) logistics, transportation, materials.
 - Manufacturing. General with more focus on specific sectors.
 - Health Care Products-manufacturing. We will explore a sub-sector of manufacturing focused on the production and assembly of medical components and devices.

Tools for Marketing

The following "tools" or marketing channels are being redesigned or launched in 2016. These tools are focused on the above business development markets.

- New community brand. LAEGC is leading the effort to propose a new "community brand" that will serve as a master brand for LAEGC, the Chamber, Auburn, Lewiston, and community businesses that wish to adopt it.
- New LAEGC website. Being launched as laegc.org
- New LAEGC brand, business cards, online stationary, etc. This is a "tweak" of LAEGC's current brand and logo based on the renewed community brand.
- Improved LAEGC social media marketing focused on Facebook, LinkedIn, and Twitter.
- A new web site to drive additional attention to Lewiston and Auburn Maine as a leader in economic development (under development, subject to FY2017 budget)—see page 6, below.

LA Business Development Corps

The LA Maine Business Development Corp (BDC) is a private sector funded business development program. Most municipal areas on this continent have a private-public partnership like BDC to lend financial and business support to its economic development marketing. It is time LA had its as well. The BDC will provide financial and leadership support to LAEGC's business development program. BDC membership and support is annual, for three years, starting in January 2016.

The LA BDC will:

- Provide guidance and input to the LAEGC Business Development Marketing Plan.
 - Approve an annual business development marketing plan, specifically for those funds raised by BDC, and also advise on LAEGC's overall plan
 - Help refine and target business marketing efforts to certain geographies and sectors
 - Indirectly provide guidance and leadership to the continued development of *LA Maine: Forward* (the Economic Growth Strategy)
- Help design and financially support the program for the 2016, 2017, and 2018 LAEGC "Annual Dinner." With future focus on entrepreneurship and business development including, perhaps:
 - Entrepreneur Leader of the Year
 - LA Maine Economic Development Awards
 - Leadership, entrepreneurship, business speakers
- Provide for additional financial support for our direct business outreach and marketing efforts. BDC membership funds will be used to support:
 - Direct participation and sponsorship at targeted business outreach meetings, events
 - Travel costs for business visitors
- Other proactive and direct marketing projects to encourage new business in LA Maine

In calendar year 2016, \$12,500 has been raised, to date, by BDC supporters. The intent is to raise \$50,000 in calendar years 2017 and annually thereafter. We propose a three-year commitment by BDC supporters. More information on the structure of BDC is available, and we will actively begin reaching out for supporters in late spring, 2016.

Activities & Tactics

LAEGC will employ web and social media and, to a limited degree, print advertising, but primarily rely upon in-person participation, visits, and networking to market LA as a place for business. The following summarizes how those activities and tactics will be employed in our three business development arenas or program areas.

Entrepreneurship

LAEGC will participate fully with the Maine Accelerates Growth (MxG) program and encourage other organizations and agencies in LA to do the same. MxG is the new, leading, innovative program in the State around entrepreneurship. MxG is a network of organizations that have agreed to support entrepreneurial development across Maine and is funded through a unique financing model supported by the Maine Technology Institute and private donors. Participation in MxG provides our community with access to other expertise and partners interested in growing the entrepreneurial environment in Maine. MxG participation will support programming in and around LA hosted by LAEGC or other agencies and may provide for competitive access to future MxG funds.

LAEGC will market LA as an entrepreneurial and creative community via programming at various events and venues. LAEGC will help identify, encourage, and secure professional advisors for such events and be co-branded when doing so.

Telling our stories

LAEGC will initiate a regularly shared LA Entrepreneur article to be published locally and then on our website. We are finalizing plans for this semi-regular (4 to 6 times per year) series to be published in Twin City Times (TCT). We are working with TCT to have these articles co-branded and sponsored by one or two professional business service companies (resulting in no net increase in LAEGC budget). The article will highlight entrepreneurial programs in the community or region, success stories, and provide some technical guidance based on the sponsors' expertise. Publishing in TCT will allow us to target the local community while sharing it online with a broader audience.

A web portal for economic growth, starting with entrepreneurship

LAEGC will be shifting our website to www.laegc.org and transitioning its www.economicgrowth.org website to a portal for information, inspiration, and resources for guidance on economic development. For example, economicgrowth.org will offer resources on entrepreneurship and leading thoughts on time-tested economic development theory and practices. We will highlight research, programs, and activities from around the state, nation, and globe. We will use traffic and visitors to economicgrowth.org as "leads" and resources for our own efforts; we will foster new ideas, expertise, and potential new innovative partners and investors by making use of the tremendous asset economicgrowth.org provides. LA will become noticed as a leader in economic growth leadership and guidance—marketing our community in a subtle way to the world.

November Event ("Annual Dinner")

LAEGC's "annual dinner" will become a shorter, more dynamic event focused on entrepreneurship, creativity, and telling the stories of innovation. We will target dynamic speakers to address business and

entrepreneurial topics. We will not aim to be the largest event in town, but rather the one not to be missed. We propose that we “manage” the traditional economic development awards and will suggest that we limit the awards to one from each city, an “entrepreneur of the year” award, and perhaps one joint award. LAEGC will propose to make the nominations (with Council approval). Limiting the number of awards will intrinsically add value to each award and offer a sponsorship opportunity, thereby lowering costs of the event. The LA BDC will help sponsor this still to be named event.

BEAR LA

BEAR LA is our business visitation program, and we will “brand” this ongoing business expansion program as such. Its focus, of course, is the expansion and retention of our existing business community. The primary activity for BEAR LA is the business visits and follow-ups themselves and the resulting referrals or recommendations. We will take what we learn from our business community “on the road” and into other markets as part of our business attraction marketing. While there will be very little direct marketing for this activity, it will be integrated our business-to-business show and provide information that will inform our marketing and attraction efforts.

Maine B2B Show

LAEGC is re-branding our annual business-to-business show as the Maine B2B Show. The Maine B2B Show will be a statewide event held in LA each year. In our inaugural year, we are making it “statewide” by:

1. Engaging and reaching out to chambers of commerce around the state asking for their participation (and with the LA Metro Chamber offering to reciprocate at their event).
2. Partnering with the Manufacturing Association of Maine (MAME) to offer their business “matchmaking” program as part of the event. Businesses from around Maine (or outside Maine) can sign up for this matchmaking service that attempts to identify a potential manufacturer (member of MAME) to do business with.
3. Creating a “Startup Story Stage” that will allow for five relatively new startup companies to share their story, briefly, on the Show floor—five times throughout the day, at five locations around the floor. Again, we are reaching out around Maine to identify these story tellers. We are doing this and will explore other ideas in collaboration with MxG and Maine Startup and Create Week.
4. We are reaching out to our neighbors in Canada to bring companies, perhaps booths, to the Show to introduce businesses in the surrounding Provinces to companies in Maine.

The B2B event will not only helps our area business expand their markets, but serve as a means to attract new business, including those outside Maine and in Canada, to LA.

Sibling Cities

We will continue to explore and develop the Sibling City program where LA works with a community elsewhere to make introductions between businesses. This will continue to be refined in Saint John and Moncton, New Brunswick as a result of this past year’s activities (in part due to pre-existing connections and networks rekindled by John Holden) but will expand into Quebec and around the US and globe.

Business & Investment Attraction

The primary and most costly marketing activity is our business and investment attraction. This involves being in other places, other targeted markets, sharing with others the assets and opportunities to expand business and invest in LA.

LAEGC's website (laegc.org), our site economicgrowth.org, and social media channels will be used to share our activities around the globe. We will employ print advertising in a limited way. The most effective way to identify potential new business and investors is to meet them in person. Thus, most of our activity is focused on shows, events, and direct business visits.

One-time funding to launch

LAEGC secured \$40,000 in funding for "foreign direct investment" (FDI) from the Maine International Trade Center (MITC) and is coupling that with our own limited funds, \$20,000 in cash from the City of Lewiston, and a similar amount of in-kind from the City of Auburn. This is a unique, one-time grant for FDI marketing. We are using funds from the LA BDC to fund domestic (non-FDI) marketing, but in the near-future we will rely on new funding from the LA BDC and our base support from the cities to support both domestic and foreign direct investment attraction.

It is critical to note that this marketing plan is being launched through this one-time grant. These funds must be expended by September, 2017. Thus, this three-year plan is dependent upon a new inflow of marketing funds in 2017, 2018 and 2019.

Targeted Business Sectors and Geographies

As part of the economic growth strategy, *LA Maine: Forward*, we identified targeted business sectors. In securing the FDI funds and with guidance from MITC, we identified targeted geographies. We will, as noted below, continue to refine these targets and revise them as opportunities present themselves.

Our targeted business sectors and our activities outlined in this plan focus on include targeted shows and events around:

- Food and Food Distribution. LA is a transportation and logistics hub. We will further focus our efforts on the food sector as a growing component of economic growth in and around the larger region and the State. We will and are also collaborating with local and regional efforts to build a stronger food hub and regional distribution system in LA.
- Heavy (bulk) logistics, transportation, materials. LAEGC will work with its partners to refocus and help build traffic making use of our rail and intermodal facility. Interconnections into Quebec and the balance of Canada, coupled with new connections to Europe via the Port of Portland, will be explored.
- Manufacturing. LA Maine is a manufacturing region. Historically and currently, manufacturing is a strong presence in the LA MSA. Approximately 10 percent of the employment in the MSA is in manufacturing and the MSA employs approximately 11 percent more persons in this sector than the state as a whole. We believe we can continue to build this sector based on a recent \$6MM investment by Modula, our workforce, and available space at below market rates.

- Health Care Products—manufacturing. We will explore a sub-sector of manufacturing focused on the production and assembly of medical components and devices. This may complement other regional efforts to build the health care R&D community in Maine and builds on another of our own dominant sectors—healthcare.

Our targeted geographic markets include:

- Canada, specifically Quebec and Atlantic Canada
- Europe, in coordination with MITC and other MITC grant recipients, our focus will be on Italy, allowing us to use our own existing businesses and other professional connections in that market.
 - Modula, Systems Group
 - Aizoon, Inc.
 - Former LA business executive now living in Italy and volunteering on our behalf
- Hong Kong; China, to follow the lead of the Miracle Enterprise plans and other local community leaders' connections to other Chinese investors. LAEGC will collaborate directly with Auburn City staff on these efforts as part of Auburn's "in-kind" donation to the MITC grant.

Business & Investment Marketing Activities

We will focus our ***advertising activities*** to limited print placements in Maine Biz and a campaign to promote LA's lower housing and business lease rates and land prices in the Portland Press. The latter will be placed in partnership with area real estate brokers.

LAEGC will invest in ***materials*** to promote its new brand. This includes a limited amount of secondary, "giveaway" items such as cups, shirts for staff, a new trade show booth, and printed materials. Also included in materials will be new print collateral, including an 8-12 page insert in Progress Magazine with print overrun that will allow us to tell the LA story.² The insert will be published in Progress Magazine's international issue and distributed to 40+ Canadian Consulate offices around the globe. The printed overrun will provide us with a piece that can be shared at other events and programs.

LAEGC has engaged and will engage other ***consultants*** to identify targeted opportunities and "qualified leads" for companies interested in expansion or investment in LA. This will include continued refinement of our targeted business opportunities. We will also continue to engage web and social media consultants to provide SEO and other targeted on-line marketing.

LAEGC will hold and use a portion of its funds for direct ***client visits***. These include our travel and expenses to meet with qualified leads (identified by our consultants or otherwise). This also includes covering expenses for interested parties when they visit LA.

The largest percentage of our direct marketing budget is on membership and attendance at various ***trade shows and other business events*** where we can directly meet potential new interested businesses

² Progress Magazine is a business magazine in Atlantic Canada with a sister publication focused on the Franco market, including Quebec.

and investors. This includes events focused on our FDI budget, but also, to a limited degree due to limited funds, domestic targeted sectors. At this time, our plan includes the following:

- We will attend in-state events and programs with a focus on the southern Maine, Portland programs—targeting opportunities for investment from that region of the state.
- Federal and FDI Forum, Washington DC, spring 2016. This will include direct meetings with contacts associated with Lufthansa Technik to explore opportunities to expand their presence in Auburn. Our strategy is to encourage expanded investment after the “Connie” project is complete at AL Airport, including technical and perhaps flight training at the airport.
- Face to Face, summer 2016. This is an executive level event for business leaders in Atlantic Canada. LAEGC is still working with a company it met at last year’s Face to Face, and we hope to encourage other business leaders to participate in this senior-level “retreat.” Working with our consultants, we intend to have follow-on business visits around Atlantic Canada around this event or later in the summer of 2016.
- Select USA, summer 2016. This event brings interested companies from around the world to one event in the US. We will insert ourselves with the guidance of our consultants as guests from the Canadian delegation, together with MITC.
- MITC Mission, Toronto, summer 2016. We will work with consultants to set up qualified leads as part of MITC’s Canadian Trade mission.
- Intermodal Association of North America, fall 2016. In coordination with our own local firm working to promote the event (Rinck Advertising), we will attend IANA as part of our focus on developing activity at the Auburn Intermodal Facility and along the rail assets in LA.
- Site Selection and Economic Development, fall 2016. We will attend site selection and professional development events (using another portion of the LAEGC budget, in part) to make connections and network into the site selection profession.
- National Business Aviation Association, fall 2016. This association may help identify new business aviation investors to make use of the assets at the AL Airport.
- Italian Show, business visits, TBD 2016, 2017. Working with our existing company partners and volunteer consultants, we are exploring opportunities to attend and make company visits in Italy, primarily around the manufacturing region of Turino.
- National Association of Manufacturers, TBD. We will target participation in NAM later in FY2016 or FY2017. ***This will be a portion of our “domestic” marketing and is thus limited by our municipal fund and fund we raise through the LA BDC.***
- Medical Products Manufactures, TBD. We are researching associations and shows to target this sector and will explore one at least once in FY2017 with additional refinement in FY2018. ***This will be a portion of our “domestic” marketing and is thus limited by our municipal fund and fund we raise through the LA BDC.***

Three-Year Marketing and Operations Budget

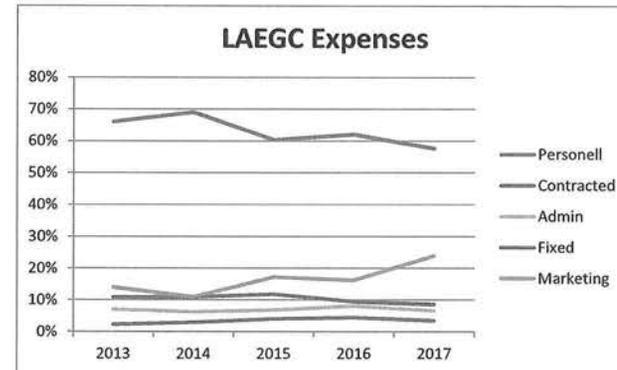
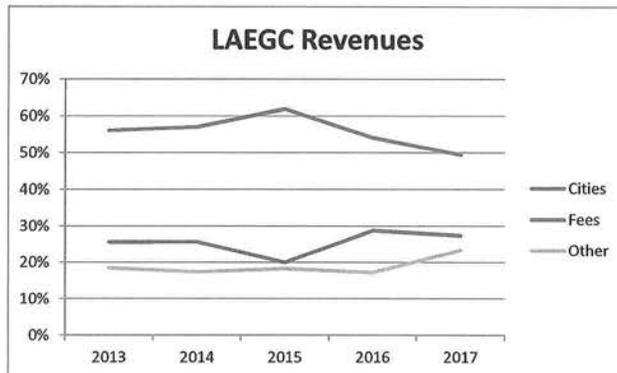
The attached tables summarize the current Marketing Plan as well as some historical LAEGC operating budget figures. LAEGC, as noted in this Marketing Plan, has secured one-time marketing funds focused on FDI. FY2018 marketing expenses will be reduced as these funds are exhausted, but are still estimated at 21% of expenses. Overall marketing expenses are up to near 25% of the overall expenses in FY2016 up from 11-15% of expenses in FY2013-2015. To maintain marketing levels at the 20-25% level, we intend to raise additional LA BDC funds. We hope to reach the \$50,000 level in calendar year 2017 for use in FY2018 and into FY2019. That will be contingent, of course, upon continued municipal funds at current levels, with a slight increase in FY2019 to account for cost of living adjustments. Note that personnel costs have been reduced as a percent of total expenses from an average of 66% for FY2013-2015, to 62% in FY2016 and are projected to be reduced to 57% in FY2019.

LAEGC Summary Three-Year Marketing Plan And Marketing Budget					
	FY 2016 (6 mo)	FY 2017	FY 2018*	FY 2019*	
Entrepreneurship	\$0	\$16,000	\$16,000	\$16,000	
BEAR LA	\$44,500	\$46,000	\$46,000	\$49,000	
Biz & Invest Attract	\$24,315	\$75,445	\$56,800	\$80,000	
Other General		\$17,929	\$15,000	\$15,000	
	\$68,815	\$155,374	\$133,800	\$160,000	
*FY 2018 & 2019 estimate from FY 2017					
Sources of Funds	FY 2016 (6 mo)	FY 2017	FY 2018*	FY 2019*	Total by Source
MITC FDI Grant	\$0	\$34,200	\$5,800	\$0	\$40,000
Lewiston MITC match	\$6,500	\$8,500	\$5,000	\$0	\$20,000
LAEGC Base Funding	\$12,250	\$31,195	\$30,000	\$30,000	\$103,445
LA BDC	\$0	\$9,000	\$16,000	\$50,000	\$75,000
Sponsor	\$44,500	\$46,000	\$46,000	\$49,000	\$185,500
Other	\$5,565	\$26,479	\$31,000	\$31,000	\$94,044
	\$68,815	\$155,374	\$133,800	\$160,000	
Other includes LARC, Auburn In-Kind to MITC, Other Sponsors.					
Other FY2018 includes raising additional \$16,000 from economicgrowth.org & other sources					
FY2018 assumes using \$12,500 of BDC raised in CY2017; FY2019 assumes raising \$50,000 per CY					
Assumes BDC raises \$50,000 per CY starting in CY2017, \$12,500 used per FY starting in FY2018					
The above is for direct marketing funds only, not LAEGC overhead or personell costs					

LAEGC Historical and projected Budget for FY2017

LAEGC Budgets, Expenses; FY 2013-16										
	FY 2013*		FY 2014*		FY 2015*		FY 2016**		FY 2017***	
Revenues	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total
Cities	\$321,374	56%	\$305,305	57%	\$321,220	62%	\$321,220	54%	\$321,220	49%
Fees	\$146,739	26%	\$137,363	26%	\$103,472	20%	\$170,750	29%	\$177,750	27%
Other	\$105,536	18%	\$92,983	17%	\$94,700	18%	\$101,950	17%	\$151,367	23%
Total	\$573,649	100%	\$535,651	100%	\$519,392	100%	\$593,920	100%	\$650,337	100%
Expenses										
Personell	\$390,424	66%	\$378,915	69%	\$322,221	60%	\$367,933	62%	\$374,163	58%
Contracted	\$13,296	2%	\$15,985	3%	\$21,409	4%	\$26,000	4%	\$22,500	3%
Admin	\$41,186	7%	\$33,964	6%	\$36,197	7%	\$47,800	8%	\$42,300	7%
Fixed	\$63,751	11%	\$59,975	11%	\$62,835	12%	\$56,000	9%	\$56,000	9%
Marketing	\$82,728	14%	\$60,055	11%	\$91,774	17%	\$96,000	16%	\$155,374	24%
Total	\$591,385	100%	\$548,894	100%	\$534,436	100%	\$593,733	100%	\$650,337	100%
Balance	(\$17,736)		(\$13,243)		(\$15,044)		\$187		\$0	
* Acutal										
** Projected, as of 02/29/16										
*** Budget as of 02/29/16 (includes \$11,300 grant funds dedicated to marketing into FY2018)										

Chart of LAEGC Revenues and Expenses FY2013-2017



Estimated Three-Year Operating Budget, FY2017-2019

Revenues	FY 2017		FY 2018		FY 2019	
	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total
Cities	\$321,220	49%	\$321,220	51%	\$321,220	49%
Fees	\$177,750	27%	\$177,750	28%	\$180,000	27%
Other	\$151,367	23%	\$129,630	21%	\$155,580	24%
Total	\$650,337	100%	\$628,600	100%	\$656,800	100%
Expenses						
Personell	\$374,163	58%	\$374,000	59%	\$376,000	57%
Contracted	\$22,500	3%	\$22,500	4%	\$22,500	3%
Admin	\$42,300	7%	\$42,300	7%	\$42,300	6%
Fixed	\$56,000	9%	\$56,000	9%	\$56,000	9%
Marketing	\$155,374	24%	\$133,800	21%	\$160,000	24%
Total	\$650,337	100%	\$628,600	100%	\$656,800	100%
Balance	\$0		\$0		\$0	



City of Lewiston Administrator, Ed Barrett
City of Auburn Manager, Howard Kroll

LAEGC is submitting for City Council consideration our FY2017 budget request \$160,610 in funding. This request is the same as our request since FY2015. LAEGC is doing more with the same (and relatively less) funding from Lewiston and Auburn. (See attached details with our Marketing Plan).

Upon my arrival at LAEGC, it was made clear to me and it became evident, that LAEGC needed to re-engage with the entire community. I believe we have done that and we have delivered on the 2014 Scope of Services. We are now poised to enact an aggressive Marketing Plan for business development. We look forward to continuing to improve and our collaborative work with the City of Lewiston and City of Auburn.

Some clarifying points on our budget:

1. We budgeted a COLA of 2.0% for FY2017. Over the past seven years our COLA has averaged 1.71% ranging from 3.0% (FY2010, FY2013) to 0% (FY2011, FY2012). Last year's COLA was 2.5%.
2. You will note changes in our line items this year that reflect changes in our securing additional outside revenue and focused expenses on marketing for business development. In particular:
 - a. Business Development Corps. This is new additional private revenue to support or marketing plan.
 - b. MDI and Lewiston Match. This is new revenue (MITC \$40,000, Lewiston \$20,000) for our foreign direct investment marketing. Note that portions of these funds have been expensed in FY2016 and are budgeted out for FY2017 and a portion of FY2018. The Surplus Carryover line includes funds that will be expensed in FY2018.

We have also prepared an Amendment to our Scope of Services to focus our work on the continued evolution and implementation of the Growth Strategy and our Marketing Plan (a Draft of that is attached—this Draft is under continued review and input by the LAEGC Board this month).

I recognize there are a number have been a number of questions regarding how LAEGC services complement each City's economic development efforts. I have tried to answer many of the historical questions to the best of my knowledge. I have provided more than a few Memos and Progress Reports or other correspondences. Allow me to simply say this; I came to LAEGC to help redesign a model of cooperative economic development unlike any in Maine. I believe I have done so, with a significant guidance and input from others. There is more to do to make us, together, the most effective and efficient ED Team in Maine. I think we are one of the top as of now—but look to continue to improve.

As always, I look forward to any questions, input, and suggestions.

John P. Holden
President

LEWISTON-AUBURN ECONOMIC GROWTH COUNCIL

A Cities of Auburn and Lewiston Community Development Block Grant Funded Program

**Lewiston-Auburn Economic Growth Council
FY 2017 Statement of Activities**

Classification	FY 2014 Actual	FY2015 Actual	FY 2016 Budget	FY2016 Projected	FY 2017 Budget
REVENUE					
Municipal Funding					
City of Auburn	144,618	160,610	160,610	160,610	160,610
City of Lewiston	160,687	160,610	160,610	160,610	160,610
Municipal Funding Sub-Total	305,305	321,220	321,220	321,220	321,220
Fees for Service					
Androscoggin Land Trust Asset Service Fee	2,178	1,800	2,000	2,000	2,000
ABDC Asset Service Fee	39,000	0	19,500	19,500	19,500
LDC Asset Service Fee	39,000	29,250	39,000	39,000	39,000
L/A Railroad Company Asset Service Fee	15,000	10,000	20,000	20,000	20,000
FAME Administration	31,000	33,000	35,000	35,000	35,000
FAME-SSBCI Administration	3,100	7,000	40,000	40,000	40,000
EDI Administration	0	10,000	9,000	9,000	9,000
RECD - IRP Administration	0	7,000	7,000	0	7,000
Origination Fees (ESLP, RLF, FAME, EDI, SBA)	8,085	5,422	6,250	6,250	6,250
Fees for Service Sub-Total	137,363	103,472	177,750	170,750	177,750
Other					
415 Lisbon Street Sub-Lease Income	9,099	7,010	10,000	15,890	15,890
Annual Meeting	15,324	16,930	20,000	1,500	5,000
Business to Business Trade Show	68,609	69,847	73,127	73,000	73,127
Interest	87	62	150	60	150
Misc./Other Income	-136	851	0	5,000	4,000
Business Development Corp.	0	0	0	0	12,500
MITC FDI Grant & City of Lewiston Match*	0	0	0	6,500	32,200
Carryover	0	0	2,586	0	8,500
Other Sub-Total	92,983	94,700	105,863	101,950	151,367
Total Revenue	535,651	519,392	604,833	593,920	650,337

ABDC: Auburn Business Development Corporation (partner - LAEGC manages)

LDC: Lewiston Development Corporation (partner - LAEGC manages)

FAME: Finance Authority of Maine (LAEGC loan program)

FAME-SSBCI: Finance Authority of Maine State Small Business Initiative (LAEGC loan program)

EDI: Economic Development Initiative (LAEGC loan program)

RECD-IRP: Rural Economic & Community Development - Interim Retending Program (USDA) (LAEGC lo

Lewiston-Auburn Economic Growth Council
 FY 2017 Statement of Activities

Page 2 of 3

Classification	FY 2014 Actual	FY2015 Actual	FY 2016 Budget	FY2016 Projected	FY 2017 Budget
EXPENSES					
Personnel/Compensation					
Salaries	295,692	250,522	280,893	280,893	293,523
Benefits (Health, Life, Dental, LTD)	51,079	32,565	57,000	52,000	45,300
FICA (Social Security & Medicare)	19,316	20,099	22,000	22,000	22,000
FUTA (Federal Unemployment)	241	252	340	340	340
MESC (State Unemployment)	893	787	1,500	1,500	1,500
Workers Compensation	1,216	2,265	2,200	2,200	2,500
Simple IRA	7,016	6,668	9,000	9,000	9,000
Succession Planning	3,461	9,064	0	0	0
Total Personnel/Compensation	378,915	322,221	372,933	367,933	374,163
Contracted Services					
Legal & Audit	7,873	8,399	7,600	7,600	8,000
Loan Underwriting	250	1,334	1,000	500	1,000
Insurance (Prop, D&O, Fidel, Umb, Liability)	5,265	5,158	5,400	5,400	5,700
Misc. (credit reports, bank fees, payroll services)	2,597	2,768	2,500	2,500	2,800
Consulting Services	0	3,750	10,000	10,000	5,000
Total Contracted Services	15,985	21,409	26,500	26,000	22,500
Administration					
Auto expense/mileage	7,092	4,823	8,000	8,000	8,000
Equip. repair/Photocopier maint. Contract	2,719	6,076	6,500	8,000	6,500
Office Supplies	6,128	8,626	7,500	8,000	7,500
Equipment (non-depreciated)	0	656	1,000	1,000	1,000
Telephone (non-tangibles)	6,634	5,301	5,400	5,400	5,400
Internet	840	840	900	900	900
Postage	1,067	799	2,000	900	1,000
Pubs/Subs/Mail lists	341	307	500	200	500
Dues/Memberships	1,305	1,928	2,600	3,400	2,000
Staff Development/Travel	1,177	1,624	2,500	2,500	2,500
Office Cleaning	4,706	4,691	4,500	4,500	4,500
Computer Software	563	528	2,500	4,000	2,500
Annual Reserve	1,392	0	1,000	1,000	0
Total Administration	33,964	36,197	44,900	47,800	42,300

Lewiston-Auburn Economic Growth Council
FY 2017 Statement of Activities

Page 3 of 3

Classification	FY 2014 Actual	FY2015 Actual	FY 2016 Budget	FY2016 Projected	FY 2017 Budget
<i>EXPENSES (continued)</i>					
Fixed Charges					
Rent	49,961	51,110	52,000	52,000	52,000
Parking	3,108	2,413	4,000	4,000	4,000
Depreciation	6,906	9,313	0	0	0
Total Fixed Charges	59,975	62,835	56,000	56,000	56,000
Marketing					
Printing/Collateral Materials	446	897	5,000	5,000	17,500
Advertising	7,624	16,385	18,000	18,000	13,895
Travel - Marketing	0	0	0	6,500	37,050
Consulting Services - Marketing	0	0	5,000	0	24,500
Annual Meeting	6,652	17,401	15,000	5,000	5,000
Foreign Trade Zone	2,641	5,629	1,000	1,000	1,000
Client Services	1,326	1,605	1,000	1,000	1,000
Business to Business Trade Show	41,366	49,856	44,500	44,500	44,929
Website & Social Media	0	0	15,000	15,000	10,500
Total Marketing	60,055	91,774	104,500	96,000	155,374
Total Expenditures	548,894	534,436	604,833	593,733	650,337
SUMMARY					
Total Revenues	535,651	519,392	604,833	593,920	650,337
Total Expenditures	548,894	534,436	604,833	593,733	650,337
Total Surplus or (Deficit)	-13,243	-15,044	0	187	0

*Funds received in FY16 from the City of Lewiston for the match to the MITC FDI Grant will be held in escrow and spent in FY17. Total amount received in FY16 = \$20,000, \$6,500 spent in FY16, \$8,500 in FY17 and \$5,000 in FY18.



LAEGC Marketing Plan Summary

DRAFT Version 2.1

March 15 2016

marketing activities to attract new investment and business to Lewiston Auburn, Maine

This Draft includes initial input and feedback from LAEGC Board Members and is intended for additional input from the City of Auburn and City of Lewiston

LAEGC's primary marketing focus is on business development. This includes fostering and facilitating entrepreneurship and startups, the expansion of existing business, and the attraction of new business and investments. In addition, LAEGC will continue to foster the evolution and implementation of the economic growth strategy, **LA Maine: Forward** and promote events, projects, and activities that demonstrate Lewiston and Auburn as positive places to live and work.

Other LAEGC activities include continued improvements to value-added services to the City of Lewiston and Auburn as defined in its Scope of Services Agreement, as amended. These include professional assistance and support to the Cities' economic development staff, routine review and recommendations to the business development protocol, tax increment financing projects and continued development and use of its lending programs to finance business expansions.

This LAEGC Marketing Plan is built upon the economic growth strategy, LAEGC's core competencies, and focused on business development marketing:

- Lewiston Auburn as a creative and innovative market for new business start-ups and expanded entrepreneurship;
- Lewiston Auburn as a place to grow existing businesses through expanded global networks and raising capital for expansions;
- Lewiston Auburn as a place for new business and investment.

LAEGC will continue to promote positive economic and community activities via our new website and Facebook. However, the expenditure of LAEGC limited marketing funds will be targeted on these business development activities.

LAEGC is developing a new website and will integrate social media into this site and its marketing activities. At the same time, it will "tweak" its current look, logo, and brand to coincide with a renewed community brand (currently under development with guidance of the LAEGC Marketing Committee). Together the community brand and LAEGC's own brand will work together to promote Lewiston and Auburn as a place to live, work, play, and grow a business. LAEGC's marketing activities will follow and be co-branded as part of a new community brand for Lewiston and Auburn. The community brand will provide a high-level message and umbrella for LAEGC's, the Chambers and individual business brands and marketing, if they choose.

Summary: Marketing Lewiston and Auburn as a Place for Business

LAEGC shall be the primary marketing agency to promote Lewiston and Auburn as a place for business. It will do so through the most efficient methods given limited marketing funds. LAEGC will leverage the use of professional organizations, its web domains, social media, and the continued promotion of LA Maine as a positive place to live, work, and establish or expand a business.

There are three primary segments of the business development market. First, we will promote fostering and mentoring of startups and entrepreneurship. Secondly, we will promote LAEGC's expanded and proven record of support to expand existing businesses. Finally, we will market Lewiston and Auburn Maine as a place to attract new business and investment. Each of these markets are inter-connected, and our plan is to make use of those connections and the interconnectivity of other community assets and programs (e.g., the Business-to-Business Show) in order to make the most of our limited marketing funds.

Entrepreneurship

LAEGC will market LA as a place to create new business and innovate existing business opportunities. It will do so through:

- Participation and support from the Maine Accelerates Growth (MxG) Program. MxG is a statewide innovative program to promote Maine and its communities as creative places for new business and entrepreneurship. LAEGC will serve as the primary (but not necessarily exclusive) partner for MxG in LA Maine.
- We will help market and promote activities and events that foster innovation, creativity, and entrepreneurship. In 2016 some of those may include:
 - LAEGC's own Business to Business Trade Show being rebranded as Maine's B2B Show with a focus on supporting new business startups.
 - Activities and seminars at LA Maine's new co-working spaces.
 - A new business peer group that will include 1-2 slots for new startups to gain access to mentoring and support from area business executives.
 - Support and expansion of the Bobcat Venture Challenge, opening it up to additional community participation.¹
 - LAEGC will foster and market other entrepreneurial programs in the community including, but not limited to, programs at the Lewiston Regional Technical Center, Kaplan University, CMCC, Bates College, and USMLAC.
 - Establish an exhibit for existing and new business in Portland and build a model to expand the exhibit or a pop-up store in other markets in the future to highlight products made in LA.
 - Host LAEGC's annual meeting in November as an event to inspire and celebrate entrepreneurship and creativity in LA Maine
 - Assist in the development and marketing of a Maker Fair in collaboration with Museum LA

¹ Bobcat Venture Challenge is an entrepreneurial training program and "pitch" competition at Bates College.

Expand Existing Business

A primary tenet of economic development is to retain and expand existing business. LAEGC is implementing a Business Expansion and Retention (BEAR LA) program in coordination with City staff and the LA Career Center. This systematic program will include regular outreach to existing business in LA. The BEAR LA team has set a goal of visits to up to 50 manufacturers by the end of the 2nd quarter in 2016. The collective learning from each outreach visit will result in identifying key issues or opportunities that we can focus on to help expand all business. Each outreach visit will result in referrals to agencies or input on how we and other agencies might help individual business expand.

LAEGC's proposed Sibling City (see below) program will market LA Maine's existing business community to new business opportunities in cities around the world.

LAEGC intends to rebrand and elevate its business-to-business show as Maine's B2B Show. LAEGC intends to market the show to other communities, including our Sibling Cities, and to attract businesses from other places to attend the show. We will offer "matchmaking" services and make true business-to-business contacts, all with a focus on expanding market opportunities for local businesses.

There are no plans for direct "marketing" of our BEAR LA program. However, we will highlight it on the new LAEGC website and there will be materials left with each business that further brands the program as an LAEGC initiative. A primary service of BEAR LA will be to assure that companies are aware of financing options for new expansions. LAEGC will market its own and other community financing programs through its new web site and social media channels.

Attracting New Business & Investment

LAEGC's primary direct marketing expenses will be in travel and networking to identify new businesses and investments for Lewiston and Auburn. It will do so through a variety of efforts.

- Sibling City Program. LAEGC will foster and engage in other communities that have strategic opportunities for new business, investment, and expansion of existing business markets into LA Maine. We will establish Sibling City relationships to foster business-to-business (B2B) interactions. We will explore cultural connections with sibling cities. Current identified cities include Moncton, New Brunswick and Saint John, New Brunswick. Through our BEAR LA program and with guidance from our Business Development Corps(see detail below), we will identify future Sibling City opportunities (with initial attention to the Province of Quebec and Italy).
- B2B Show. Although not a direct activity to attract new business, the B2B show can serve to demonstrate the vitality of the Lewiston Auburn market. Indeed, LAEGC is working with a company it met at the Show last year that is now seeking a location in the community. Additionally, our B2B outreach into other markets will bring new business leaders to the show who may find interest in expanding into our area.
- Professional Networks. LAEGC staff will engage and expand our own professional networks. Our focus will be on those networks that build relationships in target markets, within targeted sectors, or with professionals working with companies seeking new sites (site consultants). As examples: the LAEGC President will deliver the "Central & Western Maine" update and forecast

to the Maine Economic Development & Real Estate Conference in January 2016, and we have submitted a proposal for a presentation to the International Economic Development Corporation (IEDC) annual meeting.

- Site Consultants. LAEGC will expand its network of site consultants, relying on guidance from other state partners and our professional networks such as Maine & Company, Maine Manufacturing Association, the Intermodal Association of North America, Maine International Trade Center, and others.
- Foreign Direct Investment. LAEGC successfully secured one-time grant funding from the Maine International Trade Center (MITC) to focus on Foreign Direct Investment (FDI). The goal of FDI marketing complements our entire business development program as it allows us to encourage both the expansion of business into Lewiston Auburn as well as the attraction of investment or business-to-business interactions within our community—complementing our BEAR LA effort.

Our targeted audiences, markets, and sectors complement the Maine International Trade Center's "Invest in Maine" program and Maine & Company marketing efforts. Our targeted geographic markets include:

- Canada, specifically Quebec and Atlantic Canada but including the "rest of Canada" (ROC).
- Europe, by interconnecting with MITC and other MITC supported regional efforts. Our initial outreach will be with Italy as a result Modula U.S.'s investment in Lewiston and additional business executive contacts we have made.
- Targeted business sectors. Through research on our own economic base, input from consultants, and from our own business community, we have identified the following target sectors:
 - Food manufacturing and Food Distribution.
 - Heavy (bulk) logistics, transportation, materials.
 - Manufacturing. General with more focus on specific sectors.
 - Health Care Products-manufacturing. We will explore a sub-sector of manufacturing focused on the production and assembly of medical components and devices.

Tools for Marketing

The following "tools" or marketing channels are being redesigned or launched in 2016. These tools are focused on the above business development markets.

- New community brand. LAEGC is leading the effort to propose a new "community brand" that will serve as a master brand for LAEGC, the Chamber, Auburn, Lewiston, and community businesses that wish to adopt it.
- New LAEGC website. Being launched as laegc.org
- New LAEGC brand, business cards, online stationary, etc. This is a "tweak" of LAEGC's current brand and logo based on the renewed community brand.
- Improved LAEGC social media marketing focused on Facebook, LinkedIn, and Twitter.
- A new web site to drive additional attention to Lewiston and Auburn Maine as a leader in economic development (under development, subject to FY2017 budget)—see page 6, below.

LA Business Development Corps

The LA Maine Business Development Corp (BDC) is a private sector funded business development program. Most municipal areas on this continent have a private-public partnership like BDC to lend financial and business support to its economic development marketing. It is time LA had its as well. The BDC will provide financial and leadership support to LAEGC's business development program. BDC membership and support is annual, for three years, starting in January 2016.

The LA BDC will:

- Provide guidance and input to the LAEGC Business Development Marketing Plan.
 - Approve an annual business development marketing plan, specifically for those funds raised by BDC, and also advise on LAEGC's overall plan
 - Help refine and target business marketing efforts to certain geographies and sectors
 - Indirectly provide guidance and leadership to the continued development of *LA Maine: Forward* (the Economic Growth Strategy)
- Help design and financially support the program for the 2016, 2017, and 2018 LAEGC "Annual Dinner." With future focus on entrepreneurship and business development including, perhaps:
 - Entrepreneur Leader of the Year
 - LA Maine Economic Development Awards
 - Leadership, entrepreneurship, business speakers
- Provide for additional financial support for our direct business outreach and marketing efforts. BDC membership funds will be used to support:
 - Direct participation and sponsorship at targeted business outreach meetings, events
 - Travel costs for business visitors
- Other proactive and direct marketing projects to encourage new business in LA Maine

In calendar year 2016, \$12,500 has been raised, to date, by BDC supporters. The intent is to raise \$50,000 in calendar years 2017 and annually thereafter. We propose a three-year commitment by BDC supporters. More information on the structure of BDC is available, and we will actively begin reaching out for supporters in late spring, 2016.

Activities & Tactics

LAEGC will employ web and social media and, to a limited degree, print advertising, but primarily rely upon in-person participation, visits, and networking to market LA as a place for business. The following summarizes how those activities and tactics will be employed in our three business development arenas or program areas.

Entrepreneurship

LAEGC will participate fully with the Maine Accelerates Growth (MxG) program and encourage other organizations and agencies in LA to do the same. MxG is the new, leading, innovative program in the State around entrepreneurship. MxG is a network of organizations that have agreed to support entrepreneurial development across Maine and is funded through a unique financing model supported by the Maine Technology Institute and private donors. Participation in MxG provides our community with access to other expertise and partners interested in growing the entrepreneurial environment in Maine. MxG participation will support programming in and around LA hosted by LAEGC or other agencies and may provide for competitive access to future MxG funds.

LAEGC will market LA as an entrepreneurial and creative community via programming at various events and venues. LAEGC will help identify, encourage, and secure professional advisors for such events and be co-branded when doing so.

Telling our stories

LAEGC will initiate a regularly shared LA Entrepreneur article to be published locally and then on our website. We are finalizing plans for this semi-regular (4 to 6 times per year) series to be published in Twin City Times (TCT). We are working with TCT to have these articles co-branded and sponsored by one or two professional business service companies (resulting in no net increase in LAEGC budget). The article will highlight entrepreneurial programs in the community or region, success stories, and provide some technical guidance based on the sponsors' expertise. Publishing in TCT will allow us to target the local community while sharing it online with a broader audience.

A web portal for economic growth, starting with entrepreneurship

LAEGC will be shifting our website to www.laegc.org and transitioning its www.economicgrowth.org website to a portal for information, inspiration, and resources for guidance on economic development. For example, economicgrowth.org will offer resources on entrepreneurship and leading thoughts on time-tested economic development theory and practices. We will highlight research, programs, and activities from around the state, nation, and globe. We will use traffic and visitors to economicgrowth.org as "leads" and resources for our own efforts; we will foster new ideas, expertise, and potential new innovative partners and investors by making use of the tremendous asset economicgrowth.org provides. LA will become noticed as a leader in economic growth leadership and guidance—marketing our community in a subtle way to the world.

November Event ("Annual Dinner")

LAEGC's "annual dinner" will become a shorter, more dynamic event focused on entrepreneurship, creativity, and telling the stories of innovation. We will target dynamic speakers to address business and

entrepreneurial topics. We will not aim to be the largest event in town, but rather the one not to be missed. We propose that we “manage” the traditional economic development awards and will suggest that we limit the awards to one from each city, an “entrepreneur of the year” award, and perhaps one joint award. LAEGC will propose to make the nominations (with Council approval). Limiting the number of awards will intrinsically add value to each award and offer a sponsorship opportunity, thereby lowering costs of the event. The LA BDC will help sponsor this still to be named event.

BEAR LA

BEAR LA is our business visitation program, and we will “brand” this ongoing business expansion program as such. Its focus, of course, is the expansion and retention of our existing business community. The primary activity for BEAR LA is the business visits and follow-ups themselves and the resulting referrals or recommendations. We will take what we learn from our business community “on the road” and into other markets as part of our business attraction marketing. While there will be very little direct marketing for this activity, it will be integrated our business-to-business show and provide information that will inform our marketing and attraction efforts.

Maine B2B Show

LAEGC is re-branding our annual business-to-business show as the Maine B2B Show. The Maine B2B Show will be a statewide event held in LA each year. In our inaugural year, we are making it “statewide” by:

1. Engaging and reaching out to chambers of commerce around the state asking for their participation (and with the LA Metro Chamber offering to reciprocate at their event).
2. Partnering with the Manufacturing Association of Maine (MAMe) to offer their business “matchmaking” program as part of the event. Businesses from around Maine (or outside Maine) can sign up for this matchmaking service that attempts to identify a potential manufacturer (member of MAMe) to do business with.
3. Creating a “Startup Story Stage” that will allow for five relatively new startup companies to share their story, briefly, on the Show floor—five times throughout the day, at five locations around the floor. Again, we are reaching out around Maine to identify these story tellers. We are doing this and will explore other ideas in collaboration with MxG and Maine Startup and Create Week.
4. We are reaching out to our neighbors in Canada to bring companies, perhaps booths, to the Show to introduce businesses in the surrounding Provinces to companies in Maine.

The B2B event will not only helps our area business expand their markets, but serve as a means to attract new business, including those outside Maine and in Canada, to LA.

Sibling Cities

We will continue to explore and develop the Sibling City program where LA works with a community elsewhere to make introductions between businesses. This will continue to be refined in Saint John and Moncton, New Brunswick as a result of this past year’s activities (in part due to pre-existing connections and networks rekindled by John Holden) but will expand into Quebec and around the US and globe.

Business & Investment Attraction

The primary and most costly marketing activity is our business and investment attraction. This involves being in other places, other targeted markets, sharing with others the assets and opportunities to expand business and invest in LA.

LAEGC's website (laegc.org), our site economicgrowth.org, and social media channels will be used to share our activities around the globe. We will employ print advertising in a limited way. The most effective way to identify potential new business and investors is to meet them in person. Thus, most of our activity is focused on shows, events, and direct business visits.

One-time funding to launch

LAEGC secured \$40,000 in funding for "foreign direct investment" (FDI) from the Maine International Trade Center (MITC) and is coupling that with our own limited funds, \$20,000 in cash from the City of Lewiston, and a similar amount of in-kind from the City of Auburn. This is a unique, one-time grant for FDI marketing. We are using funds from the LA BDC to fund domestic (non-FDI) marketing, but in the near-future we will rely on new funding from the LA BDC and our base support from the cities to support both domestic and foreign direct investment attraction.

It is critical to note that this marketing plan is being launched through this one-time grant. These funds must be expended by September, 2017. Thus, this three-year plan is dependent upon a new inflow of marketing funds in 2017, 2018 and 2019.

Targeted Business Sectors and Geographies

As part of the economic growth strategy, *LA Maine: Forward*, we identified targeted business sectors. In securing the FDI funds and with guidance from MITC, we identified targeted geographies. We will, as noted below, continue to refine these targets and revise them as opportunities present themselves.

Our targeted business sectors and our activities outlined in this plan focus on include targeted shows and events around:

- Food and Food Distribution. LA is a transportation and logistics hub. We will further focus our efforts on the food sector as a growing component of economic growth in and around the larger region and the State. We will and are also collaborating with local and regional efforts to build a stronger food hub and regional distribution system in LA.
- Heavy (bulk) logistics, transportation, materials. LAEGC will work with its partners to refocus and help build traffic making use of our rail and intermodal facility. Interconnections into Quebec and the balance of Canada, coupled with new connections to Europe via the Port of Portland, will be explored.
- Manufacturing. LA Maine is a manufacturing region. Historically and currently, manufacturing is a strong presence in the LA MSA. Approximately 10 percent of the employment in the MSA is in manufacturing and the MSA employs approximately 11 percent more persons in this sector than the state as a whole. We believe we can continue to build this sector based on a recent \$6MM investment by Modula, our workforce, and available space at below market rates.

- Health Care Products—manufacturing. We will explore a sub-sector of manufacturing focused on the production and assembly of medical components and devices. This may complement other regional efforts to build the health care R&D community in Maine and builds on another of our own dominant sectors—healthcare.

Our targeted geographic markets include:

- Canada, specifically Quebec and Atlantic Canada
- Europe, in coordination with MITC and other MITC grant recipients, our focus will be on Italy, allowing us to use our own existing businesses and other professional connections in that market.
 - Modula, Systems Group
 - Aizoon, Inc.
 - Former LA business executive now living in Italy and volunteering on our behalf
- Hong Kong; China, to follow the lead of the Miracle Enterprise plans and other local community leaders' connections to other Chinese investors. LAEGC will collaborate directly with Auburn City staff on these efforts as part of Auburn's "in-kind" donation to the MITC grant.

Business & Investment Marketing Activities

We will focus our ***advertising activities*** to limited print placements in Maine Biz and a campaign to promote LA's lower housing and business lease rates and land prices in the Portland Press. The latter will be placed in partnership with area real estate brokers.

LAEGC will invest in ***materials*** to promote its new brand. This includes a limited amount of secondary, "giveaway" items such as cups, shirts for staff, a new trade show booth, and printed materials. Also included in materials will be new print collateral, including an 8-12 page insert in Progress Magazine with print overrun that will allow us to tell the LA story.² The insert will be published in Progress Magazine's international issue and distributed to 40+ Canadian Consulate offices around the globe. The printed overrun will provide us with a piece that can be shared at other events and programs.

LAEGC has engaged and will engage other ***consultants*** to identify targeted opportunities and "qualified leads" for companies interested in expansion or investment in LA. This will include continued refinement of our targeted business opportunities. We will also continue to engage web and social media consultants to provide SEO and other targeted on-line marketing.

LAEGC will hold and use a portion of its funds for direct ***client visits***. These include our travel and expenses to meet with qualified leads (identified by our consultants or otherwise). This also includes covering expenses for interested parties when they visit LA.

The largest percentage of our direct marketing budget is on membership and attendance at various ***trade shows and other business events*** where we can directly meet potential new interested businesses

² Progress Magazine is a business magazine in Atlantic Canada with a sister publication focused on the Franco market, including Quebec.

and investors. This includes events focused on our FDI budget, but also, to a limited degree due to limited funds, domestic targeted sectors. At this time, our plan includes the following:

- We will attend in-state events and programs with a focus on the southern Maine, Portland programs—targeting opportunities for investment from that region of the state.
- Federal and FDI Forum, Washington DC, spring 2016. This will include direct meetings with contacts associated with Lufthansa Technik to explore opportunities to expand their presence in Auburn. Our strategy is to encourage expanded investment after the “Connie” project is complete at AL Airport, including technical and perhaps flight training at the airport.
- Face to Face, summer 2016. This is an executive level event for business leaders in Atlantic Canada. LAEGC is still working with a company it met at last year’s Face to Face, and we hope to encourage other business leaders to participate in this senior-level “retreat.” Working with our consultants, we intend to have follow-on business visits around Atlantic Canada around this event or later in the summer of 2016.
- Select USA, summer 2016. This event brings interested companies from around the world to one event in the US. We will insert ourselves with the guidance of our consultants as guests from the Canadian delegation, together with MITC.
- MITC Mission, Toronto, summer 2016. We will work with consultants to set up qualified leads as part of MITC’s Canadian Trade mission.
- Intermodal Association of North America, fall 2016. In coordination with our own local firm working to promote the event (Rinck Advertising), we will attend IANA as part of our focus on developing activity at the Auburn Intermodal Facility and along the rail assets in LA.
- Site Selection and Economic Development, fall 2016. We will attend site selection and professional development events (using another portion of the LAEGC budget, in part) to make connections and network into the site selection profession.
- National Business Aviation Association, fall 2016. This association may help identify new business aviation investors to make use of the assets at the AL Airport.
- Italian Show, business visits, TBD 2016, 2017. Working with our existing company partners and volunteer consultants, we are exploring opportunities to attend and make company visits in Italy, primarily around the manufacturing region of Turino.
- National Association of Manufacturers, TBD. We will target participation in NAM later in FY2016 or FY2017. ***This will be a portion of our “domestic” marketing and is thus limited by our municipal fund and fund we raise through the LA BDC.***
- Medical Products Manufactures, TBD. We are researching associations and shows to target this sector and will explore one at least once in FY2017 with additional refinement in FY2018. ***This will be a portion of our “domestic” marketing and is thus limited by our municipal fund and fund we raise through the LA BDC.***

Three-Year Marketing and Operations Budget

The attached tables summarize the current Marketing Plan as well as some historical LAEGC operating budget figures. LAEGC, as noted in this Marketing Plan, has secured one-time marketing funds focused on FDI. FY2018 marketing expenses will be reduced as these funds are exhausted, but are still estimated at 21% of expenses. Overall marketing expenses are up to near 25% of the overall expenses in FY2016 up from 11-15% of expenses in FY2013-2015. To maintain marketing levels at the 20-25% level, we intend to raise additional LA BDC funds. We hope to reach the \$50,000 level in calendar year 2017 for use in FY2018 and into FY2019. That will be contingent, of course, upon continued municipal funds at current levels, with a slight increase in FY2019 to account for cost of living adjustments. Note that personnel costs have been reduced as a percent of total expenses from an average of 66% for FY2013-2015, to 62% in FY2016 and are projected to be reduced to 57% in FY2019.

LAEGC Summary Three-Year Marketing Plan And Marketing Budget

	FY 2016 (6 mo)	FY 2017	FY 2018*	FY 2019*
Entrepreneurship	\$0	\$16,000	\$16,000	\$16,000
BEAR LA	\$44,500	\$46,000	\$46,000	\$49,000
Biz & Invest Attract	\$24,315	\$75,445	\$56,800	\$80,000
Other General		\$17,929	\$15,000	\$15,000
	\$68,815	\$155,374	\$133,800	\$160,000

*FY 2018 & 2019 estimate from FY 2017

Sources of Funds	FY 2016 (6 mo)	FY 2017	FY 2018*	FY 2019*	Total by Source
MITC FDI Grant	\$0	\$34,200	\$5,800	\$0	\$40,000
Lewiston MITC match	\$6,500	\$8,500	\$5,000	\$0	\$20,000
LAEGC Base Funding	\$12,250	\$31,195	\$30,000	\$30,000	\$103,445
LA BDC	\$0	\$9,000	\$16,000	\$50,000	\$75,000
Sponsor	\$44,500	\$46,000	\$46,000	\$49,000	\$185,500
Other	\$5,565	\$26,479	\$31,000	\$31,000	\$94,044
	\$68,815	\$155,374	\$133,800	\$160,000	

Other includes LARC, Auburn In-Kind to MITC, Other Sponsors.

Other FY2018 includes raising additional \$16,000 from economicgrowth.org & other sources

FY2018 assumes using \$12,500 of BDC raised in CY2017; FY2019 assumes raising \$50,000 per CY

Assumes BDC raises \$50,000 per CY starting in CY2017, \$12,500 used per FY starting in FY2018

The above is for direct marketing funds only, not LAEGC overhead or personell costs

LAEGC Historical and projected Budget for FY2017

LAEGC Budgets, Expenses; FY 2013-16

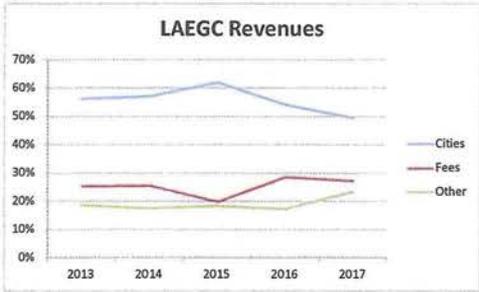
Revenues	FY 2013*		FY 2014*		FY 2015*		FY 2016**		FY 2017***	
	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total
Cities	\$321,374	56%	\$305,305	57%	\$321,220	62%	\$321,220	54%	\$321,220	49%
Fees	\$146,739	26%	\$137,363	26%	\$103,472	20%	\$170,750	29%	\$177,750	27%
Other	\$105,536	18%	\$92,983	17%	\$94,700	18%	\$101,950	17%	\$151,367	23%
Total	\$573,649	100%	\$535,651	100%	\$519,392	100%	\$593,920	100%	\$650,337	100%
Expenses										
Personell	\$390,424	66%	\$378,915	69%	\$322,221	60%	\$367,933	62%	\$374,163	58%
Contracted	\$13,296	2%	\$15,985	3%	\$21,409	4%	\$26,000	4%	\$22,500	3%
Admin	\$41,186	7%	\$33,964	6%	\$36,197	7%	\$47,800	8%	\$42,300	7%
Fixed	\$63,751	11%	\$59,975	11%	\$62,835	12%	\$56,000	9%	\$56,000	9%
Marketing	\$82,728	14%	\$60,055	11%	\$91,774	17%	\$96,000	16%	\$155,374	24%
Total	\$591,385	100%	\$548,894	100%	\$534,436	100%	\$593,733	100%	\$650,337	100%
Balance	(\$17,736)		(\$13,243)		(\$15,044)		\$187		\$0	

* Actual

** Projected, as of 02/29/16

*** Budget as of 02/29/16 (includes \$11,300 grant funds dedicated to marketing into FY2018)

Chart of LAEGC Revenues and Expenses FY2013-2017



Estimated Three-Year Operating Budget, FY2017-2019

Revenues	FY 2017		FY 2018		FY 2019	
	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total
Cities	\$321,220	49%	\$321,220	51%	\$321,220	49%
Fees	\$177,750	27%	\$177,750	28%	\$180,000	27%
Other	\$151,367	23%	\$129,630	21%	\$155,580	24%
Total	\$650,337	100%	\$628,600	100%	\$656,800	100%

Expenses						
	Dollars	% of Total	Dollars	% of Total	Dollars	% of Total
Personell	\$374,163	58%	\$374,000	59%	\$376,000	57%
Contracted	\$22,500	3%	\$22,500	4%	\$22,500	3%
Admin	\$42,300	7%	\$42,300	7%	\$42,300	6%
Fixed	\$56,000	9%	\$56,000	9%	\$56,000	9%
Marketing	\$155,374	24%	\$133,800	21%	\$160,000	24%
Total	\$650,337	100%	\$628,600	100%	\$656,800	100%

Balance	\$0	\$0	\$0
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DRAFT
Amendment & Extension
Lewiston Auburn Economic Growth Council
Scope of Services
For the period July 1, 2016 through June 30, 2019
To, for, and with
City of Lewiston and City of Auburn
March 27, 2016

The City of Lewiston and the City of Auburn jointly entered into a Memorandum of Understanding in 2014 with the Lewiston Auburn Economic Growth Council. That MOU was based on an agreed upon "Scope of Services." Both documents are attached. LAEGC has provided Progress Reports (also attached) and met all the primary tasks outlined in the Scope of Services.

This Amendment and Extension to that Scope of Services is intended to extend, clarify, confirm, and solidify the working relationship between LAEGC and the City of Lewiston and Auburn.

By entering into this amendment and extension, the City of Lewiston, the City of Auburn, and the LAEGC agree to the Principles and Guiding Principles & Approach stated in the Scope of Services, subject to updates and revisions stated herein.

Primary Principles: Reiterated and Restated

See attached.—(Attach original Scope of Services, Primary Principles)

LAEGC Primary Role

LAEGC's primary role will be to continue to foster and encourage efficient, effective, and coordinated economic development services for Lewiston and Auburn. Specifically, LAEGC will;

1. Continue to engage the broader community of Lewiston and Auburn and stakeholders in the implementation and refinement of the community economic growth strategy; *LA Maine: Forward*. LAEGC will do so by holding at least one community engagement session every year to report on progress and gather additional input to make refinements to the strategy.

2. Implement and continue refinement of LAEGC's Marketing Plan. LAEGC will provide quarterly progress reports to each City Council, based on agreed-upon metrics. With input from City Staff, LAEGC will refine its metrics and Business Development Reports to reflect metrics approved as part of this Amendment & Extension. LAEGC will coordinate and communicate regularly with city staff to assure that all parties are well aware of marketing and business development activities (see Metrics). To specify, LAEGC's primary marketing role is to:
 - a. Encourage and foster entrepreneurship in Lewiston and Auburn
 - b. Expand existing business
 - c. Attract new business and investment

3. Continue to provide leadership on the coordinated business visitation program (BEAR LA). Provide progress reports to City Council on a bi-annual basis. Progress reports will include additional metrics (see Metrics).

4. LAEGC took on the challenge of crafting a Community Brand as part of its delivery of the 2014 Scope of Services. LAEGC will be the lead agency responsible for the deployment of that Brand for economic development purposes, and will continue to foster the development of that Brand with input from its own Committee and the community at large. It is recognized, by all parties, that the full development and deployment of a Community Brand will take additional financial resources, beyond what is proposed in the LAEGC Marketing Plan and Three-Year Operating Budget. LAEGC shall seek out such funding but full deployment of the community brand is contingent upon additional funding.

5. LAEGC will continue to secure and deploy loan funds.
 - a. Provide loan underwriting guidance to each City and the City's Loan Committee at the request in writing from City Economic Development Director.
 - b. Provide guidance, at City request, for securing, modifying, or designing new loan or grant programs making full use of City TIF or CDBG funds.

6. LAEGC will continue to provide logistical support and administrative services to the three local development corporations that it had traditionally been tasked (under separated agreements) to manage. As part of that management, LAEGC will continue to foster coordination, collaboration among all three and the cities they represent, and leverage the strengths of these agencies for the common economic development goals in Lewiston and Auburn. Subject to each individual Board's approval and consent, each organization, with LAEGC and City input, will develop strategic development plans for the highest use and value of their limited resources.
 - a. Auburn Business Development Corporation
 - b. Lewiston Development Corporation
 - c. Lewiston Auburn Railroad Company

7. LAEGC will continue to seek additional non-municipal revenue sources to support its Primary Role, identified here.

8. LAEGC will continue to offer the following additional value-added services to the City economic development efforts, and report periodically to City Council on the progress of same:
- a. Provide recommendations to City Staff in regards to amendments to existing Tax Increment Financing Districts and Development Programs, or to new Tax Increment Financing proposals under consideration by the Cities. LAEGC will require direction from City Staff on the programs and activities each city might want to pursue using TIF funds. LAEGC may request guidance from City Council(s) on such direction or policy. LAEGC and City Staff will clarify and confirm the level and scope of work for LAEGC Staff in each TIF engagement.
 - b. Recommendations on municipal our joint TIF Policy and on the Joint Development Protocol, with City Staff input, for consideration to each City Council.
 - c. Provide guidance, input, and collaborative support to other economic development projects or programs, as appropriate. Examples include, but are not limited to:
 - i. Leadership and coordination of events in the City such as attracting the Manufactures Association of Maine, Build Maine, Maine Economic & Real Estate Development Association, and other such events.
 - ii. The development of additional sources of revenue (grants or other) to support other community economic development efforts such as grants for creative place making with LA Arts, grants to expand the Museum LA, grants or other funding to support maker space in Auburn, etc.
9. Other
- a. LAEGC will continue to “share” and assist in marketing other projects, activities, or events as part of its social media feeds.
 - b. LAEGC will work with other community groups to seek out funding and investments in projects to support the economic growth strategy, LA Maine: Forward.
 - c. LAEGC will continue to serve as leader and catalyst for economic development efforts in Lewiston and Auburn, to the extent time allows given above priority functions.

City (Lewiston and Auburn) Role

By design, city staff, Council Members, and the Mayor sit on LAEGC Board and are responsible for sharing with their respective peers the reports, dialogue, and discussion at LAEGC Board Meetings. City staff (Economic Development Directors or appointees) will participate in additional communications and coordinated efforts initiated by LAEGC.

City staff will be responsible for reporting to LAEGC staff any questions, concerns, or issues raised by the Mayor or City Council members, respectively.

Term

This Amendment & Extension shall be from July 1, 2016 through June 30, 2020 to coincide with the LAEGC Marketing Plan and Operating Budget. The annual request to each city is proposed in that Plan and Budget, but all parties recognize the need to review that request annually as part of each city's annual municipal budgeting process and as part of the bi-annual Progress Reports (see below)

Metrics

LAEGC has prepared a Business Development Report showing number of business contacts, leads, etc. With execution of this Agreement, all parties to this Amendment & acknowledge that the final result of most business projects is realized through the collaborative efforts of a number of parties, including City staff, LAEGC, local development corporations, professional services, bankers, attorneys and others.

The Business Development Report may be refined by mutual agreement of the City Administrator and City Manager and LAEGC. LAEGC will print and present this Report quarterly to the City Administrator, City Manager or Economic Development Staff if so designated. LAEGC will review the status of the BD Report on a monthly basis with Economic Development Staff in each City.

Progress Reports and Metrics (Targets) will include:

LAEGC will report to City Council at least quarterly on projects and initiatives. LAEGC will submit a Progress Report twice per year (March and November) starting in November, 2016. The Progress Report shall summarize LAEGC work on its Primary Role and its collaborative efforts with each City Economic Development Department. The Progress Report will also include the following Metrics or Report on 'Targets'.

1. New business contacts (outside LA Maine) made (through proactive marketing). Target = 80 per 12 month period (fiscal year)
2. New business interests (outside LA Maine) engaged in some detailed follow up. Target = 30 per 12 month period (fiscal year)
3. New business site visits (outside LA Maine) in either Lewiston or Auburn. Target = 12 per 12 month period (fiscal year)
4. Existing business visits (by LAEGC and coordinating and facilitating visits by City Staff and Career Center, collectively as the BEAR LA Team). Together, the coordinated BEAR LA Team will target to meet 60 existing businesses per 12 month period (fiscal year). As noted, LAEGC will convene meeting of BEAR LA Team and other service providers to produce a summary report of lessons learned, trends, and business expansion issues and opportunities.
5. Non-municipal funding secured, requested (as in grant proposal), or requested either as part of the approved budget or outside the LAEGC budget to support its Primary Role.
6. Additional funding LAEGC supported through in-kind donation, grant development assistance, or in other ways for other organizations or either City.



L/A Arts
221 Lisbon Street
Lewiston, ME 04240
(207) 782-7228
FAX: 782-8192
www.laarts.org

April 6th, 2016

To the Honorable Mayor and City Council,

L/A Arts seeks \$25,000 from the City of Lewiston in support of its ongoing work as the local arts agency delivering arts and cultural programs, support for artists and local institutions, and education through the arts. The funding will go toward modest staff salaries for the full-time executive director, office manager, and part-time program coordinator working within the City of Lewiston. It will ensure stability for its current fixed costs including: rent, utilities, & office supplies. It will also go toward direct Lewiston side programming expenses including artist fees, art supplies, and marketing/promotion.

BOARD OF DIRECTORS

Judy Vardamis, *Chair*
Marc Roy, *Treasurer*
Bill Low
Marcy Plavin
Rene Minnis
John Blanchette
D.J. Martin
Denise Scammon

STAFF

Joshua Vink
Executive Director

Penny Drumm
Business Manager

Tyson Pease
Program Coordinator

Our efforts in the City of Lewiston include our Arts in Education programs in multiple disciplines (Dance, music, visual arts and poetry), led by our roster of professional arts educators in the schools. Our Ice Festival (which will celebrate its fifth year in 2017) event brings thousands of people to downtown Lewiston to share and celebrate the arts in our Maine winter. Our sixth annual Art Walk will begin in May of 2016, where we will bring back art galleries, live music, special exhibits and the best of L/A's visual artists on the last Friday of every month through September. We are also completing Cultural Plan L/A (with partner and non-profit collaborative group Arts & Culture Lewiston Auburn) to help realize shared strategies to elevate the arts and culture in the area into the future. This will include implementing such priorities as expanding Arts in Education, fostering more diverse arts experiences, and grow a critical mass of artists and innovators.

With respect to our organizational goals, for Arts in Education in Lewiston schools we are building partnerships with the Bates Museum of Art around our core program Maine Writes Poetry, expanding our residencies, and developing our professional roster of teaching artists. We have successfully completed the survey phase of Cultural Plan L/A (meeting our participation goal with over 600 respondents from the community) and will be moving into the implementation stage of the project. In Art Walk, we are developing our base of artists, increasing their connection to local businesses, and enhancing performances in the City of Lewiston throughout the event. Finally, we are working to develop a new Arts Agency Initiative which aims to bridge the artisan entrepreneur class with business development opportunities in downtown Lewiston.

With continued support from the City of Lewiston, L/A Arts will stay competitive toward achieving its important mission and goals for the community. These hometown arts initiatives will value and celebrate the individual voices of a rapidly changing cultural landscape in L/A, and help foster ongoing revitalization of the states' second largest city. From support for overhead to helping realize newly envisioned programs and strategies, this funding will provide crucial resources to allow L/A Arts to carve out a sustainable future for the forty-three old organization.

Sincerely,

A handwritten signature in blue ink that reads "Joshua Vink".

Joshua Vink
Executive Director

L/A Arts Budget Supplemental Narrative 2017:

This supplemental narrative is to offer context and detail to L/A Arts' 2017 projected budget, including a breakdown the core programs L/A Arts delivers to the city of Lewiston. L/A Arts began in 1973 as LPL Plus, a program established by the trustees of the Lewiston Public Library. In 1988, the organization officially became known as L/A Arts, and shortly thereafter the Twin Cities designated it the local arts agency. Since 1973, the mission of L/A Arts has been to contribute to the vibrancy and progress of Lewiston/Auburn by developing sustainable and impactful arts programs, supporting local arts and cultural institutions, and educating through the arts. The organizations four core programs include: Artwalk L/A, Ice Festival L/A, Arts in Education and Arts Agency Initiatives (Cultural Plan L/A, Arts & Culture Lewiston Auburn, & Downtown Creative Industries).

The L/A Arts initiatives which comprise this budget begin with *Art Walk L/A* (www.artwalklewistonauburn.com). Taking place the last Friday of every month from May - September, Art Walk is a community arts event which features over twenty-five visual arts galleries, creative exhibitions, and special performances in the downtown districts of Lewiston/Auburn (L/A Arts directs 85% of its resources to the City of Lewiston side of Art Walk each year). Each month local businesses convert their spaces into complementary art exhibits, galleries and/or performances. L/A Arts typically curates several such spaces in Lewiston, including converting empty storefronts, businesses, and/or window exhibits into galleries. Live outdoor presentations by artists in multiple art forms (music, dance, theater) take place in Dufresne Plaza, on sidewalks, or in galleries. Drawing thousands of people each summer to the downtowns, Art Walk L/A has established itself as an event promoting culture, community and economic development for the Twin Cities.

L/A Arts transforms student learning and teacher practices with the rich academic, social and artistic value of *Arts in Education*. Arts in Education has been at the forefront of L/A Arts' work for over three decades. Schools in Lewiston choose arts residencies and performances (in theater, literacy, music, dance, and visual arts) from L/A Arts Maine based roster of professional teaching artists that best fits the educational needs of their students. In the coming year we will continue to integrate our arts curricula into common core standards, professionally develop our teaching artists, and deepen collaborative partnerships with the school districts. The goal for 2020 is to reach every Lewiston student with quality Arts in Education program each year. Support from the City of Lewiston will go to support administrative and direct costs to effectively manage and implement these important programs.

Ice Fest Lewiston/Auburn (www.icefestla.com) is an extremely successful three-day event, consisting of beautiful ice sculptures and bars, live music, creative foods, and family entertainment in the Fountain Park and the Bates Mill Atrium in downtown Lewiston. Drawing 2,500+ people each year it is the largest event of its kind in Maine. Ice Festival involves partnerships with volunteer teams and dozens of organizations and businesses. The event showcases the best in arts and culture in our Maine winter, and by drawing large numbers of patrons into the downtown, is an economic and social boon for the City of Lewiston.

Finally, the organization supports local artists and arts organizations through *Arts Agency Initiatives*, which develop widespread strategies for the arts and culture in the region, empowers artisans and creative entrepreneurs, and engages local organizations in planning and marketing. L/A Arts supports strong collaborations and regional arts and culture initiatives in L/A to promote deep-

rooted change that elevates the region as an arts and culture destination. This includes our work as a founding and participating member of Arts & Culture L/A (www.artsandculturela.org), a 15-organization arts and culture alliance which aims to develop marketing and promotional strategies for the arts and culture at large in the Twin Cities. L/A Arts is also the lead coordinator of Cultural Plan L/A 2016 (with a 30-member steering committee) to solicit feedback from the L/A community to define priorities which will elevate the arts and culture into the future. Cultural Plan L/A seeks to establish new and meaningful partnerships between the arts and other sectors, strengthen L/A's creative economy, and bolster funding and revenue for local arts projects. By pulling together rich and varied perspectives from cross sector leaders, the intended plan stands to tap into the rich intellectual and innovative resources of our community to realize best practices in arts and culture into the future. Finally, L/A Arts is developing a new initiative entitled Downtown Creative Industries to empower artisans and creative entrepreneurs with networking and businesses development opportunities to grow the creative sector in Lewiston.

On the income side, public funding for L/A Arts comes from the city of Lewiston, whose allocation is used to support general operating costs associated with all four major organizational initiatives. Additional support from the Lewiston Public Schools goes to direct service Arts in Education programs in Lewiston district schools. Foundational support for L/A Arts general operating expenses comes from corporate sponsorships and grants the organization receives. For 2016-17, both national and regional funders are being sought to support funding for all core programs. L/A Arts has a consistent support of individual donors which comprise the general operating figures in that respective category. For corporate giving, L/A Arts has a strong base of recurring business supporters, both general business non-sponsors which give to general operating costs, as well as program specific sponsors. All corporate sponsors receive promotional, special ticketing, and/or recognition at L/A Arts events as benefits in return for their funding. With local partners, L/A Arts has three \$75,000 grants it has applied to for 2016-17. It has applied to Phase II of the Cultural Plan with the Maine Arts Commission, which over the course of three years will implement the strategies and priorities outlined in Cultural Plan L/A. For its initiative to support downtown creative artisans and industries, it has applied to the National Endowment for the Arts Our Town grant and the Kresge Foundation.

For discrepancies on the income side with respect to 2016 estimated to actual, the organization did see a reduction in corporate donations and overall foundational support, however did make up those distinctions on the expenses side. Increases in program and administrative service fees reflects the new strategies and emphasis on supporting other arts and cultural organizations (Maine Music Society, Playbill, ACLA) with administrative work. L/A Arts is seeking additional funds from the Auburn Recreation Department for support of Art Walk L/A Auburn side.

Donated goods and services are widespread through the organization and its programs. Under general operating, this support comes from discounts on financial work from local business, volunteers, and advertising/marketing in-kind services. In Arts in Education, these donations come in the form of school based technology support and space usage, assistance from regional partners, volunteers, and professional development facilitators. For Ice Fest, L/A Arts has a broad base of in-kind support it receives from volunteers, and donated materials and food from local businesses and/or partners. Its Artwalk program receives support mainly from volunteers, but also receives in kind goods from local restaurants for food, and services from artists who perform as part of the event.

For expenses, L/A Arts main expenses fall under wages and artist fees. Wages are to pay for two full-time staff members, as well as a part-time program coordinator, and includes an in-kind intern. Artist fees are associated with community event programs such as Artwalk and Ice Fest, pay teaching artists and performers in its in-school programs, and will support the work of marketing and supporting local artisans in the Arts Agency Initiative. Occupancy and office expense fees are for direct overhead for everyday operations, and includes rent and utilities. Professional fees are for accounting services related to tax preparation. Contracted services go toward construction costs associated with art making, space preparation and maintenance, and costs for general program and video and photographic documentation.

LA Arts Funds Request Summary for City of Lewiston
Summary Sheet
LA Arts is Requesting \$25,000 in donations from the City of Lewiston

	FY15 Actual	FY16 Budget	FY16 Estimated Actual	FY17 Budget
REVENUE				
50001 Government & Public Inst Grants	\$ 37,260	\$ 54,585	\$ 44,000	\$ 35,000
50002 Private Institution Grants - Foundations	76,450	63,000	26,550	123,000
50003 Corporate Donations	71,230	73,165	40,700	38,550
50004 Individual Donations	35,152	24,500	19,000	20,000
50007 Donated Goods	40	85	-	18,842
50008 Donated Services	20,946	44,857	15,000	19,400
Total Contributions, Grants, & Gifts	<u>241,078</u>	<u>260,192</u>	<u>145,250</u>	<u>254,792</u>
50201 Sponsorships and Advertising	11,377	11,685	49,645	46,375
50202 Ticket Sales	20,600	22,430	18,420	19,000
50203 Artwork Sales	177	195	100	125
50204 Program Service Fees	16,295	10,335	24,950	21,250
50205 Administrative Service Fees	20,954	13,290	21,100	22,054
50206 Sales Commissions	3,266	2,075	3,520	3,200
50400 Other Revenues and Gains	1,161	1,750	650	1,161
Total Program Service Revenue	<u>73,830</u>	<u>61,760</u>	<u>118,385</u>	<u>113,165</u>
TOTAL REVENUE	314,908	321,952	263,635	367,957
EXPENSES				
70000 Employee Expenses	123,884	130,074	149,000	151,524
70200 Non-Employee Expenses	66,168	75,618	51,615	66,220
70400 Advertising & Promotion	22,399	31,452	16,100	30,450
70600 Office Expenses	8,840	12,689	7,750	15,090
70800 Information Technology	1,524	700	2,750	6,350
71200 Occupancy Costs	15,353	14,160	15,350	14,860
72400 Insurance Expense	5,778	5,000	5,000	5,778
72600 Program Production Expenses	12,866	42,142	14,554	53,794
All Other Expenses	<u>8,244</u>	<u>3,125</u>	<u>2,521</u>	<u>875</u>
TOTAL EXPENSES	<u>265,056</u>	<u>314,960</u>	<u>264,640</u>	<u>344,941</u>
NET INCOME	<u>\$ 49,852</u>	<u>\$ 6,992</u>	<u>\$ (1,005)</u>	<u>\$ 23,016</u>

**LA Arts Funds Request Summary for City of Lewiston
Fiscal Year 2017 Budget Detail**

	Q1	Q2	Q3	Q4	Total
REVENUES					
50001 Government & Public Inst Grants					
City of Lewiston	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 25,000
City of Auburn	-	-	-	5,000	5,000
Other	1,250	1,250	1,250	1,250	5,000
Total Government & Public Institution Grants	7,500	7,500	7,500	12,500	35,000
50002 Private Institution Grants - Foundations					
Various instituions for AIE program	4,375	4,375	4,375	4,375	17,500
Quimby Foundation	25,000	-	-	-	25,000
Ladd Foundation	5,000	-	-	-	5,000
Anthony Trust	125	125	125	125	500
Maine Arts Commission - CCED Grant Phase II	-	75,000	-	-	75,000
Total Private Instiution Grants - Foundations	34,500	79,500	4,500	4,500	123,000
50003 Corporate Donations					
Various Corporations for General	5,263	5,262	5,263	5,262	21,050
Various Corporations for AIE	1,250	1,250	1,250	1,250	5,000
Various Corportations for Art Walk	2,500	2,500	-	2,500	7,500
Various Corporations for Downtown Industries	1,250	1,250	1,250	1,250	5,000
Total Corporate Donations	10,263	10,262	7,763	10,262	38,550
50004 Individual Donations	5,000	5,000	5,000	5,000	20,000
50007 Donated Goods					
Supplies for AIE	-	3,271	3,271	-	6,542
Supplies for Ice Festival	-	-	4,850	-	4,850
Marketing & signage for CCED	688	687	688	687	2,750
Marketing & signage for Art Walk	1,750	-	-	1,750	3,500
Materials for ACLA	300	300	300	300	1,200
Total Donated Goods	2,738	4,258	9,109	2,737	18,842
50008 Donated Services					
Advertising	3,125	3,125	3,125	3,125	12,500
Accounting services	-	3,000	-	-	3,000
Internet services	175	175	175	175	700
Consultants space for AIE	-	-	900	-	900
Event space for Ice Festival	-	-	800	-	800
Storefront space for ACLA	375	375	375	375	1,500
Total Donated Services	3,675	6,675	5,375	3,675	19,400
50201 Sponsorships and Advertising					
Performance Playbill	5,688	5,687	-	-	11,375
Ice Festival	-	17,500	17,500	-	35,000
Total Sponsorships and Advertising	5,688	23,187	17,500	-	46,375
50202 Ticket Sales					
Ice Festival	-	-	17,500	-	17,500
Annual Meetings	750	750	-	-	1,500
Total Ticket Sales	750	750	17,500	-	19,000
50203 Artwork Sales	31	32	31	31	125
50204 Program Service Fees					
Art Walk Businesses and Participants	500	-	-	500	1,000

**LA Arts Funds Request Summary for City of Lewiston
Fiscal Year 2017 Budget Detail**

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Total</u>
Maine Arts Commission Service Fee	438	437	438	437	1,750
Lewiston Schools for Arts in Education	-	8,750	8,750	-	17,500
Auburn Schools for Arts in Education	-	500	500	-	1,000
Total Program Service Fees	<u>938</u>	<u>9,687</u>	<u>9,688</u>	<u>937</u>	<u>21,250</u>
50205 Administrative Service Fees					
Maine Music Society	4,375	4,375	4,375	4,375	17,500
Performance Playbill	-	4,554	-	-	4,554
Total Administrative Service Fees	<u>4,375</u>	<u>8,929</u>	<u>4,375</u>	<u>4,375</u>	<u>22,054</u>
50205 Sales Commissions	-	3,200	-	-	3,200
50400 Other Revenues and Gains	<u>290</u>	<u>290</u>	<u>290</u>	<u>291</u>	<u>1,161</u>
TOTAL REVENUES	75,748	159,270	88,631	44,308	367,957
EXPENSES					
70000 Employee Expenses	37,881	37,881	37,881	37,881	151,524
70201 Artist Fees	5,500	8,250	25,520	5,500	44,770
70203 Accountant Fees	-	3,000	-	-	3,000
70204 Professional Consultants					
Ice Festival	-	-	1,450	-	1,450
Downtown Industries / ACLA	3,438	3,437	3,438	3,437	13,750
Art Walk	<u>250</u>	<u>-</u>	<u>-</u>	<u>250</u>	<u>500</u>
Total Professional Consultants	<u>3,688</u>	<u>3,437</u>	<u>4,888</u>	<u>3,687</u>	<u>15,700</u>
70206 Independent Contractors	-	-	2,750	-	2,750
70400 Advertising and Promotion	7,613	7,612	7,613	7,612	30,450
70600 Office Expenses	3,585	3,585	4,335	3,585	15,090
70800 Information Technology	1,588	1,587	1,588	1,587	6,350
71200 Occupancy Costs	3,715	3,715	3,715	3,715	14,860
72400 Insurance Expense	1,445	1,444	1,445	1,444	5,778
72600 Program Production Expenses	10,726	11,071	21,272	10,725	53,794
Other Expenses (Multiple Categories)	<u>219</u>	<u>219</u>	<u>219</u>	<u>218</u>	<u>875</u>
TOTAL EXPENSES	<u>75,960</u>	<u>81,801</u>	<u>111,226</u>	<u>75,954</u>	<u>344,941</u>
NET INCOME (LOSS)	<u>\$ (212)</u>	<u>\$ 77,469</u>	<u>\$ (22,595)</u>	<u>\$ (31,646)</u>	<u>\$ 23,016</u>

**LA Arts Funds Request Summary for City of Lewiston
Employee Expenses Summary**

	<u>FY15 Actual</u>	FY16 Estimated Actual	<u>FY17 Budget</u>
Executive Director	\$ 57,766	\$ 57,766	\$ 57,766
Business Manager	39,395	39,395	41,365
Program Coordinator	8,041	27,300	27,300
Maintenance	<u>2,423</u>	<u>2,423</u>	<u>2,423</u>
Total Salaries	107,625	126,884	128,854
Health Insurance	4,120	5,000	5,000
Taxes and Other Payroll Costs	<u>12,139</u>	<u>17,116</u>	<u>17,670</u>
Total Benefits and Other	<u>16,259</u>	<u>22,116</u>	<u>22,670</u>
Total Employee Expenses	<u>\$ 123,884</u>	<u>\$ 149,000</u>	<u>\$ 151,524</u>

Economic and Community Development

Lincoln Jeffers

Director



To: Honorable Mayor and Members of the City Council
From: Lincoln Jeffers
RE: Proposed CDBG Budget and Action Plan
Date: April 7, 2016

Lewiston is a Community Development Block Grant (CDBG) Entitlement Community and receives a Federal grant each year which is to be spent to benefit low to moderate income residents. As with the municipal budget, the City Council decides how CDBG funds are invested each year. However, as a Federal grant, there are regulations and processes which must be followed annually in coming to that decision. What follows provides more detail on the process for determining how those funds are to be spent.

Background

The CDBG program was created in 1974 to help states and communities combat poverty and assist in the development of viable urban communities. It is administered by the Department of Housing and Urban Development (HUD). The overarching goals of the program are to help provide the following, principally for persons of low and moderate income:

- Decent housing
- A suitable living environment
- Expanded economic opportunities

To achieve these goals, CDBG regulations set forth eligible activities and the national objectives that each activity must meet. As a recipient of CDBG funds, Lewiston is charged with ensuring that these requirements are followed.

Lewiston has been a CDBG Entitlement Community since 1974. Entitlement Communities annually receive a funding allocation directly from HUD based on a formula established by Congress. Other communities in Maine designated as Entitlement Communities are Portland, Bangor, Auburn, Biddeford, and Cumberland County. The State of Maine also receives a funding allocation that is distributed by the state to other non-entitlement communities on a competitive, per project basis each year.

The bulk of Lewiston's CDBG funds are invested in or for the benefit of the residents of our Target Area -- Census Tracts 201 to 204 (map attached). Historically, the city has used its funds primarily for housing improvements, economic development, infrastructure improvements in the Target Area, and social services. So long as the broad national goals of the program are met, there is considerable flexibility in how the funds are spent.

Over the last 7 years, Lewiston's allocation has shrunk 24%, from \$1,040,235 in FY 2010 to \$792,380 in FY 2017. Over the last several years, funding has hovered around \$780,000 annually. It is noteworthy that the FTY 2017 allocation is approximately 2% higher than the FY 2016 allocation of \$777,025.

Planning and Goals

As an Entitlement Community, Lewiston must comply with significant administrative and reporting requirements from HUD. Among those requirements are developing and adopting a 5 year strategic plan, known as the *Consolidated Plan*, which outlines how CDBG funds will be used over the term of the plan.

Public participation is an essential component of the development of a Consolidated Plan as well as in determining how CDBG funds should be spent each year. Beginning in the fall of 2014, Lewiston's 7 member CDBG Citizen Advisory Committee (CAC), along with staff and a consultant, held six public meetings and numerous interviews with stakeholder groups to identify the most critical eligible needs toward which Lewiston's CDBG funds should be targeted. Those discussions informed development of the 2015-2019 Consolidated Plan. To very briefly summarize, the Plan has 4 high priority, 3 medium priority, and 1 low priority goals. They are:

High Priority

- A. Support people in their efforts to transition out of poverty
- B. Prevent homelessness
- C. Improve the safety and energy efficiency of the housing stock
- D. Reduce lead hazards in housing

Medium Priority

- A. Increase neighborhood pride through investment in infrastructure
- B. Promote jobs and economic growth
- C. Create more stable and diverse mixed income neighborhoods

Low Priority

- A. Support Fair Housing and increase housing choice.

The full Consolidated Plan can be viewed on the city's web site at <http://www.lewistonmaine.gov/DocumentCenter/View/151> .

The 2015 -2019 Consolidated Plan was approved and adopted last year by the City Council, and HUD has determined the plan complies with federal regulations

Citizen Advisory Committee FY 2017 Funding Recommendations

In December 2015, the City issued a Notice of Funding Availability and invited social service providers and others to submit requests for CDBG funds. The CAC goes through an exhaustive review of the applications and interviews those with new programs or ones about which they have questions. The CAC then scores those applications based on how well each application meets the following criteria:

- a) Supports the 5 Year Strategic Plan and its goals (can score up to 35 points)
- b) Meets a critical unmet need (can score up to 35 points)
- c) Is within the applicants capacity to carry out (can score up to 20 points)
- d) Is cost effective (can score up to 10 points)

The majority of the CAC's time is spent evaluating agency request as well as potential infrastructure projects primarily proposed by staff. The scoring process has evolved and been fine-tuned by the CAC over the last few years to improve its objectivity. The integrity of the process has been maintained in each funding cycle, with improvements identified implemented in the following budget year.

Attached is the budget showing the CAC's recommendations for the city's CDBG spending in FY 2017.

The City received 18 social service agency applications requesting \$353,176 in funding. CAC recommends investing \$149,514 on fourteen social service agencies/programs, including \$57,581 to fund one full time position with benefits in Lewiston's General Assistance Office as well as \$2,000 in funding to support Fair Housing education and programs in order to meet HUD requirements. Lewiston's GA office provides front line assistance to help very low income residents meet their most basic needs, meeting the national objectives of providing decent housing and a suitable living environment.

The CAC developed their funding recommendations for the other 12 agencies based on the following formulas:

For those agencies that scored 81 or above:

Amount requested X score expressed as a % X 60%

For those agencies that scored 75 -78:

Amount requested X score expressed as a % X 45%

HUD imposes a cap on the total allowable funding for social services at 15% of the total of the annual federal allocation and any anticipated program income

during the grant year. The program income, primarily from loan repayments, is not fully known in advance; accordingly, staff does not recommend funding be approved up to the maximum allowed by the cap. If loan repayments are less than projected, the cap could be exceeded, which would cause compliance and possible repayment issues with HUD. The recommended level of funding is 2.8% below the cap.

Administration

HUD's regulations have a 20% cap on CD Office Administration and Planning. The recommended budget includes \$171,169 to fund staff salaries and costs of operation for the Community Development office, which is 14% (\$28,107) below the HUD cap. It should be noted that Economic and Community Development Department staff salaries and benefits are paid from a variety of federal grants or TIF agreements and do not affect the General Fund.

Housing

CDBG has been funding a Code Enforcement position dedicated to the target area since FY 2012. The position has played an essential role in identifying and recommending properties to be demolished, working with landlords to improve the quality of the housing stock, and addressing resident concerns. The CAC recommends continuing to fund the position at a cost of \$61,263.

Also recommended for funding is \$106,541 for administration of the city's rehabilitation loan programs. This funding is used for salaries, benefits, and office supplies for the staff that promote, intake, and underwrite loans, document and process disbursements for those loans, and report to HUD. The significant increase over last year in this budget line is attributable to 70% of the primary staff person's salary being paid from this source in FY 2017, when only 38% of their salary was paid from this source in the prior year. Rehab Administration also funds construction management services provided by Community Concepts (CCI) for rehabilitation projects. They work with city code enforcement to identify issues in buildings, then write the scope of services for improvements to be made, manage the bidding process and ride herd during construction.

CCI runs a program that helps low/moderate income residents weatherize their homes. The CAC recommends \$49,800 be allocated to this program, which provides grants to very low income individuals for replacing roofs, upgrading electrical systems, or other improvements that must be made to leverage and allow weatherization grant funding to be invested in these owner occupied properties. This program benefits Lewiston's most needy homeowners, many of who are elderly.

Infrastructure

CDBG regulations allow funding public infrastructure improvements that will improve the quality of life of residents in the target area. Five applications for funding were received, and four were recommended for funding -- all at levels

below the requested amounts. The three recommended Public Works applications include \$67,093 for installation of stairs from Pierce Street down into Paradis Park; \$75,000 for installation of new equipment at Lionel Potvin Park; and \$25,000 for site work at a new handicap accessible playground to be built at Marcotte Park.

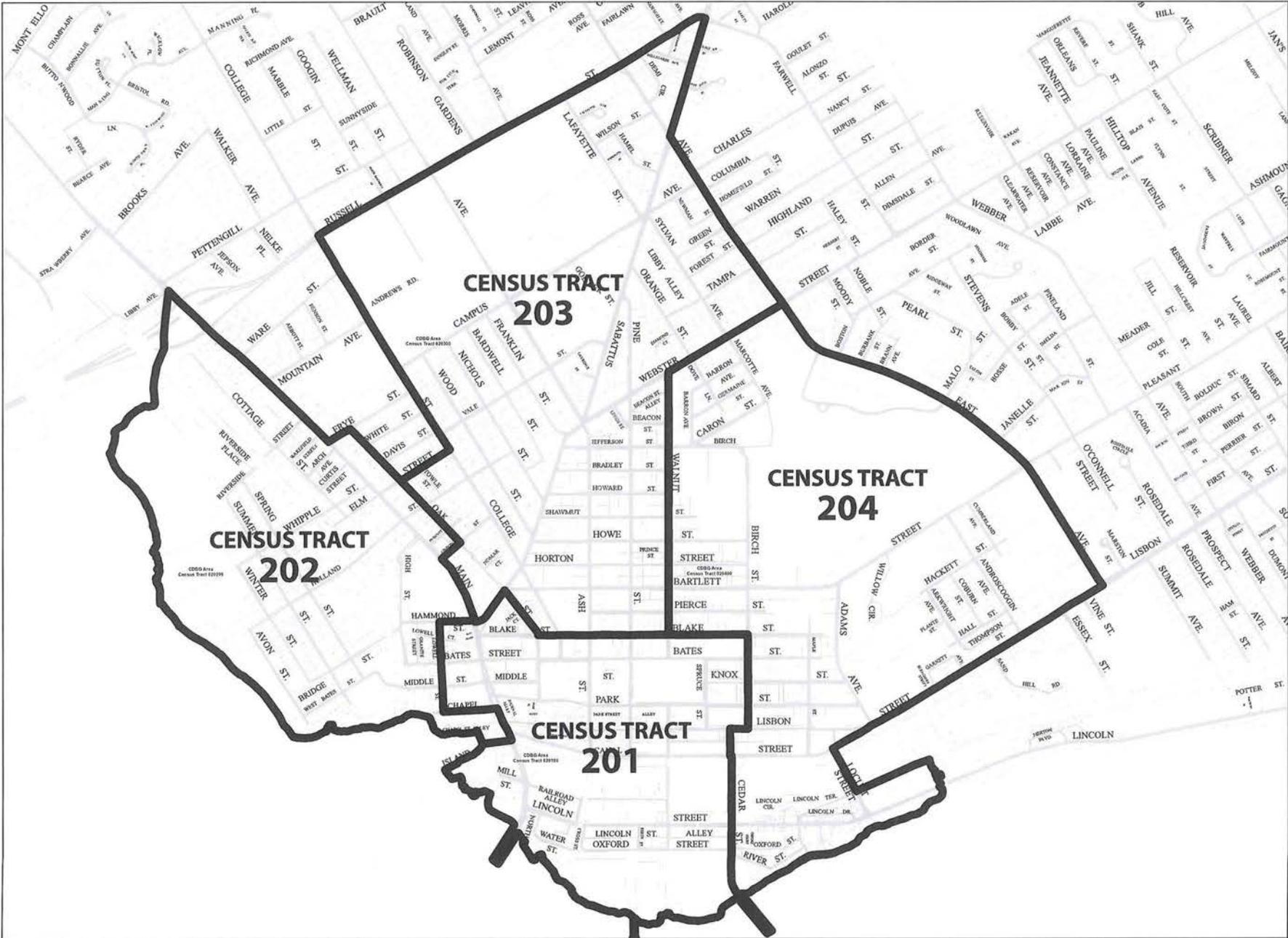
CAC had originally recommended fully funding Shane's Inspiration, but reduced the recommended amount because construction may not occur in FY 17 and HUD discourages money being allocated but unspent. A capital campaign is underway to raise \$787,000 to build Shane's Inspiration. As that effort gains momentum, the CAC would like to see a request for additional CDBG funding.

Also recommended for funding is \$87,000 to Tree Street Youth toward their building capital campaign. Funds will be used to demolish a structurally unsound and unused portion of their facility. After demolition, the land will be repurposed for outdoor recreation uses.

Conclusion

The CAC takes considerable time and care in developing their recommendations for the City Council. Their deliberations are always engaged and spirited with many viewpoints expressed. Their challenge is significant. This year, the total funding requests were 160% of the funds available. Agency requests were 230% of the funds available. The CAC's goal is to make recommendations to invest these scarce dollars in ways that will provide the most benefit to the city and its low to moderate income residents, following the guidelines of the *Consolidated Plan*.

While the CAC makes recommendations, the final decision on how CDBG dollars are invested is the City Council's. The CAC and I look forward to reviewing these recommendations with you and responding to any questions you may have.



This is property of the City of Lewiston, Maine. The map and any other information contained herein are provided for informational purposes only. The City of Lewiston, Maine, does not warrant the accuracy or completeness of the information contained herein. The City of Lewiston, Maine, is not responsible for any errors or omissions in this map. The City of Lewiston, Maine, is not responsible for any damages, including consequential damages, arising from the use of this map. The City of Lewiston, Maine, is not responsible for any damages, including consequential damages, arising from the use of this map.

**CDBG
Target Area**

Scale: 1" = 100'

**Lewiston
Maine**

**COMMUNITY DEVELOPMENT BLOCK GRANT
CITY FY 2017 BUDGET**

	CFY 2016	SCORES	CFY 2016	CFY 2016	CFY 2017		CFY 2017	CFY 2017
	Amount		Review Com.	City Council	Amount	CDBG CAC	Review Com.	Council
	Requested		Recommend	Approved	Requested	Score	Recommend	Approved
PUBLIC SERVICE AGENCIES								
COL-Social Services-Case Management Program	\$57,000	N/A	\$57,000	\$57,000	\$57,581	N/A	\$57,581	
Tree Street Youth - Afterschool Academic Enrich.	\$20,000	78	\$7,800	\$7,800	\$20,000	87	\$10,440	
Trinity Jubilee Center - Food Pantry	\$9,000	80	\$5,976	\$5,976	\$11,000	84	\$5,544	
Central ME Health Care - Healthy Androscoggin					\$48,668	83	\$24,237	
Tedford housing - Lewiston Supportive Housing	\$8,250	77	\$3,176	\$3,176	\$8,250	83	\$4,109	
Literacy Volunteers - Workplace Literacy	\$5,000	74	\$0	\$0	\$5,000	81	\$2,430	
New Beginnings- Youth Education & Support	\$11,530	75	\$4,324	\$4,324	\$11,530	78	\$4,047	
Safe Voices-Androscoggin Justice Project	\$8,000	76	\$3,040	\$3,040	\$8,000	78	\$2,808	
Veteran's Inc-Increasing Support Services for Vets	\$0		\$0	\$0	\$11,239	77	\$3,894	
Androscoggin Head Start & Childcare	\$18,467	80	\$12,262	\$12,262	\$18,000	76	\$6,156	
Seniors Plus-Living Independently	\$25,000	75	\$9,375	\$9,375	\$25,000	76	\$8,550	
Lewiston Adult Education - Work Readiness	\$21,500	79	\$14,098	\$14,098	\$29,500	75	\$9,956	
Trinity Jubilee Center - Day Shelter & Resource Center	\$22,000	82	\$14,973	\$14,973	\$23,000	75	\$7,763	
Western Maine Community Action - Work for Success	\$0		\$0	\$0	\$31,408	72		
St. Mary's Nutrition Center-Youth Leadership Prog	\$45,000	70	\$0	\$0	\$20,000	69		
Community Concepts, Inc - Bridges out of Poverty	\$12,500	79	\$8,196	\$8,196	\$15,000	65		
Somali Bantu Comm. Assn - Kasheek	\$0		\$0	\$0	\$10,000	52		
Fair Housing				\$0	\$2,000		\$2,000	\$0
SUBTOTAL	\$263,247		\$140,220	\$140,220	\$353,176		\$149,514	\$0
Amount over/under Public Service Agency Cap					(\$199,412)		\$4,250	\$153,764
ADMINISTRATION & PLANNING								
CD Office Administration	\$175,017		\$175,017	\$175,017	\$171,169		\$171,169	\$0
CCI- Bridges Out of Poverty - Planning Grant	\$10,000		\$8,062	\$8,062	\$0		\$0	\$0
SUBTOTAL	\$185,017		\$183,079	\$183,079	\$171,169		\$171,169	\$0
Amount over/under Administration & Planning Cap					\$28,107		\$28,107	\$199,276
HOUSING								
COL-Code Enforcement	\$64,164		\$64,164	\$64,164	\$61,263		\$61,263	
COL- LEAD Match	\$25,000		\$25,000	\$25,000	\$50,000			\$0
COL-Rehab Administration	\$75,688		\$75,688	\$75,688	\$106,541		\$106,541	
CCI-Weatherization Program	\$100,000		\$100,000	\$100,000	\$75,000	83	\$49,800	
SUBTOTAL	\$264,852		\$264,852	\$264,852	\$292,805		\$217,604	\$0
PUBLIC IMPROVEMENTS/INFRASTRUCTURE								
COL-PW Oxford Street Improvements	\$240,000		\$236,874	\$236,874	\$0			
COL-PW Lionel Potvin Park					\$103,000	71	\$75,000	
COL-PW Paradis Park Staircase Installation					\$100,000	74	\$67,093	
COL-PW Shanes Inspiration					\$125,000	80	\$25,000	
Tree Street Youth - Buidling Renovation					\$125,000	87	\$87,000	
SUBTOTAL	\$240,000		\$236,874	\$236,874	\$453,000		\$254,093	\$0
TOTAL OF ALL PROGRAMS				\$825,025	\$1,270,149		\$792,380	\$0
Amount under/over projected allocation:					(\$477,769)		\$0	\$792,380

COMMUNITY DEVELOPMENT BLOCK GRANT
CITY FY 2017 BUDGET

	CFY 2016	SCORES	CFY 2016	CFY 2016	CFY 2017		CFY 2017	CFY 2017
SOURCES OF FUNDS:								
A. FFY 16 Allocation (est.): \$	\$792,380							
Less Social Services								
Less Enhanced Code Enforcement								
Less Rehab Admin: \$								
Less CD Admin: \$								
Total available for programs:	\$792,380							
B. FY 15 Program Income (FFY14)	\$232,713							
C. FY16 Projected Program Income								
Housing	\$84,000							
Commercial	\$80,000							
ESLP:	\$40,000							
Total FY14 Projected Program Income	\$204,000							
<p>*Note: Program Income generated from CDBG Revolving Loan Pools cannot be used to fund other projects. It Must be used to recapitalize the loan pools. However, total program income is used when determining the caps set for Administrative Expenses and Public Service Agency funding (CFR 24.200(g)) CFR24.201(e)(1). Program Income generated by the Economic Stimulus Loan Pool (ESLP), administered by the LAEGC is counted as CDBG program income</p>								
Caps:								
CD: Administration - (20% of Entitlement \$):			\$158,476					
Public Services -								
15% x (Grant + FY15 Program Income):			\$153,764					
Administration & Planning -								
20% x (Grant + Projected FY16 Program Income):			\$199,276					