



All-America City of Lewiston



2010 Strategic Plan

(Adopted by the Lewiston City Council on November 9, 2010)

Adopted by the Lewiston City Council on 11-9-10

Values

The leadership of the City of Lewiston values:

- ✓ The needs, opinions, and contributions of all individuals, recognizing that these unique perspectives enable innovative thinking, dialogue, and action.
- ✓ Exemplary customer service and creative approaches to deliver operational efficiencies.
- ✓ A safe, vibrant quality of life within neighborhoods with accessibility to professional, social, and recreational opportunities.
- ✓ Attracting and retaining employees of integrity who are committed to professional, ethical municipal service and community enhancement.
- ✓ Providing and maintaining reliable, effective infrastructure to support a thriving community.
- ✓ Excellence in education and life-long learning opportunities.
- ✓ Sustainable, environmentally conscious decision-making to meet current needs while also considering and fostering the city's ability to address future needs.
- ✓ Its geographic and historic heritage and is committed to promoting, enhancing, and preserving those assets.
- ✓ Community engagement and collaboration welcoming public input and involvement in developing cost-effective and beneficial ways to enhance the city.

City of Lewiston 2010 Strategic Plan

Introduction

The City of Lewiston, under the direction of the Mayor and City Council, has been engaged in a strategic planning process focusing on identifying Lewiston's priorities for the next three to five years. This plan outlines a vision for the future, how we will get there, and the role that municipal government will play in realizing the vision.

During the initial planning process, three "**Family Meetings**" were held to give those who live, work, and play in Lewiston an opportunity to discuss the City's strengths, opportunities, challenges, and weaknesses, as well as dreams for the future. In addition to the input gathered at the Family Meetings, City staff also met with 34 community groups/organizations to hear their thoughts, concerns, and ideas. This document collectively shares their "**voice**" as to what they desire Lewiston to look like and represent within the next three to five years.

The vast input from the community has been key to this process, as we clearly recognize that municipal government represents the people it serves. Members of the City's Management Team and members of the Strategic Planning Steering Committee have also worked diligently throughout the process to ensure that input was thoughtfully documented, reviewed, and considered when drafting this final comprehensive document.

This plan should be a living document that is reviewed and updated on a regular basis, either in whole or by section. It should also be noted that while this plan establishes an ambitious agenda for the City Council and municipal departments to follow over the next few years, the attainment of some of the more costly objectives will be dependent upon the state of our local economy and our ability to obtain the resources needed for their implementation.

This Strategic Plan **is NOT "business as usual."** It is meant to focus on precious resources to achieve goals and objectives that will transform Lewiston's economic and social landscape. To that end, this document contains several recurring **themes** that were brought forward by members of the public, elected officials, and City staff that reverberate throughout this plan and deserve mention here:

- Moving to a community-oriented model of government
- Establishing a Performance Measurement System for all decision-making and operations
- Articulating a new vision to energize our waterfront – Androscoggin River and historic canal system

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- Working in an enhanced environmentally-friendly manner
- Expanding collaboration with community organizations to achieve beneficial and cost-saving goals

It should also be mentioned here that the ***City of Lewiston highly values education and places the enhancement of education as one of our highest priorities.*** While this concept is woven throughout this Plan, we have chosen not to include it as a separate goal. The Lewiston School Department and other organizations are charged with moving pre-K - 12 & post-secondary education forward and although the City will support those efforts to the fullest extent possible, it will not be taking the lead in doing so.

As a result, the following goals (**listed in no particular order**) have been established as priority focal points for the next three to five years within the City of Lewiston.

1. Innovative Service Delivery – Maintain and perfect an ethical environment where personalized, cost-efficient service delivery is the norm through which innovation drives excellence and managers and supervisors strive to create an ongoing learning environment.

2. Neighborhood Identity – Promote a network of distinct, safe, vibrant neighborhoods citywide by encouraging the identification, development, and preservation of positive neighborhood identities.

3. Safety – Provide a healthy and safe City through public safety agency outreach in which residents are made to feel confident as to the safety of themselves, their loved ones, and their personal possessions.

4. Riverfront Development – Transform the riverfront/downtown into a vibrant, multi-faceted area with accessibility to housing, commerce, arts, culture, recreation, and the river.

5. Economic Growth – Increase the availability of livable wage jobs and expand the tax base by enhancing the City's business-friendly environment through outreach, marketing, and infrastructure investment.

6. Sustainability – Incorporate sustainable practices in all decision-making without compromising Lewiston's historical strengths.

7. Civic Engagement & Collaboration – Through government outreach, encourage community involvement and collaborative partnerships by embracing opportunities for awareness, public input, participation, interactive communication, and sharing of resources.

8. Collaborative Approach to Address Poverty - Pursue a better understanding of poverty-related issues, encourage steps towards self-sufficiency, and advocate for a community-wide approach towards reducing poverty.

Assessment of Current Landscape



**Strengths
Opportunities
Challenges
Weaknesses**

The strategic planning process began with a collaborative assessment of what the **"face of Lewiston"** currently looks like.

Both the internal organization and local, regional, and national external interactions were assessed. Lewiston's strengths, weaknesses, opportunities, and potential challenges for the future were identified.

The resulting documentation (*next five "assessment" pages*) established a baseline to utilize as a foundation for positive steps forward within the next three to five years. The Strategic Plan was collaboratively developed by the voices of this community in order to move forward in a cost-efficient and effective manner for the betterment of Lewiston residents and the community as a whole.

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Assessment of Strengths

- **Location, Location, Location** – Lewiston is positioned in the heart of Maine’s second-largest metropolitan area and serves as a regional economic and service center for central and western Maine. Its proximity to both the Portland and Boston metro areas is appealing, and outdoor enthusiasts are only an hour’s drive from both Maine’s coast and the western mountains.
- **Record of Success** – In recent years, Lewiston has enjoyed regional and national recognition for a wide range of initiatives, both municipal and private, to include the **2007 All-America City** designation, the **2006 City Livability** designation, and identified by *Inc. Magazine* as being in the top 100 cities for **“Fastest, Most Sustained Growth.”**

Since 2000, the City has experienced \$509 million in economic growth and development that is either complete or underway; cost-saving collaborative practices; increased diversity; growth as an arts community; the vast expansion of a former industrial-only economy (shoe and textiles); and the continued successes of several regional summertime festivals, e.g., Great Falls Balloon Festival, Liberty Festival, Franco-Fun Festival, and the Somali Independence Festival.

- **Excellent Educational Infrastructure** – Lewiston possesses a strong educational system for all ages. The Lewiston School Department delivers quality instruction from pre-K to adult education, and five area colleges (*Bates College, Kaplan University, University of Southern Maine – Lewiston-Auburn College, Central Maine Community College, and Central Maine Medical Center College of Nursing*) deliver a wide range of post-secondary opportunities. We are also proud to note that Lewiston’s Bates College has been touted by the *Princeton Review* as a **“best value college”** and a **“college with a conscience”** fostering social responsibility and public services. In addition, multiple collaborative initiatives also exist between the educational facilities and community entities.
- **Medical Community** – Lewiston is home to two first-class medical centers (Central Maine Medical Center and St. Mary’s Regional Medical Center) both known for their quality of service and care. Lewiston is also home to a state-of-the-art cardiac surgical/care unit at Central Maine Medical Center and also features the award-winning Life Flight trauma helicopter. Other medical facilities include *The Patrick Dempsey Center for Cancer, Hope, and Healing; The Sam & Jennie Bennett Breast Care Center; The Women’s Health Pavilion; St. Mary’s Diabetes Center; St. Mary’s Center for Joint Replacement; United Ambulance Service; and the Nutrition Center of Maine.*
- **Culture, Recreation, and the Arts** – Our cultural and artistic offerings have brought a high level of regional recognition to the City. Lewiston has evolved into a cultural center due to the positive presence of LA Arts—heralded as one of the top 100 small city arts organizations in the country—The Public Theatre, Franco-American Heritage Center, Museum LA, Bates Dance Festival, Maine Music Society, Mid-Coast Symphony Orchestra, Bates College, Marsden

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Hartley Cultural Center, Androscoggin Valley Symphony Orchestra, nearby Community Little Theater, and more!

- **Historic and Architectural Heritage** – Lewiston has a rich heritage with prominent historic architecture, such as the Basilica of Saints Peter & Paul. Many significant buildings are on the National Register of Historic Places and remain as permanent fixtures within Lewiston’s landscape. This is especially true within the downtown area and throughout the historic canal district. Preservation efforts have included the renovated 1877 Music Hall now housing the Eighth District Court, the Pillsbury Building now part of the Public Library and Marsden Hartley Cultural Center, and the Franco-American Heritage Center (formerly St. Mary’s Church) in “Little Canada.”
- **Diverse Population** – Our residents come from a wide variety of cultural, ethnic, and linguistic backgrounds. Known as a city of immigrants in the last third of the 19th century, Lewiston has continued to evolve as home to many immigrants/refugees in present day. Backgrounds originate in North, Central, and South America, Europe, Asia, and Africa and together create an energized, vibrant community.
- **Effective Social Capital** – Individuals, non-profits, organizations, and governmental agencies in Lewiston are accustomed to pulling together to achieve community goals. Our residents embody a spirit of collaboration and a healthy “*can do*” attitude. Our “*sense of place*” and **strong work ethic** are also assets to our community.
- **Municipal Service Delivery** – The City of Lewiston is committed to excellence, and its municipal staff consists of an experienced workforce possessing integrity and a high level of expertise within their respective fields. This is an opportune time to develop a community-oriented government.

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Assessment of Opportunities

- **Waterfront Assets** – Lewiston has the opportunity to develop two of its most valuable assets, that of the Androscoggin River and its historic canal system, which provide the City with a significant competitive advantage. There is tremendous potential to develop our waterfront in a variety of ways, enabling enhanced parks, pedestrian and bicycle trails, recreation, commerce, water-oriented activities, and market-rate housing.
- **City-Owned Properties in the Canal and Riverfront Area** – The City of Lewiston owns a large amount of real estate in the Riverfront Island area, and the City has the opportunity to leverage that land in support of directed development to transform the downtown and riverfront.
- **Regional Consolidation of Governmental Services** – We are on the brink of a new era in the delivery of municipal and governmental services. A wide variety of funding and tax pressures over the next decade will drive municipal leaders and residents to take a closer look at regionalization and consolidation of services, not only between Lewiston and Auburn, but also with other municipalities throughout Androscoggin County and beyond.
- **Cultural and Economic Ties with Bates College and University of Southern Maine's Lewiston-Auburn College (USM-LAC)** – One of Lewiston's jewels is Bates College and while the connections between Bates and city residents have strengthened greatly over the past decade, the City has the opportunity to build upon the numerous cultural and economic possibilities that the College's proximity could provide. The College Street Corridor between the Bates College campus and the downtown/riverfront is ripe for commercial and cultural development, which will not only appeal to Bates students but will also serve as a local and regional draw for others.

In addition, USM-LAC is another standout within our community, and there is tremendous potential for partnership opportunities.

- **Affordable Housing and Real Estate** - Lewiston has a housing market that is regionally desirable, capable of attracting young professionals due to the easy commute to Portland and other points south, and has mixed-income offerings. Continuing and establishing partnerships with entities such as Community Concepts, Coastal Enterprises, Inc., Lewiston Housing Authority, and St. Mary's Health System has the potential for additional, much needed mixed-income housing.

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Assessment of Challenges

- **Property Taxes** – Lewiston, like other municipalities, faces many challenges in its attempt to deliver cost-effective services and maintain the community's infrastructure investment. While resident demands for quality governmental services have not diminished, calls to lighten the tax burden are on the increase, placing local government in an untenable position of trying to do more with less resources.
- **Unfunded Federal and State Mandates** – Federal and state legislation continues to be enacted requiring municipalities to take on new environmental and societal responsibilities without providing additional resources to pay for the cost of those efforts.
- **Aging Housing Stock** – While there are many high-quality, well-maintained properties in Lewiston, many others have deteriorated from years of deferred maintenance. Downtown Lewiston features some of the oldest existing housing in Maine and the nation. This situation is compounded by the fact that the vast majority of downtown housing is rental housing, which is generally exposed to more "**wear and tear**" than owner-occupied housing. Consequently, the average rental rates for these units tend to be significantly lower than others regionally. This contributes to a concentration of poverty in the downtown and contributes to a cycle of continually declining housing stock.
- **Workforce Integration for New Mainers** – Over the last eight years, Lewiston has become home to approximately 4,000 refugees. While this newfound diversity has energized and enhanced our city, it has been difficult for the New Mainers to enter into the workplace, with many not speaking English. One of our major challenges continues to be finding ways to successfully integrate our new residents into the workforce. Clearly, improving the earning potential of our refugee population must involve multiple strategies.
- **Bates Mill #5** – The redevelopment of the last major facility of the Bates Manufacturing Company continues to be a challenge for the community. While the building was conducive for manufacturing for more than a century, it has severe adaptation limitations.
- **Neighborhood Identity** – The strong level of neighborhood identity that was a hallmark characteristic of Lewiston in the 20th Century is not as prevalent today in most areas of our city. This is due to a number of factors: suburbia-type development on the city's fringes, large number of two-earner households with many workers commuting to employment in other cities, resident turnover rates, and traditional neighborhood anchors (church parishes, elementary schools, etc.) no longer serving as key neighborhood identifiers.
- **Accessibility to Public Transportation** – Continue to evaluate needs for the public transportation system in Lewiston-Auburn. Recent changes have been favorably embraced.

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Assessment of Weaknesses

- **Regional Image and Self-Image** – Lewiston continues to address a regional image based upon both realities and myths from the 20th Century, that of being nothing more than a dying mill town lacking significant cultural amenities. Although we are statistically one of the safest communities in Maine, Lewiston’s statewide image also continues to be impacted by years of misconceptions and misperceptions regarding how safe our community is and what activities occur here. Furthermore, this regional image affects the self-image that many of our own residents have about their city. These problems impact both our ability to draw outsiders to Lewiston and the ability of some residents to dream a brighter future for their city.
- **Aging Population** – Like the rest of Maine and the entire United States, our population is aging; however, unlike other areas, we have not been successful in keeping many of our young people from moving to perceived greener pastures outside of Lewiston-Auburn. This has resulted in an aging workforce, making Lewiston less attractive to employers looking for younger employees with which to expand and develop their business options.
- **Chronic Poverty** – The City of Lewiston contains a large number of people living in poverty, especially within the downtown area. Of particular concern are Lewiston’s downtown Census tracts 201 and 204 with individual poverty rates as high as 46% (*2000 Census*). Many of these residents have limited levels of education and/or limited English language skills, making it difficult for them to find livable-wage jobs. In addition, the lack of affordable, quality childcare and lack of transportation often hampers efforts to move into the workforce.
- **Educational Attainment** – Educational attainment in Lewiston needs to be heightened, as low levels of education negatively impact a community’s economic and civic wellbeing. At the time of the 2000 Census, only 13% of working age adults in Lewiston had earned a bachelor’s degree (*as compared to 25% statewide and 34% in New England*), and only 18% had earned any form of post-secondary degree (*compared to 33% and 42% in Maine and New England respectively*). With previous generations able to achieve livable wages without a high school diploma, many of our residents still believe a college degree is not necessary to make a decent living. Other residents struggling to house or feed themselves have trouble imagining how more education, desirable as it might be, could ever be attainable. Still others are adjusting to life in a new location and may be unable to read or write in their own language, much less in English.

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Goal: Innovative Service Delivery

Maintain and perfect an ethical environment where personalized, cost-efficient service delivery is the norm through which innovation drives excellence and managers and supervisors strive to create an ongoing learning environment.

“We cannot stand still; if we remain nothing more than traditional providers of traditional programs via traditional methods we will become irrelevant.”

(Thomas C. Dorr, Under Secretary for Rural Development, USDA)

“It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality.”

(Harold S. Geneen)

“Quality in a service or product is not what you put into it.

It is what the client or customer gets out of it.”

(Peter Drucker)

Overview

The City of Lewiston recognizes that **“best practices”** in service delivery can be achieved by utilizing up-to-date technology, creating a learning environment for employees, and embracing collaboration. As a result, Lewiston can experience cost reductions, improved customer service, and attain goals laid out in this Plan. By developing a Strategic Plan, the City has built the framework to establish a Performance Measurement System with the focus of providing Lewiston taxpayers with enhanced information on where and how their tax dollars are being spent. The City will also welcome collaboration with Lewiston’s social landscape to further enhance successful community initiatives.

Invest in Technology

- ❑ Service customers via a 24/7 web-based mode by providing online payment accessibility, response to Internet-based document requests, and informational retrieval. (ONGOING)
- ❑ Continue to track, process, and resolve constituency concerns and complaints in a timely and efficient manner, as well as strive to develop one central tracking mechanism for user-friendly follow-up and information retrieval. (ONGOING)
- ❑ Invest in software solutions where appropriate in order to utilize assets more effectively and efficiently, e.g., a fleet management system. (ONGOING)
- ❑ Utilize social media to provide resident outreach as to street closings, weather alerts, emergency situations, etc. (ONGOING)

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Training & Continuing Education for Personnel

- ❑ Utilize cost-effective means to enable training, such as employees cross training each other, seeking of scholarship opportunities, and accessing complimentary webinars. (ONGOING)
- ❑ When City-sponsored training is financially possible, training will be targeted to specific needs. (ONGOING)
- ❑ Maintain required licenses and certifications for effective, up-to-date job performance. (ONGOING)
- ❑ Advocate for the efforts of College for ME-Androscoggin and encourage the attainment of collegiate degrees and professional development to enhance public service and to enable promotion and succession planning. (ONGOING)
- ❑ Provide all front-line employees with basic training on the core public-service functions of all City departments so that they can provide referral information to resident requests in an efficient and courteous manner. (ONGOING)
- ❑ Create a learning environment within our organization that fosters ongoing training and networking in order to approach all aspects of operations creatively with the end goal of improving effectiveness and efficiency. (ONGOING)
- ❑ Continue efforts to attract new professionals and retain them by providing diverse opportunities, including professional development. (ONGOING)

Collaborative Endeavors

- ❑ Seek opportunities for other municipalities to purchase Lewiston's services resulting in additional revenue for the City, as well as soliciting services from other municipalities that deliver them in a more cost-effective manner. (ONGOING)
- ❑ Encourage and facilitate open communication and information interchange among all community stakeholders. (ONGOING)
- ❑ Whenever possible, reduce duplication of services while remaining committed to maintaining or improving service quality. (ONGOING)
- ❑ Establish a Joint Lewiston-Auburn Water/Sewer Group to manage, operate, and maintain the drinking water treatment, storage, and pump stations by 2011. (ONGOING)

Performance Measurement System

- ❑ Develop a Performance Management System that will be the standard for all decision-making and operations. (ONGOING)

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- ❑ Obtain ongoing feedback from Lewiston's residents through surveys and conduct focus group meetings when response trends indicate the need for clarification and further dialogue. (ONGOING)
- ❑ Develop meaningful measures to illustrate the City's level of service efforts and accomplishments. (ONGOING)
- ❑ Utilize results to determine system vitality, cost effectiveness, and impact on the municipality and to attract additional federal/state funding. (ONGOING)
- ❑ Compare Lewiston's performance and effectiveness to other municipalities and private industry in an effort to further enhance our own efficiencies. (ONGOING)
- ❑ Employ cost-saving strategies wherever possible, such as the adoption of the City's health care management system, energy conservation efforts, and expanded use of technology. (ONGOING)

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Goal: Neighborhood Identity

Promote through interaction with its residents a network of distinct, safe, vibrant neighborhoods citywide by encouraging the identification, development, and preservation of positive neighborhoods.

"I am of the opinion that my life belongs to the community, and as long as I live it is my privilege to do for it whatever I can."

(George Bernard Shaw)

Overview

The City of Lewiston has a rich heritage comprised of individuals who historically identified neighborhoods by their proximity to nearby parishes, schools, and streets, e.g., the Holy Cross Neighborhood and the Webster Street Neighborhood.

Connectivity within and amongst those geographical boundaries and landmarks resulted in vast neighborhood ownership with neighbors regularly interacting and playing integral roles within each other's lives.



Neighborhoods continue to be a key source of **"community spirit in action,"** to include community gardens, block parties, farmers markets, and neighborhood watch groups. The City also recognizes that neighborhoods are comprised of a mix of residents from different cultures, nationalities, ages, income levels, and perspectives.

As years pass, all neighborhoods experience a life cycle, and change and transition are inevitable. This Plan advocates that it is extremely important that each generation of neighbors experiences a sense of ownership as to where they call "home." Such "ownership" is demonstrated by resident interest/participation in a respective neighborhood's plans for the future and relative decision-making.

During the fast-paced 21st century, **"neighborhood identity"** has evolved into multi-faceted environments with various appeals desired in order to create distinct, safe, and vibrant neighborhoods with a focus on quality of life.

Neighbor-to-neighbor interaction continues to be a positive, valuable aspect. However, today's residents also seek economic vitality; access to public transportation; the provision of open, green spaces; compatible land uses and zoning; historic preservation; and various recreational opportunities.

In summary, this Strategic Plan encourages neighborhood ownership through ongoing civic engagement and sustainable actions to first identify neighborhoods and then foster multiple opportunities within these areas of the city resulting in a **"sense of place"** for residents.

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Identify Neighborhoods and What Makes Them Unique

- ❑ Dialogue with the residents of the identified neighborhoods to determine desired activities, unique landmarks, areas for potential historic preservation, and areas representing "*historical identity*." (ONGOING)
- ❑ Assist neighborhoods with the identification of visual markers and/or signage to create "*instant recognition*," as well as encourage land use within identified neighborhoods that maintains each neighborhood's identified uniqueness and character. (ONGOING)
- ❑ Advocate with the School Committee for an open process that will allow the public to fully participate in the discussion of the replacement location of Longley School or the consolidation of Longley School with another school as prescribed by state law and the current new school construction process by the State of Maine's Department of Education. (SHORT TERM)
- ❑ Encourage and assist neighborhood interaction through block parties, special events, and other organized activities. (ONGOING)

Moving to a Community-Oriented Government Model

- ❑ Develop a community-oriented government model, with residents having the opportunity to share their voice as to what occurs within a respective neighborhood's established boundaries when concerns and challenges are being addressed, as well as support neighborhood civic engagement by all ages working together and utilizing face-to-face interaction & collaborative community input. (ONGOING)
- ❑ Strive to enhance a multi-faceted approach to addressing neighborhood and community concerns, i.e., municipal government, business owners, property owners, community organizations, post-secondary educational facilities, and residents working together. (ONGOING)
- ❑ Create and encourage a partnership with neighbors and the community to support initiatives they are interested in, to include neighborhood crime watch efforts, area clean-ups, farmers markets, public gardens, and the local Adopt-A-Spot and Adopt-A-Block programs. (LONG TERM)
- ❑ Keep neighborhoods informed of all new development initiatives and infrastructure upgrade projects in an effort to complement individual neighborhood goals. Consideration will be given to the possible impact that such a project may have on neighborhood integrity and current/future neighborhood uniqueness. (ONGOING)

Pursue the Best Standards Towards Improvement of Quality of Life

- ❑ Improve, create, and maintain mixed-income housing. (ONGOING)
- ❑ Review the 2010 Census and consider expanding potential areas eligible for CDBG investments while expanding outreach efforts to inform eligible individuals of the availability of these funds. (INTERMEDIATE)

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- ❑ Review zoning ordinances and design standards in consideration of neighborhood flexibility. (LONG TERM)
- ❑ Inform neighborhood residents about Lewiston Police Department-initiated outreach/programs and take steps to enhance LPD connections with neighborhoods. (ONGOING)
- ❑ Require and support more self-initiated police officer activity in identifying and enforcing nuisance and disorder violations with the goal of creating more livable neighborhoods. (ONGOING)
- ❑ Encourage and participate in neighborhood and community beautification strategies. (ONGOING)
- ❑ Identify properties that negatively impact neighborhoods and explore with residents ways to cost effectively address their concerns. (ONGOING)
- ❑ Explore ways to make parking more accessible within neighborhoods without adversely impacting each neighborhood's ability to be "pedestrian friendly." (ONGOING)
- ❑ Encourage the development of multi-use trails connecting neighborhoods and open spaces both within Lewiston and between Lewiston and other municipalities. (ONGOING)
- ❑ Continue to maintain safe and healthy city parks and urban forests and, where appropriate, identify locations where open space and forests should be preserved as community amenities. (ONGOING)

Transportation Within Neighborhoods

- ❑ Continue enhancement of road improvements/transportation infrastructure for the benefit of motorists, bicyclists, and pedestrians. (ONGOING)
- ❑ Pursue multi-modal transportation opportunities for pedestrians, bicyclists, motorists, and those seeking public transportation. (ONGOING)
- ❑ In neighborhoods where safety and quality of life are impacted by excessive traffic, speed, and/or congestion, take steps to mitigate these impacts. In addition, the necessity to move emergency vehicles throughout these areas should also be taken into consideration. (ONGOING)

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Goal: Safety

Provide a healthy and safe City through public safety agency outreach in which residents are made to feel confident as to the safety of themselves, their loved ones, and their personal possessions.

"If you're responsible for the health, safety and welfare (of the public), you have to look at your own situation and say, 'Have we planned for the absolute worst case scenario?' I think our responsibility is to ask those questions and to constantly challenge the status quo."

(Pam Iorio, Mayor City of Tampa, Florida)

Overview



The definition of safety as it relates to our City means many things. Residents may view a safe neighborhood as one where children play with no worry and parents do not fear for their wellbeing. Police officers, firefighters, and public works personnel regard the safety of residents and businesses to be their primary responsibility. Elected officials see safety as their obligation to provide a safe city to reside in, businesses to operate in, and for visitors to enjoy.

Indeed no matter how it is defined, the need to provide a safe community is a core requirement of government. In addition to helping meet the physical safety needs of its residents, the City has protected and will continue to protect and make safe the civil and Constitutional rights of its inhabitants and visitors.

The City of Lewiston has been and remains one of the safest communities within the State of Maine. Lewiston's police officers, firefighters, public works, and social services personnel are experienced, well-trained professionals who are committed to serving the community. According to *CQ Press Annual's* 2009 ranking of American cities, Lewiston-Auburn was ranked the 28th lowest crime rate community in the nation when comparing 332 metropolitan areas in the United States. Currently, Lewiston's crime rate, as measured by the Uniform Crime Reporting Program, is less than half of what it was in the late 1980s and early 1990s, and Lewiston is one of just two police departments in the State of Maine that is nationally accredited.

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Pro-active Policing

Research in many cities confirms that citizens place a high priority on the maintenance of order. In the words of Northeastern University Professor George Kelling, *“disorder includes petty crime and inappropriate behavior such as public drunkenness, panhandling, and loitering; its physical manifestations include graffiti, abandoned cars, broken windows, and abandoned buildings.”* The discomfort that these conditions produce comes from the sense that no one is in charge or cares and the danger is that these “small problems” will eventually grow into “big problems” and heightened levels of fear if not addressed effectively by citizens and appropriate authorities.

- ❑ The police department will consistently strive to dispel negative misconceptions or misperceptions in regards to the level of safety within the City. (ONGOING)
- ❑ The police department will expand its commitment to working in partnership with other municipal departments; community residents, including refugee/immigrant community; businesses; neighborhood watch groups; community action groups; civic organizations; and agencies citywide to address all actual and perceived threats to public safety and order. The Community Resource Officers Team takes the lead in this outreach. (ONGOING)
- ❑ Initiate a citywide survey to evaluate the department and the needs and concerns of the community and address identified concerns. (INTERMEDIATE)
- ❑ Work with local retailers and loss prevention specialists to share information related to fraud, counterfeiting, embezzlement, and theft schemes to reduce the frequency of these incidents and improve the ability to identify, charge, and convict the perpetrators of these offenses. (ONGOING)
- ❑ Expand inter-agency training with the Lewiston-based regional Haz-Mat team and with local fire, police, and emergency medical services. (ONGOING)
- ❑ Improve and expand the use of remote monitoring cameras both in the schools and in areas of concern to deter crime and facilitate the identification of perpetrators. (ONGOING)

Information Accessibility

Improve the police department’s capability to produce timely, high-quality information and analysis for investigations and crime prevention activities.

- ❑ Establish and maintain a management system for the gathering and collating of information related to organized crime and gang-affiliation intelligence and information. (INTERMEDIATE)

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- ❑ Have the police department's Crime Analyst focus more attention on organized crime and special investigations. The Crime Analyst complements this focus by identifying "**hot spots**" of criminal activity that lend themselves to problem solving and crime prevention efforts. (INTERMEDIATE)
- ❑ Enhance the department's information technology to identify ways to ultimately provide officers with an integrated package of information. (LONG TERM)

Safe Housing

- ❑ Facilitate the replacement of unsafe housing with safe housing by continuing collaborative efforts of fire, police, social services, and code enforcement, which are essential to safe housing for the community. Coordinated enforcement and the fair application of life safety, building, and city codes are part of the mission shared by the Lewiston public safety divisions to work as a team. (ONGOING)
- ❑ The Fire Department will complete the required number of tenement and sprinkler inspections to maintain a four-year rotation. (ONGOING)
- ❑ Continue work with the Lewiston-Auburn Alliance for Services to the Homeless (LAASH), the Region II Homeless Council, the U.S Interagency Council on Homelessness, and other entities to implement the Lewiston/Auburn 10-year plan to end homelessness, which will address methods to provide the homeless and those at risk of homelessness with secure safe housing, necessary medical needs, and other necessities. (LONG TERM)
- ❑ Strengthen and expand collaborative partnerships with community and state agencies, particularly the Department of Health and Human Services (DHHS) and Catholic Charities Maine (CCM). (ONGOING)
- ❑ Consider the development of additional incentives through grant/loan programs and zoning that would encourage rehabilitation and re-construction of sub-standard, unsafe properties. (LONG TERM)

Enhance the Delivery of Fire Department Services and Improve Fire Department Response Capabilities

- ❑ Develop a Capital Improvement Plan for all Fire Department buildings in conjunction with the findings of the recently completed Fire Service Resource Deployment Study. (ONGOING)
- ❑ Increase public educational outreach regarding fire and life safety and promote the Juvenile Fire Setter Intervention Program. (ONGOING)
- ❑ Pursue grant opportunities to provide quality fire safety educational opportunities for all customers of the Fire Prevention Bureau. (SHORT TERM)
- ❑ Maintain and enhance fire department safety practices required by the department and the State of Maine Bureau of Labor Standards (OSHA). (ONGOING)

Adopted by the Lewiston City Council on 11-9-10

Provide Safe & Effective Public Infrastructure

Drinking Water - Public Works will ensure the provision of safe drinking water meeting all regulatory requirements as cost effectively as possible while meeting the consumption needs of both customers and fire protection.

- ❑ Cement line or replace all unlined cast iron water mains by 2020. (LONG TERM)
- ❑ Have the Ultra-Violet (UV) light treatment facility on line by 2013. (INTERMEDIATE)

Traffic Control - The Public Works and Police Departments will partner with other City departments, regional transportation committees, and Maine DOT to identify streets and intersections with traffic engineering deficiencies and/or high concentrations of traffic collisions and will work to provide long-term solutions to areas deemed deficient and/or unsafe (ONGOING):

- ❑ Analyze collision and enforcement data
- ❑ Conduct traffic surveys and studies
- ❑ Suggest and implement engineering improvements
- ❑ Participate in local and regional transportation system planning
- ❑ Propose revision of or enact ordinances that address traffic engineering
- ❑ Undertake traffic signal integration & control improvements
- ❑ Prepare reports and make recommendations concerning the efficient use of traffic control devices, synchronization, and traffic counts

Adopted by the Lewiston City Council on 11-9-10

Goal: Riverfront Development

Transform the riverfront/downtown into a vibrant, multi-faceted area with accessibility to housing, commerce, arts, culture, recreation, and the river.

First Preliminary Conceptual Design – Riverfront Island



Overview

The Androscoggin River and Lewiston's riverfront have historically been important assets for the community. The Great Falls provided the power that led to the industrial development of the City, and the river provided transportation and electrical & mechanical power. A clean and attractive river can now serve as the catalyst to create a new kind of energy attracting people to Lewiston. Taking steps to foster redevelopment of the riverfront and canal system are needed to accomplish this goal.

Riverfront Island Master Plan

"Riverfront Island" is the land bounded by the upper canal and Canal Street to the east, Gully Brook to the south, the Androscoggin River to the west, and north back up to the head of the canal. Entirely bounded by water, it truly is an island. In the heart of Maine's second largest city, it is a unique resource that has the potential of being the centerpiece for downtown redevelopment efforts.

Adopted by the Lewiston City Council on 11-9-10

The existing concentration of public and private services within the downtown makes "**Riverfront Island**" ripe for redevelopment.

A Riverfront Island Master Plan is needed to articulate a vision, attract new development, and draw the "**creative economy**" to Lewiston by offering a mix of restaurants, the arts, galleries, green space, housing, environmentally friendly business, and diverse employment and recreational opportunities. Redevelopment needs to have an appealing energy, be pedestrian oriented, and serious consideration given to the establishment of a downtown/riverfront arts district.

*Objective: Complete and implement a Master Plan for the "**Riverfront Island**" area to promote development consistent with this entire goal.*

- ❑ Identify commercial, industrial, and residential land use areas within the Riverfront Island area for appropriate development. (SHORT TERM)
- ❑ Engage a design team, including a landscape architect, to develop a Riverfront Island Master Plan, recognizing the canals and river are important elements of redevelopment. (SHORT TERM)
- ❑ Decisions regarding canal use will be made thoughtfully and thoroughly, as the canals are part of Lewiston's culture and history. Any canal development projects are anticipated to incorporate a public history component. (INTERMEDIATE)
- ❑ Invest in utilities, public infrastructure, and streetscape improvements that will support private sector investment. (ONGOING)
- ❑ Consider creative uses in Riverfront Island including arts and cultural amenities that will infuse energy and vibrancy, such as a museum, band shell, hotel, public performance space, and an arts district. (ONGOING)
- ❑ Develop Riverfront Island as the "hub" of a multi-jurisdictional trail system. (INTERMEDIATE)
- ❑ Develop a lighted "*River Walk*" directly abutting the canals and the length of the river in the Riverfront Island area. This section of pedestrian paths should be designed to promote a sense of safety and security. Accordingly, in addition to lighting, the paths may also include cameras, call boxes, or other features the Lewiston Police Department and/or design consultants determine are appropriate (LONG TERM)
- ❑ In addition to trails/walkways, explore and implement the redevelopment of the canal system to include recreational opportunities such as ice-skating and other water-oriented activities. (LONG TERM)
- ❑ Ensure that any necessary changes in the street pattern pertaining to Riverfront Island are orderly, uninterrupted by a complicated street system, easily navigated by visitors and residents, and pedestrian-oriented. (ONGOING)
- ❑ Whenever possible, ensure that river views are preserved in public spaces developed within Riverfront Island. (ONGOING)

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- ❑ Determine whether rail will play a role in the development of Riverfront Island, and, if so, where the location will be. (INTERMEDIATE)
- ❑ Ensure that the needs of Little Canada residents within Riverfront Island are considered when redevelopment activities occur within that area of the Island. (ONGOING)
- ❑ Create or improve pedestrian connections between Lisbon Street and the Riverfront Island area, including across the existing canal systems, Veterans Park, Simard-Payne Memorial Park, across the Androscoggin River to Auburn, and throughout the Riverfront Island. (ONGOING)
- ❑ Explore opportunities regarding the development or redevelopment of area adjacent to and within Simard-Payne Memorial Park for restaurants, other commercial establishments, and market housing, while still maintaining significant parkland and open space by the river. (ONGOING)
- ❑ Evaluate and pursue appropriate opportunities for land assemblage and land banking that will further support the long-term goals of the City. (ONGOING)
- ❑ As of July 2010, the Bates Mill #5 site was optioned for potential use as a casino, contingent upon voter approval of a statewide referendum, expected to appear on the November 2011 ballot. Given the uncertainty surrounding the casino proposal, the Riverfront Island Master Plan should consider the future of this site both with and without a casino. (INTERMEDIATE)
- ❑ Encourage the redevelopment of the Continental Mill, with market rate housing and a mix of commercial tenants and small businesses as potential uses. (ONGOING)

Western Gateway

- ❑ Move forward as to the City Council's designated Western Gateway Development District (*surrounding the Longley Bridge & Great Falls*) and approved development plan. (ONGOING)
- ❑ Pursue and support the redevelopment of Island Point with a commercial or mixed-use project that will bring people and energy to the area bordering the Great Falls. (ONGOING)
- ❑ Support public investment in utility, infrastructure, and streetscape improvements on Mill Street and Island Avenue to leverage private sector investment desired by the City. (INTERMEDIATE)
- ❑ Develop a hotel, signature office, or mixed-use building at 15 Lincoln Street (*formerly RI Mitchell*). (INTERMEDIATE)
- ❑ While recognizing that intensive development within the Riverfront area may require additional surface or structured parking, all possible options should be encouraged and explored to minimize the need for additional parking resources in this area by maximizing the use of existing on and off street parking facilities; evaluate and consider constructing automated parking

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structures that allow more cars to be parked on a designated footprint than can be parked in conventional garages; and by pursuing transportation and parking alternatives. (ONGOING)

River Water Quality

The quality of the Androscoggin River has dramatically improved in recent years, and marketing this change to the community and region is necessary to attract growth in Lewiston. In contrast to the present, the River historically served a utilitarian purpose, resulting in low-water quality unfit for recreational purposes; however, any continuing public perception that the River is polluted is no longer accurate.

Objective: Seek State reclassification of the Androscoggin River from Class C to Class B and achieve this reclassification by 2012.

- ❑ Work closely with the Maine Department of Environmental Protection (DEP) and advocacy groups toward reclassifying the Androscoggin River from the Deer Rips Dam downstream to a Class B waterway. (ONGOING)
- ❑ Complete all requirements of the Clean Water Act Master Plan, addressing Combined Sewer Overflows (CSOs) by 2015. (ONGOING)
- ❑ Identify and address illicit storm water connections and discharges. (ONGOING)
- ❑ Market the quality and recreational appeal of the Androscoggin River to include swimming, boating, and fishing. (ONGOING)

Recreation

Lewiston has 13.2 miles of riverfront. This presents an outstanding opportunity to maximize the recreational potential of this asset and increase the attractiveness of Lewiston as a place to live, work, and visit by developing walking and riding trails, increasing public access to the water for water-oriented activities, and linking to recreational opportunities elsewhere in the City and in neighboring communities.

Objective: Improve Lewiston's access to the River and community parklands over the next five years.

- ❑ Begin development of a Lewiston Recreational Master Plan with the goal of developing a paved multi-use trail along the entire length of Lewiston's river frontage. (INTERMEDIATE)
- ❑ Encourage and require appropriate building and site development setbacks for riverfront development that would permit the creation of a paved multi-use trail. (SHORT TERM)
- ❑ Develop boating and recreational opportunities, such as boat launches and paved or unpaved walking trails along the length of the river. (ONGOING)

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- ❑ Partner with local groups to develop regional recreational opportunities, utilizing the river and public access riverfront property north of the City. (ONGOING)
- ❑ Evaluate and, when appropriate, fund acquisition of rights of way and/or parkland needed for trail development or creation of public open space and pursue state and federal funding opportunities for pedestrian, bike, and other alternative forms of transportation. (ONGOING)
- ❑ Consider creating a public park or green space on the site of Androscoggin Mill #8. It is a city-owned Brownfields site that has been evaluated and that has an EPA approved mitigation plan. The site is adjacent to Gully Brook and could serve as a link between the river and upper canal. (INTERMEDIATE)

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Goal: Economic Growth

Increase the availability of livable wage jobs and expand the tax base by enhancing the City's business-friendly environment through outreach, marketing, and infrastructure investment.

"Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program."

(National Main Street Program)

Overview

The health of a community can be measured by the health of its business community. Lewiston's major economic sectors have diversified from textiles, shoes, and manufacturing to include health care, financial services, education, warehousing/distribution, telecommunications, and precision manufacturing. According to the Maine Department of Labor, 52% of all jobs in Androscoggin County are located in Lewiston. The City values its business community and will take actions to support, nurture, and expand it.

Over the next three to five years, Lewiston will take action to increase its desirability as an environmentally friendly place to live, work, and play, as cities nationwide are making a comeback as the preferred locations to do just that. As such, Lewiston will strive to be a **"preferred place of choice"** where entertainment, recreational activities, the arts, and a diverse cultural life create and sustain energy.

These strategies result in a more *"green"* or environmentally friendly approach to economic development where we focus on preserving and revitalizing our downtown urban core where investment in infrastructure and buildings already exists. This Strategic Plan advocates that communities that think creatively, plan strategically, and invest wisely will prosper.

South Lewiston

Over the last eight years, \$23.5 million has been invested in the road, water, sewer, and electrical infrastructure in South Lewiston. Nearly \$118 million in economic growth has already occurred as a result of that investment, with more to come.

- Evaluate & plan for future commercial growth. (ONGOING)
 - Infrastructure needs
 - Site identification and acquisition
 - Identify private and public partners

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- ❑ Work with Androscoggin Transportation Resource Center, the Maine Department of Transportation (MDOT), Maine Turnpike Authority (MTA), and federal sources to prioritize Lewiston transportation projects and secure funding. (ONGOING)
- ❑ Work with property owners to market and develop industrial/commercial properties. (ONGOING)
- ❑ Identify and pursue large-scale turnpike interchange development and reassess if retail is still the preference for Exit 80. (SHORT TERM)
- ❑ Plan expansion of the road network so as to improve traffic flow and maximize commercial development opportunities while protecting neighborhoods. (INTERMEDIATE)
- ❑ Complete the road and utilities infrastructure for Gendron Business Park Phase II by 2012. (SHORT TERM)
- ❑ Work with the Maine Department of Transportation (MDOT) and the Maine Turnpike Authority (MTA) to improve capacity and safety at Exit 80 by 2015. (LONG TERM)

Electrical Needs



Reliable and redundant power is essential for a thriving economy.

- ❑ Continue to work with Central Maine Power (CMP) to anticipate, plan, and provide for Lewiston's future electrical power needs. (ONGOING)
- ❑ Relocate the Lewiston Steam Substation as part of the Lewiston Loop Project to increase capacity and improve reliability within the downtown. Work with CMP to insure that the distribution lines from the new substation through the downtown area are situated underground. (INTERMEDIATE)
- ❑ Evaluate and amend zoning as appropriate in areas proximal to power lines so as to minimize concerns debated about the health effects of electromagnetic radiation in the vicinity of power lines. (INTERMEDIATE)

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- ❑ Work with CMP on construction of a new substation near Larrabee Road. (ONGOING)

Telecommunications



Lewiston has a world-class fiber optic network that provides high-speed, high-capacity telecom service. The system has built in redundancy that is essential for critical service applications. The fast and secure transfer of information plays an increasingly important role across a broad spectrum of industries, and having it provides a competitive advantage.

- ❑ Promote the speed, capacity, and reliability of the fiber network and support its expansion to other areas in the community. (ONGOING)
- ❑ Market our advanced telecom infrastructure to businesses that can benefit from its capabilities. (ONGOING)
- ❑ Collaborate with local and regional Internet service providers to identify industries and companies that require advanced telecom services and market our advanced infrastructure to those entities. (SHORT TERM)

Planning

- ❑ For commerce to thrive in Lewiston's downtown and riverfront area, it must be accessible and pedestrian-oriented. These needs drive decisions on the location of parking, streetscape design, landscaping, street lighting, pedestrian/bicycle amenities, and future infrastructure investments, including the possibility of public transit. (ONGOING)
- ❑ Evaluate zoning citywide and make the changes necessary to attract and maximize development in the places appropriate for economic growth and preserve those places that make Lewiston an attractive and desirable place to live and work. (SHORT TERM)
- ❑ Create and implement mandatory Downtown Design Standards that maintain and enhance Lewiston's quality of place. The physical landscape of a community is what can distinguish and define it—or just make it part of Anywhere, USA. (SHORT TERM)

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- ❑ Welcome all retail, restaurant, and service businesses, but especially encourage non-chain establishments within the downtown so as to develop and accentuate Lewiston's uniqueness and sense of place. (ONGOING)
- ❑ Capitalize on Lewiston's downtown and riverfront assets by commissioning a master plan as described in the Riverfront Development section of this plan. The study may be done in two phases, with the first being from Island Point to Cedar Street; and the second phase from Cedar Street to Gully Brook. (SHORT TERM)
- ❑ Significant changes have occurred throughout the community since Lewiston's Comprehensive Plan was last updated in 1997. The community should be engaged in developing a long-term vision for the community. Creative funding options should be explored to allow a comprehensive planning effort to begin no later than FY 2013. (LONG TERM)
- ❑ Work with the Army Corps of Engineers to establish a Wetland Banking Program for the purpose of speeding development review and approval of commercial projects and to improve Lewiston's competitiveness, as well as develop a Wetland Credit Compensation Policy. (LONG TERM)
- ❑ Develop and adopt a Brownfields Redevelopment Plan as part of the City's Comprehensive Plan. Brownfields are vacant or underutilized former industrial sites. They are frequently in prime locations and well served by infrastructure but are limited by residual environmental issues. Creating and adopting a plan will aid in securing federal funding to reclaim these sites. (INTERMEDIATE)
- ❑ Strive towards continued improvements to the level of accessibility to public transportation by working with the Androscoggin Transportation Resource Center (ATRC) (ONGOING)

Street Grid

- ❑ Analyze the capacity and design of Lisbon Street, Lincoln Street, Main Street, Sabattus Street, and other primary and secondary collector roads in order to make strategic infrastructure investment decisions that will support economic growth. (ONGOING)
- ❑ Promote a downtown environment that is conducive to multiple modes of travel including vehicle, bicycle, pedestrian, bus, and possibly rail. (ONGOING)
- ❑ Explore discontinuing Canal Street between Main and Ash Street. Doing so could create more open space, reduce traffic, improve walk ability of the canal area, and expand development opportunities. (SHORT TERM)
- ❑ Re-evaluate downtown transportation patterns changing the direction of travel where appropriate. (INTERMEDIATE)

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- ❑ Explore the possible discontinuance of alleys and streets within the downtown that are not conducive to effective traffic flow or may better benefit the area through a change in use. (ONGOING)
- ❑ Evaluate traffic patterns on Pine and Ash Streets to include consideration of reducing traffic to one lane, increasing area parking, bicyclist/pedestrian use, and neighborhood beautification. (INTERMEDIATE)
- ❑ Evaluate options to improve road access to the Androscoggin Bank Colisee. (LONG TERM)
- ❑ Install attractive, directional signage that highlights visitor attractions/destinations such as the Androscoggin Bank Colisee, Thorncrag Bird Sanctuary, the downtown, Bates College, University of Southern Maine's Lewiston-Auburn College, the Androscoggin River, hospitals, public parking, etc., to enable visitors to successfully navigate the community. (SHORT TERM)

Consideration of Rail

The popularity and viability of commuter and passenger rail is anticipated to grow as energy costs increase and urban areas gain population. Lewiston needs to evaluate and make a decision on whether and where passenger rail service would be locally established. If the decision is made to pursue that method of public transit, Lewiston will need to:

- ❑ Work with the Maine Department of Transportation (MDOT) to determine the best location and a time frame for re-establishing commuter and passenger rail. (ONGOING)
- ❑ Work with MDOT and other state and federal funding sources to secure the funding necessary to re-establish rail. (LONG TERM)
- ❑ Support state efforts to acquire the passenger rights to the Saint Lawrence and Atlantic rail line from North Yarmouth to Danville Junction and beyond, as well as state acquisition of the Lewiston Lower. Doing so will facilitate extension of passenger rail to Auburn, Bethel, and Montreal. (ONGOING)

Airport

- ❑ Support expansion of the Auburn-Lewiston Airport, including efforts to attract passenger air service. (ONGOING)

Marketing

- ❑ Promote Lewiston as a desirable business environment by participating in regional conferences and by nurturing relationships with Maine and Company, Department of Economic & Community Development, and with local and regional developers. (ONGOING)
- ❑ Partner with the Lewiston-Auburn Economic Growth Council (LAEGC) to support its business attraction efforts outside Lewiston-Auburn. (ONGOING)

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- ❑ Continue and enhance relations with the local media for the purpose of keeping area residents informed. (ONGOING)
- ❑ Initiate targeted marketing for City loan and grant programs to appropriate real estate and community organizations. (SHORT TERM)
- ❑ Partner with interested mill owners to market and promote their properties for redevelopment. (ONGOING)
- ❑ Promote state legislation passed in 2008 that created a Historic Preservation Tax Credit (*25% of project costs taken over four years*) and an Existing Building Rehabilitation Code. City staff will work with developers, architects, building owners, and investors to market and educate about these programs. (ONGOING)
- ❑ Promote Pine Tree Zones and other state programs to expanding or new businesses and assist them with capitalizing on program benefits. (ONGOING)

Business Advocacy

- ❑ Establish and implement an existing business visitation program and visit at least two local businesses each month. Discuss the opportunities for each enterprise along with their needs and the challenges they face. Based on those discussions, pursue appropriate action to foster new investment and to create & retain jobs. (SHORT TERM)
- ❑ Improve informational materials to introduce business to local and state business assistance programs. (SHORT TERM)
- ❑ Provide assistance and serve as an ombudsman to businesses and developers navigating development review, licensing, and other regulatory processes. (ONGOING)

Embrace the Creative Economy

The "**creative economy**" is a place where people make their living by thinking and creating. It includes not just writers, artists, and actors but architects, lawyers, engineers, software designers, medical practitioners, educators, fabricators, restaurateurs, entrepreneurs, and many other professions. In this evolving economy, people will choose where they want to live based on what attracts and inspires them, rather than just the location of a job. As a result, Lewiston will seek out, promote, and support:

- diverse employment opportunities
- the establishment of quality restaurants
- accessible open space
- abundant recreational opportunities
- arts and cultural offerings
- a unique sense of place

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Cultural Tourism

Lewiston has the opportunity to market its diverse artistic and cultural offerings that engage and entertain residents and bring visitors to the community, especially in light of the fact that arts and cultural offerings are frequently heralded as the lifeblood of community revitalization efforts.

- ❑ Collaborate with artistic and cultural organizations on funding opportunities and serve as a pass through for federal and state funding whenever possible. (ONGOING)
- ❑ Partner with other local organizations to develop and market our rich diversity of cultural and artistic offerings. (ONGOING)
- ❑ Assist in the promotion and marketing of arts and cultural offerings through Lewiston's web site. (SHORT TERM)

Public & Private Partnerships

Lewiston has a well-deserved reputation for structuring innovative public/private partnerships that create new investment and jobs in the community and provide a return on public investment. These partnerships have included targeted infrastructure improvements, loans, grants, real estate assemblage, or providing tax increment financing to offset high development costs.

- ❑ Develop programs to support the creation of and to sustain downtown businesses.
 - Consider partnering with local banks or development partners to establish a working capital loan program. (SHORT TERM)
 - Evaluate how to best utilize CDBG and other funding sources to best leverage private sector investment that will result in the redevelopment of historic properties that will bring renewed vitality to the community. (SHORT TERM)
- ❑ Enhance the connections between Bates College, the College Street neighborhood, and the downtown.
 - Rezone College Street between Campus and Bates Street to encourage more student-oriented retail, restaurants, and mixed uses. (SHORT TERM)
 - Partner with Bates College and invest in lighting and other streetscape infrastructure on College Street to improve safety and usability and better connect Bates College with the downtown. (INTERMEDIATE)
 - Work with Bates College to identify opportunities to offer classes, programs, or events within the downtown area. (ONGOING)

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- A well-educated work force is essential to compete in the evolving 21st century economy.
 - Work with **College for ME-Androscoggin** to increase the college graduation rate of residents. (ONGOING)
 - Advocate that classes on small business and entrepreneurship be included as part of the high school, adult education, and local college curriculum. (INTERMEDIATE)
 - Remain informed as to local, regional, and national employment trends through connectedness with organizations such as the Lewiston Career Center and the Maine Department of Labor. (ONGOING)

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Goal: Sustainability

Incorporate sustainable practices in all decision-making without compromising Lewiston's historical strengths

"Achieving sustainable development is perhaps one of the most difficult and one of the most pressing goals we face. It requires on the part of all of us commitment, action, partnerships and, sometimes, sacrifices of our traditional life patterns and personal interests."

(Mostafa Tolba, Chairman of the Commission on Sustainable Development)

"Sustainability is a condition of existence which enables the present generation of humans and other species to enjoy social wellbeing, a vibrant economy, and a healthy environment, and to experience fulfillment, beauty and joy, without compromising the ability of future generations of humans and other species to enjoy the same."

(Guy Dauncey, President of BC Sustainable Energy Association)

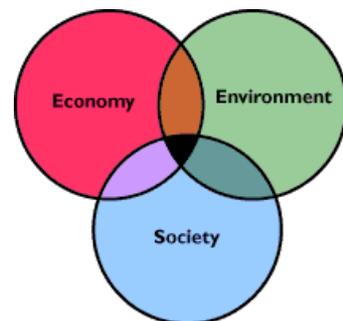
Overview

In 1987, the *Brundtland Report* defined sustainable practices as **"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."** Since then, being sustainable has evolved into the idea of environmental, social, and economic sustainability. The term is commonly used to express diverse visions of how the economy and the environment should be managed and desirable outcomes should result from economic and social decisions.

Lewiston must develop goals to gauge how well the City is doing in balancing the sometimes conflicting, often competing needs of the economy, security, quality of life, and protection of natural resources.

A sustainable community seeks to maintain and improve these characteristics so its members can continue to lead healthy, productive, and enjoyable lives. Many of the goals and strategies discussed in this Strategic Plan have common characteristics with that of a sustainability community.

Being a sustainable community means seeking and building upon ways to improve a community by strengthening the relationships between its economy, environment, and society. These relationships are found throughout this Strategic Plan in goals such as civic engagement, safety, and neighborhood identity. These goals must measure Lewiston's progress by identifying key challenges and priorities and helping the community understand that changes are required to ensure our continued well-being.



Incorporating sustainable practices without compromising Lewiston's historical strengths involves balancing and linking environmental responsibility and

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economic responsibility. For a community to be livable, there needs to be a link between environmental responsibility and social responsibility. Similarly, for community to be equitable there needs to be a link between economic responsibility and social responsibility.

Lewiston will consider the following when incorporating sustainable practices in decision-making processes.

Environmental Responsibility

- ❑ The City will strive to reduce energy consumption in City facilities 25% by 2014, using 2009 as the baseline. (ONGOING)
- ❑ Continue to provide safe drinking water to effectively, efficiently, and sustainably meet the needs of customers for consumption and fire protection. (ONGOING)
- ❑ Improve the water quality of the Androscoggin River and improve the environmental health of the community by providing effective, efficient and sustainable sewerage/wastewater collection and treatment. (ONGOING)
- ❑ Work collaboratively with local organizations and governmental agencies on initiatives designed to develop a greener and healthier community. (ONGOING)
- ❑ Protect environmental resources by striving towards a balance between nature and development that preserves natural systems, protects waterways from pollution, reduces air pollution, and protects property values. (ONGOING)
- ❑ Through public awareness, conserve and promote landscapes through open space, farms, and wildlife habitats that are essential for environmental, recreational, and cultural reasons, as well as create and enhance welcoming, well-defined public places to encourage face-to-face interaction, appreciation of public art, public event gatherings, and celebrations. (ONGOING)
- ❑ Strive to develop an enhanced recycling program. (ONGOING)
- ❑ Pursue initiatives that will result in either acquisition of land or conservation easements in order to protect significant natural resources, while working with businesses to locate and expand within the city taking advantage of scenic vistas and the natural settings of our community. (INTERMEDIATE)

Social Responsibility

- ❑ Participate at the state level in policy and legislative initiatives that will have bearing on Lewiston's development. This will entail working with organizations such as the Maine Municipal Association, GrowSmart and the Maine Real Estate & Development Association (MEREDA) and commenting on proposed development-related legislation and rulemaking at the State Legislature. (ONGOING)

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- ❑ Promote and encourage educated, informed, and involved citizenship; interactive problem solving; and cooperative actions focused on balancing today's needs with needs of the future. (ONGOING)
- ❑ Encourage the expansion of Lewiston's higher education institutions, as well as advocate that these and other entities coordinate activities within the City of Lewiston. (ONGOING)

Economic Responsibility

- ❑ Encourage cost-saving collaboration within the City and with outside entities to secure resources and maximize efficiency and effectiveness of available economic & community development funding. (ONGOING)
- ❑ Preserve the downtown and other developed areas of Lewiston through restoration; revitalization, and in-fill, taking advantage of existing streets, services, and buildings and avoiding the need for new infrastructure in an effort to curb sprawl and promote stability within City neighborhoods. (ONGOING)
- ❑ Provide choices and variety in housing, retail, recreation, entertainment, transportation, and employment. A mixed variety infuses energy into a diverse community and accommodates residents of all ages. (ONGOING)
- ❑ Strive to maintain and encourage growth of Lewiston's tax base to contribute and maintain the services and amenities expected and desired of a vibrant and healthy community. (ONGOING)

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Goal: Civic Engagement & Collaboration

Encourage community involvement and collaborative partnerships by embracing opportunities for awareness, public input, participation, and sharing of resources.

"We should not only use all the brains we have, but all that we can borrow."

(Woodrow Wilson)

"The American city should be a collection of communities where every member has a right to belong. It should be a place where every man feels safe on his streets and in the house of his friends. It should be a place where each individual's dignity and self-respect is strengthened by the respect and affection of his neighbors. It should be a place where each of us can find the satisfaction and warmth which comes from being a member of the community of man.

This is what man sought at the dawn of civilization. It is what we seek today."

(Lyndon B. Johnson)

Overview

The City interacts with its residents and other stakeholders in various ways and at various levels. These interactions are a key aspect of shaping the City's vision, enabling us to acquire valuable service delivery feedback from our "**customers**" and helping to preserve and promote Lewiston as a livable community. Wherever possible, the City looks to nurture opportunities for public input, awareness, and participation.

Additional frequent and intensive collaborations will be necessary as resources to accomplish the City's goals become more scarce. The City is committed to working aggressively to identify new partners as well as establish new relationships with existing ones.

Likewise, the City hopes to play an important role as a coordinator for other external partners seeking collaborations to achieve their goals, even when not directly involved in achieving them. To succeed as a central point of connection for stakeholders in Lewiston's successes, it is vital that the City take a leadership role in bringing together those organizations/individuals who might not otherwise "**reach**" one another and capitalize on their energy and innovative abilities.

External City interactions occur in three primary modes: marketing, public outreach, and collaboration.

- ❑ **Marketing** consists of efforts by the City to help residents and stakeholders understand and take advantage of goods and services that the City offers. Marketing efforts are primarily "**one way**" communications from the City to others.
- ❑ **Public Outreach** are those efforts made to directly engage with individuals and organizations to solicit feedback about City policies and programs or to simply let these stakeholders give input to the City about issues of interest to them. Public outreach generally involves "**two-way**" information sharing, especially when initiated by the City, to include forming partnerships.

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- ❑ **Collaboration/Partnerships** define those efforts that the City undertakes jointly with other organizations to achieve a common purpose. Successful collaborations usually involve a high degree of interactive communication at multiple levels.

Marketing Strategies

- ❑ Initiate targeted marketing for loan/grant programs to appropriate real estate and community organizations and create a formal intake process for all loan and grant inquiries to assist in evaluating marketing effectiveness. (SHORT TERM)
- ❑ Re-visit, at least annually, existing loan/grant programs for continued appropriateness and effectiveness. (ONGOING)
- ❑ Promote Lewiston as a "***preferred place of choice***" to live, work, play, and do business by participating in regional conferences, nurturing relationships with governmental partners, and interacting with local and New England based developers. (INTERMEDIATE)
- ❑ Increase public education communicating the reality of Lewiston being a safe place in which to live, work, and play. (ONGOING)
- ❑ Enhance the City's beautification efforts by encouraging members of the community to take an active part in the Adopt-A-Spot Program/Adopt-A-Block. (ONGOING)
- ❑ Expand upon the Senior Heating Program in conjunction with the Community Development Department and Community Concepts to provide assistance to a greater number of seniors in our community. (SHORT TERM)

Public Outreach Strategies

- ❑ Lewiston Public Library will annually conduct a public forum to examine a significant issue of concern to the community and work with appropriate City departments and outside organizations to develop action steps to address the issue. (ONGOING)
- ❑ Actively engage with existing youth organizations throughout the City and foster enhanced participation by young people in positive, community-building activities. (ONGOING)
- ❑ Expand and formalize the coordinating role played by the City's Management Team between the City and community groups, as well as amongst community groups that are not already connected. (SHORT TERM)
- ❑ City's management team will collectively expand their connectedness within the community, i.e., sharing of information and interaction with various organizations. (SHORT TERM)

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- ❑ Expand the use of the traditional "***neighborhood meeting***" to engage directly with residents to both share and gather information, as well as to work in partnership to solve problems. (INTERMEDIATE)

Collaboration Strategies

- ❑ Further enhance collaboration with area communities to maximize efficiency and effectiveness of available economic & community development funding. (INTERMEDIATE)
- ❑ Work with our existing housing development partners, including Community Concepts, St. Mary's Health System, Coastal Enterprises, Inc., and the Lewiston Housing Authority to realize and expand their potential to provide quality housing opportunities in Lewiston. Participate at the state level in policy and legislative initiatives that have bearing on Lewiston's development. (ONGOING)
- ❑ Enhance transportation improvements by effective planning and working with developers and the Androscoggin Transportation Resource Center (ATRC). (LONG TERM)
- ❑ Maintain a positive working relationship with the State of Maine, Department of Transportation, and various utility companies. (ONGOING)
- ❑ Encourage greater cost-saving collaboration within the city and with outside entities to secure resources. (ONGOING)
- ❑ Work with state and key stakeholders to introduce legislation to improve the general assistance program in a manner that effectively assists residents in gaining self-sufficiency and increases fiscal responsibility for both residents and administrators, as well as increase, foster, and develop relationships regarding housing opportunities and partnerships with St. Mary's Health System, Lewiston Housing Authority, Coastal Enterprises, Inc., Community Concepts, and other non-profit housing organizations. (ONGOING)
- ❑ Collaborate with the New Mainers Partnership and other entities to enhance cultural and life skills awareness and expand employment opportunities for our refugee/immigrant populations. (INTERMEDIATE)
- ❑ Continuing working with leaders of the refugee/immigrant communities to further establish formal communications and organizational tools that will better enable these communities to access resources and advocate more effectively and comprehensively for the communities they serve. (ONGOING)
- ❑ Expand collaborative relationships with a wide variety of community organizations and educational facilities, making the City a valued partner in helping the community achieve its collective visions and goals. (INTERMEDIATE)

Adopted by the Lewiston City Council on 11-9-10

Goal: Collaborative Approach to Address Poverty

Pursue a better understanding of poverty-related issues, encourage steps towards self-sufficiency, and advocate for a community wide approach towards reducing poverty.

“Mayors and other municipal leaders are well-positioned to lead community-wide anti-poverty initiatives in their cities. They are uniquely able to promote collaboration among key stakeholders, leverage public and private resources, and ensure that poverty receives sustained attention within municipal government and throughout the community.”

2007 National League of Cities Report:

(Combating Poverty: Emerging Strategies from the Nation’s Cities)

Lewiston has undergone a true economic renaissance as it has moved away from a textile/shoe manufacturing economy to one that is more diversified, driven by banking, health care, technology, and light industry. However, the issue of poverty continues to exist within the city and is a stumbling block to self-sufficiency for many residents. While city government cannot single handedly take on this complex challenge, it is imperative that the city advocate a citywide collaborative approach to address this concern.

- ❑ Pursue a better understanding of the community’s poverty-related issues and potential solutions. (INTERMEDIATE)
- ❑ Identify how current municipal programs and initiatives effectively relate to poverty reduction and embrace opportunities to build upon them. (SHORT TERM)
- ❑ Seek ways to encourage individual heightened aspirations, self-sufficiency goals, and prosperity-focused mind-sets throughout the community. (ONGOING)
- ❑ Advocate for federal and state programs/policies that will be positive steps forward towards reducing poverty. (ONGOING)
- ❑ Encourage the utilization of resource entities such as the National League of Cities Institute for Youth, Education, & Families and the Annie E. Casey Foundation regarding their poverty-focused materials, case studies, and initiatives. (INTERMEDIATE)
- ❑ Advocate for such initiatives as the Lewiston-Auburn Alliance for Services to the Homeless (LAASH) and College for ME- Androscoggin, recognizing the importance of their efforts in promoting self-sufficiency. (ONGOING)
- ❑ Promote collaborative informational outreach about the importance of asset-building and financial literacy, as well as monitor the efforts of the current statewide Bank On ME working group. (ONGOING)
- ❑ Include jobs that pay a livable wage, as defined by the Department of Labor, as one of the qualifying criteria to receive tax increment financing

Adopted by the Lewiston City Council on 11-9-10

or other municipal support for economic development projects, and encourage the hiring of Lewiston residents when all things are equal among job applicants. (ONGOING)

- Continue serving as the leader of the Lewiston-Auburn CA\$H Coalition, a municipal/volunteer partnership, that promotes the Earned Income Tax Credit (EITC)—as well as tracks data—recognizing that the EITC is an effective means to raise resident earnings and enhance the understanding of asset-building towards self-sufficiency. (ONGOING)
- When undertaking any significant municipal initiatives, consideration will be given to the impact such action will have on Lewiston’s poverty level. This would include such areas as economic development, affordable housing, educational attainment, transportation, livable wage jobs, cost-effective health care, childcare, and access to healthy food. (ONGOING)

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