

**Economic Development/Planning/TIFs Materials**

**Response to Question 14**

## Grant Writer/Special Projects Funding Coordinator

Christine Ohman is currently a contractor to the Economic Development department. She is responsible for grant writing and special projects funding coordination. Following are her accomplishments to date and her Work Plan moving forward.

### Recent Accomplishments

- **Identified, reviewed and quantified 71 state and federal grant opportunities** that aligned with city's work plan items. Many programs require projects to be identified in the Regional Comprehensive Economic Development Strategy (CEDS – managed by SMPDC) and/or the city's recent Comprehensive Plan (no older than 5 years) and strategic partnerships with state and local agencies, service delivery organizations, and public and non-profit groups.
- **Applied for 3 federal awards** (received good feedback and strong encouragement and support to reapply for in the 2016 funding rounds). Two Economic Development Administration grant requests were to support the planning and implementation of the Business Retention and Expansion Program (BR&E) and a NOAA Marine Debris Removal request to help the city to prepare for the USACE Saco River and Biddeford Pool/Wood Island Dredge.
- **Developed and maintain strong working relationships with the Congressional Delegation** and their grant staffs to keep us informed of federal funding trends, identify potential resources of funding to support city projects, and ahead of anticipated new funding opportunity announcements. These strategic relationships allow the city more time to prepare compelling, competitive proposals and develop working relationships with the federal Program Managers responsible for project selection and administration.
- **Developed and maintain solid working relationships with the City of Saco management team, state agencies, major stakeholders, trade associations, businesses and state agencies affected by USACE dredge activities at the Saco River and Biddeford Pool/Wood Island Federal Navigation projects.** These efforts are yielding very strong community support and cooperation with new data collection efforts to help the city make a strong case for federal support in the next USACE Work Plan. Recent funding awards include:
  - **\$25,000 from the Submerged Lands Program** (funding provided from NOAA Maine Coastal Mapping Project) to map the marine debris fields in the Saco River and Biddeford Pool/Wood Island **to support Biddeford and Saco's NOAA Marine Debris Removal Grant request** in November 2016. Zero cash match is required for this project.
  - The city's efforts on the USACE dredge request helped Rumery's Boat Yard to land a **\$215,000 award** from US Fish and Wildlife's Boating Infrastructure Grant (BIG) Program, a **\$96,560 award** from Maine's Small Harbor Improvement Funds, and an **\$80,000 award** from Maine's Submerged Lands Program. These awards **are leveraged by \$143,897** of private cash match from the boatyard owner. The project will build 22 new slips and supporting infrastructure to welcome transient boaters to the City of Biddeford via the boat yard and direct access to the RiverWalk. The project helps retain 10 jobs and may create 2-3 new jobs. Potential economic impact to the downtown in its first year of operation is estimated at \$150,000 to \$250,000.

- Completed project management functions and steering committee responsibilities for the 3 Lincoln Street Market and Feasibility Study.
- Align 2016/2017/2018 Grant efforts and Special Projects Funding Requests with the City's Strategic Work Plan.
- Attend meetings and brainstorming sessions to support Mayoral initiatives including a new teen center, drug addiction programs, STEM education programs in collaboration with UNE, community arts projects, and senior programs.

## **SPECIAL PROJECTS**

### **Saco River and Biddeford Pool/Wood Island Dredge Projects:**

Purpose: To support full maintenance dredging of the Federal Navigation Channel and Federal Anchorages to improve safety and support economic development initiatives within the communities and the region.

- Funding Programs – **US Army Corp of Engineers** via Congressional Appropriations Committee, **NOAA Marine Debris Removal Program, Maine Coastal Program, Shore Harbor and Planning Grants**
- Funding Request: \$4.2 Million for Saco River and \$1.8 Million for Biddeford Pool/Wood Island (these figures will likely increase in 2017 request) USACE projects; \$60,000 to \$80,000 for marine debris removal activities, \$20,000 to \$40,000 for mooring plans and/or harbor improvement projects

Tasks and Activities to support these projects:

- Act as primary point of contact with USACE on behalf of City of Biddeford
- Coordinate efforts with City of Saco (Pat Fox, Kevin Sutherland, Dan Chadbourne)
- Report project progress to City Manager, Mayor and City Council on regular basis
- Coordinate collection of economic impact data of the Saco River and Biddeford Pool on behalf of both communities
- Collate economic impact data into a comprehensive report to request full project funding in the 2017/2018 USACE Work Plan
- Coordinate funding strategy and communications with Maine Delegation
- Develop and deliver economic impact and project info presentation to USACE Hierarchy (District, HQ) and the Appropriations Committee to make case for funding support (road show)
- Manage and coordinate local responsibilities/requirements to support both dredge projects
  - Coordinate the removal of power transmission cables in the Saco River
    - Identify and determine the potential for a **NOAA Marine Debris Removal Grant**
    - Identify and determine the potential for a **USFWS Grant** for habitat restoration and remediation
    - Work with **Maine DEP and the Submerged Lands program** to locate debris fields via the **NOAA Maine Coastal Mapping Project**
    - Identify/negotiate with local resource to remove cables, shopping carts, engine blocks, etc. in the channel and within 20' of channel (Formal USACE requirement)
    - Establish Removal Budget and Benefit/Cost Analysis for recycling the copper

- Establish timeline for completion that coordinates with USACE dredge activities
  - Coordinate and collect Letters of Support for the grant packages
- Coordinate Beach Replenishment activities at Hills Beach
  - Develop Piping Plover Plan in collaboration with Maine FWS and Hills Beach Association
  - Develop Beach Monitoring Plan and Budget
    - Collaborate with other municipalities to cost share monitoring activities
  - Get local approvals (citizens, City Council, etc.)
  - Obtain **USFWS** and **Maine DEP** approvals
  - Obtain property easements with local residents
    - Coordinate with legal on property easement docs
    - Coordinate with Hills Beach Association and affected residents
    - Coordinate with USACE on project requirements
    - Finalize docs with USACE and City
- Coordinate efforts with Biddeford Harbor Commission
  - Develop communications materials for Harbormasters to share with mooring holders
  - Provide regular project status updates
  - Apply for a **Maine Coastal Program - Shore and Harbor Planning Grant** to develop comprehensive Mooring Plan with future expansion potential post USACE dredge activities
- Coordinate efforts with UNE
  - Pier expansion project with new research vessel (\$1.5M state bond package)
  - Marine Science Center expansion project (\$5M new facility and infrastructure to support program expansion initiatives)
  - Marine Science Center visiting research vessel program (vessels “from away” will use the UNE as a jumping off point to the Arctic Circle)
  - Identify potential to develop a **MSC and USACE STEM education** program to provide critical data to USACE’s Navigation Team on regular basis (helps support future USACE maintenance dredge requests and provides more sophisticated analysis of hydrology and sediment for disposal purposes)
  - Work with UNE staff to communicate environmental impact concerns of various proposed dredged material disposal options
  - Ensure that UNE’s MSC economic impact projections and environmental impact concerns are accurately represented and included in the USACE full dredge request
- Coordinate efforts with Saco River Corridor Commission
  - Identify potential areas of concern
  - Resolve potential permitting issues
  - Communicate solutions with USACE

**GRANT ACTIVITIES:**

**Development of a Business Retention and Expansion (BR&E) Program (Item 16-35)**

Purpose: To develop a program to that identifies and mitigates local business challenges and improves business health, vitality, long term sustainability and quality of life within the community

- Funding Program: Economic Development Administration – Economic Development Assistance Program (EDAP2016)
- Funding Request: \$150K federal matched by \$150K TIF for 3 year program

Tasks and Activities to support request:

- Coordinate local review with EDA Rep Alan Brigham
- Rework 2015's project narrative and timeline based on local review
- Secure support from local agencies (EDC, DDC, SMPDC, etc.)
- Get Council buy in and support (Counsel Resolution and/or Council Order)
- Get Letters of Support from Maine Delegation
- Resubmit in May/June

Tasks and Activities to support development of the program:

- Identify, develop and train a Steering Committee (local business champions, EIC, DDC, HOB, etc.)
- Identify and develop a BR&E program intake assessment
- Develop data collection database
- Develop and execute a public education and marketing strategy
- Test program intake assessment on Steering Committee members and adjust process accordingly
- Inform and educate economic development community service providers (DECD, SBDC, SMPDC, CEI, MTI, Chamber, etc.) about the program and get their buy-in to provide services
- Identify businesses most at risk of leaving the community and begin dialog/problem resolution
- Identify the economic development, general business, workforce development and education, and long term sustainability needs of anchor businesses in the community
- Adjust program materials and processes accordingly to meet the needs of program participants
- Consider developing a funding program that offsets program participation (helps generate long term sustainability after EDA funds have run out)
- Perform general administration and project reporting to EDA as required by the grant contract

### **City Hall and Clock Tower Restoration (Item 16-19)**

Purpose: To preserve and/or restore City Hall and the Clock Tower buildings, improve safety and efficiency, and preserve the building for future generations.

- Funding Program: TBD (currently looking at federal, state and philanthropic programs: Historic Preservation, National Endowment for the Arts, Dept. of the Interior, Maine Historic Preservation Commission, Maine Philanthropy Center, etc.)
- Funding Request: Approximately \$3 Million

Tasks and Activities to support requests:

- Become a **Certified Local Government Program** to become eligible to apply for **Maine Historic Preservation Commission** grant funding
  - Based on outcome of meeting with Robin Reed, Program Manager, update existing historic building database (located in Planning Office)

- Research the level of effort required to meet program eligibility criteria – we have reconnaissance level data but not historic research level data which is required for participation in the program
- Update the research from 1998 (Russell Wright work – was at reconnaissance level and needs to be drilled into to meet program requirements)
- Develop and conduct new survey of historic buildings/areas
- Develop database to collect and track information (a program eligibility requirement)
- Develop Work Plan and Project Budget based on needs assessment by Lachman Associates
- Identify potential funding agencies (**Dept. of Interior, National Park Service, Dept. of Agriculture, Economic Development Administration, State of Maine Historic Preservation Office, etc.**)
- Develop a grant funding strategy and timeline
- Identify and establish a clear relationship with a 501(c)(3) Non-Profit to handle philanthropic funding requests
- Consider funding the entire project with a local bond (speed to project completion, review project costs savings by avoiding Davis-Bacon Act and state/federal reporting requirements, etc.
  - Get Council guidance and approval for this
  - Develop and execute a communications strategy to educate the public prior to a local vote
  - Update project budget and timeline and milestones to reflect faster completion time
- Develop private funding strategy and timeline (weigh options public vs private funding)
  - Research targeted members of the **Maine Philanthropy Center** for suitability to the individual preservation/restoration projects (i.e. brick repointing, new windows, fire suppression system, fire alarm system, dome repairs/preservation/restoration, exterior preservation/restoration)
- Identify what each potential program will/could fund
  - Reach out to program sponsors to gauge interest prior to writing/submitting applications
  - Identify third parties outside of the city that can positively influence program sponsors
- Write and submit grant applications to state and philanthropic organizations
- Report to City Manager and City Council on regular basis about project progress/pitfalls

**Multimodal Transportation Center Study/Multimodal Transportation Corridor Plan** - Potential components of this comprehensive plan include the Parking Strategic Plan (**Item 16-1 Critical**), Gateway Plan (**Item 16-12 Low**), and Adams Square Plan (**Item 16-21 Low**), Multi-Transportation Center Study (**Item 16-34 High**)

Purpose: To develop a comprehensive plan that moves people in and through the Downtown more efficiently utilizing all modes of available transportation i.e. automobile, bus, rail, boat, bike, pedestrian, etc. and identify the infrastructure required to implement the plan. The plan will identify specific projects that will become the target for DOT TIGER funding and other grant applications.

- Funding Programs: **Federal Dept. of Transportation (TIGER 2017 Planning Program) State Dept. of Transportation, Southern Maine Planning and Development Commission (SMPDC), etc.**
- Funding Request: Approximately \$150,000 to \$500,000 (Estimate is dependent on level of detail required to support a series of future TIGER or Maine DOT applications to execute components of the Master Plan)

Tasks and activities to support requests:

- Work with Delegation grant team to identify when **DOT TIGER Planning** funds will become available again (was last available in 2014 – hoping we will see it in 2017 after Presidential Election)
- Work with SMPDC team to identify grant funding for parking planning, gateway planning, Adams Square planning and a multi-transportation center study
- Work with internal City staff to define critical components of each project and define project estimates (to guide funding search initiatives)
- Match project components to bi-weekly state and federal funding searches

#### **Broadband Expansion (a component of Item 16-13 Medium and Item 16-25 Low)**

Purpose: To strengthen our existing broadband network and utilize the network to address public safety, improve public Wi-Fi access and generate new opportunities for economic growth via the network

- Funding Programs: **Dept. of Commerce, USDA, EPA/USDA Partnership**, etc.
- Funding Requests: TBD

Tasks and Activities to support requests:

- Look for new grants to support city's "connected community" and Downtown Infrastructure improvement initiatives:
  - Maximize connectivity to Three Ring Binder project
  - Utilize network to address BR&E initiatives and new business start-ups
  - Access Maine's Dense Wavelength Multiplexing (DMDW) based research and education network (Maine REN and the Maine School and Library Network to integrate education and entrepreneurship opportunities
  - Develop an industrial internet to create a "Living" city – where components strategically located on light poles and roof tops connect to each other and coordinate services based on a set of values – to save energy, enhance public safety, communicate with smart cars and smart phones, and improve quality of life for residents and visitors alike
- Applied to USDA/EPA's Cool and Connected Program for strategic planning services (March)
- Reviewing new USDA and Dept. of Commerce solicitations for new grant opportunities to address specific components of the initiatives

#### **Anaerobic Digester and/or Municipal Composting Program (Item 16-37 Low)**

Purpose: To identify potential funding sources for the planning and installation of an anaerobic digester at Public Works and the planning and implementation of a municipal composting program to reduce MSW costs.

- Funding Programs: **USDA Rural Energy for America Program (REAP), Environmental Protection Agency, Dept. of Energy, Maine Technology Institute**, etc.
- Program Funding: Digester is estimated at \$50K to \$100K for planning; composting program is estimated at \$50K for planning purposes. Planning activities outcomes will determine future cost estimates for implementation activities

Task and Activities to support projects:

- Work with Delegation grant team on upcoming funding opportunity announcements
- Work with city staff on project planning initiatives
- Identify potential commercial equipment suppliers
- Gather information and brainstorm project options with Brian Phinney

### **Saco River Retaining Wall Repairs**

Purpose: To repair and stabilize the retaining wall behind the Mills at Saco Falls Building Complex. In 2012 it was recommended that the City repair and stabilize this wall within 2-4 years to prevent a potentially catastrophic failure.

- Funding Programs: TBD
- Funding Request: \$4,000+ for engineering and design services, up to \$1 Million to perform repairs/stabilization work

Tasks and Activities to support this project:

- Work with Planning and Engineering to fully define and update the project
- Speak with SMPDC and State of Maine to identify potential funding sources for engineering and design services and implementation services
- Keep the team apprised of new funding opportunities as they're identified and explored

### **Peer-Run Recovery Centers**

Purpose: To establish Peer-run Recovery Center in partnership with York County Shelter to provide services to adults with Severe Mental Illness or co-occurring Substance Abuse Disorders. Peer-run Recovery Centers are recovery-oriented community services. The program will provide social, recreational, leisure and some skill-building activities from the Community Center. This initiative is being promoted by the Maine Department of Health and Human Services.

- Funding Programs: Maine DHHS
- Funding Request: TBD based on Bidders Conference March 22<sup>nd</sup> and subsequent conversations and brainstorming sessions with York County Shelter staff

Tasks and Activities to support project:

- The City will take a supportive role in York County Shelter's application
- Work with UNE to identify innovative service delivery options and educational opportunities for students/faculty
- Work with city's other programs and service providers to encourage and promote buy-in
- Participate in brainstorming discussions to identify how the city can best support the application
- Facilitate Council Resolution or Council Order as needed

### **Pate Property Development (Item 16-10 Medium)**

Purpose: To solicit developer interest in designing and developing the Pate Property into a 21<sup>st</sup> Century Business Park and identify potential pots of funding that could cost share the city's portion of development costs

- Funding Programs: TBD
- Funding Request: TBD based on developer interests/requests

Tasks and Activities to support project:

- Create and update published Request for Qualifications as required by the Economic Director
- Identify potential sources of funding once city responsibilities are clear

### **Community Park Development Projects**

Purpose: To identify and apply for grants to cost share the development of parks throughout the downtown that are earmarked for cost share with CDBG funding. This work is done in close collaboration with the CDBG Office. Shevenell Park and Diamond Match Park are on the list.

- Funding Programs: **Maine Dept. of Agriculture, Conservation and Forestry – Land and Water Conservation Fund**
- Funding Request: Depending on which projects are selected – up to \$300K

Tasks and Activities to support these projects:

- Work with Linda Waters to determine which project is next on the list
- Request pre-application site inspection in June
- Based on Site Inspection feedback and recommendations from the Program Manager, write and submit grant application in November

### **Mayor Initiatives**

Activities to support Mayor’s initiatives:

- Participate in brainstorming sessions with Depts of Education and Recreation, Biddeford Housing Authority, Heart of Biddeford, Council members, and private citizens on the streamlining and upgrading of the city’s **Teen Center** infrastructure, programs and services. Discussions were resumed when the **US. Conference of Mayors** announced a grant opportunity.
- Encourage the **Police Department** to go after a grant to fund on-person video cameras and data storage systems to record and retrieve video evidence to support court cases. This grant is being offered by the **Dept. of Justice**.
- Provide new grant notices to the **Dept. of Education** as they’re announced to support the advancement of **STEM education** and other challenges.
- Prepare project updates and provide Letters of Support for the **Biddeford Textile Cluster Initiative** to the **Maine Technology Institute** and other grant programs, in collaboration with area businesses involved in the Initiative.

## **Economic Development and Planning Analyst**

Brad Favreau is responsible for providing data and information as needed to support decision-making at the Council and senior staff levels of the City. Brad's work **creates efficiencies** by having information on hand (e.g. available commercial space, occupancy rates, Mill District growth trends, and job and employment counts) **that supports business decisions and provides positive public relations through the Economic Development department.**

### **Recent Accomplishments**

#### **1. Built an inventory of all buildings and businesses in the Industrial and Business Parks.**

We now know exactly which businesses are located in the parks, how many jobs they each provide, and we now have a compilation of occupancy, vacancy (available space), and valuation. A similar inventory was conducted along Main Street.

**2. Created and maintain a comprehensive summary of economic development statistics** (in the form of the ED "Book"). This is used for analysis of recent trends in the industrial parks, Downtown, and the Mill District as they apply to seeking new development for Biddeford. This data includes, but is not limited to:

- Demography
- Housing
- Available commercial space
- Leading employers in Biddeford
- New Business openings

This information, in the form of spreadsheets, maps, charts, graphs, and reports, is used by the business community to advance new development projects in the City.

**3. Created and maintain New Prospects Programs:** Coordinate Economic Development, Planning, and Codes Enforcement efforts to smooth the process of bringing new businesses to Biddeford and to assist with growing businesses as they require new commercial space. This program **creates efficiencies and expedites** the process of planning approval and Codes compliance.

Assist with all aspects of turning prospects into new projects, notably:

- Confidential, medium-sized Biddeford employer – new location here prevented 40+ jobs from moving to neighboring communities
- Past & Present Auto – being relocated on Elm St – proprietor had considered moving to Arundel.
- Moon Tide Spring Water – a potential medium sized employer is seeking to locate in Biddeford.
- Pate/Maggie May – Ensured the RFQ was posted on national database and sent to local commercial brokers.
- Economic Development can now provide a full range of available space in the city within one day of request by prospect.

**4. Created Site Selection process for prospects, used by both new and existing businesses.**

- Instituted the use of **New England Commercial Property Exchange** on the City website as a city-wide and regional database of listed properties for use by city staff as well as the public.
- Maintain an in-house database of off-line properties, as identified in inventory of known, but not listed, commercial space.

**5. Created new stand-alone Economic Development website.** Provides the information most needed by prospects as recommended by the International Economic Development Council and presents the information and data in a user-friendly format. This accomplishment is currently underway. It will be completed and online in a matter of weeks. **This website will give prospects the data they need in a format they want to make investment decisions.**

### Other Regular Duties and Activities

**1. Interface with businesses and organizations to coordinate economic development efforts:**

- Coordinating efforts with Heart of Biddeford to communicate construction schedule and to mitigate disruption during 2016 Main Street construction season for businesses and residents.
- Working with Caleb Johnson Architects to provide data for community development design case studies.

**2. Create presentations and talking points as needed for economic development**

- Rotary Club Presentation
- “Housing is Economic Development” presentation
- Mayor’s talking points to Rotary Club
- Information as needed for Council meetings
- Various presentations for conference set-ups (e.g. MEREDA)

**3. Represent City at shows and conferences**

- MEREDA
- EDCM
- Chamber Events
- Maine Biz

**4. Staff weekly Mayor’s Downtown Task Force and ensure compliance with assignments and requests from Task Force members.**

**5. Attend monthly Economic Improvement Commission (EIC) meetings and provide data and information as requested by EIC members.**

### **New Objectives**

- Place new Economic Development website live online
- Develop standardized Site Selection package as recommended by IEDC
- Assist implementation of new Business Retention and Expansion Program (BR&E)
- Act as Project Manager on new developments as they break ground:
  - Lincoln Mill
  - Lofts at Saco Falls
  - Laconia House
- Act as assistant to City Planner as needed to increase efficiency of project-approval process

## Special Projects Assistant

John Bubier performs a variety of administrative, technical and professional services for the Economic Development Department.

### Essential Duties and Responsibilities

- Provides assistance to business representatives to develop interest in locating to Biddeford. Provides information on site and land availability, utilities, financial support, labor force supply, market information and rental space;
- Provides support to work towards diversifying the City's economic base;
- Assists the Economic Development Department with work towards revitalizing the City's urban areas including the central business district;
- Maintains and fosters contact with business leaders, developers, merchants, bankers, State Development Office, State Planning Office, MDEP, MDOL, MDOT, Chamber of Commerce, University, HUD, EDA, Congressional Delegation and Legislative Delegation;
- Participates in activities that are central to the department's mission, (e.g. Biddeford-Saco Area Economic Development Corp., DECD, HOB);
- Assists in long range economic development planning and implementation (i.e. commercial and passenger rail, proposed Exit 34 Turnpike Exchange);
- Performs other related work as required including office and meeting coverage, handling client calls and questions; dispute resolution in projects;
- Support the economic development office by staffing DDC and HOB meetings as needed to demonstrate clear, consistent economic development initiatives and messaging with existing commissions and organizations.
- Governors appointment to the NNEPRA board member and have solid relationships with DownEaster/Amtrak. This will help in working on a multi-modal transportation center in Biddeford's Mill District, tie in the proposed Exit 34 work and reduce the traffic turning permit issues.

### Active Projects

**Downtown Building Swap:** This confidential project is in the planning process. It is estimated that the project will be at permitting level by fall as financial packaging is finalized. Anticipated Project Investment: **\$ 10M to \$15M**

**Proposed Turnpike Exit 34:** This project is being conceptualized to help move the flow of traffic through the Downtown more efficiently. The warrant work is being explored and the Turnpike Authority is showing real interest.

#### Tasks and Activities:

- Act as primary Point of Contact to coordinate and attend meetings, provide leadership and oversight to keep the proposed Exit a high priority for the Authority.
- Maximize connections at the Authority at all levels.
- Continue to meet with City staff, engineering staff from Gorrill Palmer and Maine Turnpike Authority staff to move along the agenda for the ultimate approval of the project.

The project continues on in a positive manner. The environmental phase is beginning.

**Pate East and West Business and Industrial Parks: Item 16-10 Pate property:** This project is to support the development of a new business park. Feasibility work is for two new parks – one on each side of US Route 1.

#### Accomplishments

- Participated with the ED team in the set up and drafting of the options for these two facilities
- Made contact with Brokers and RE development Teams wanting to start projects in the two facilities
- Developed a file of engineering, development and real estate groups that will serve as initial contacts for the discussions on building and selling the space in the parks

#### Tasks and Activities:

- Participate in discussions regarding what makes the greatest sense
- Take lead on feasibility options
- Continue outreach efforts to identify and encourage responses to the Request for Qualifications
- Coordinate internal review of RFQ responses
- Take lead on working with preferred developer
- Work with City staff, EIC, Council and outsourced engineering

This work is ongoing and is a major focus moving forward.

**AARP Livable Communities:** This project is comprised of the planning and development of a community that addresses the needs and desires of older citizens seeking a balance of living options, medical services, educational and transportation options. Work closely with Peter Morelli to complete the application for submission to AARP in mid 2016 to formalize the beginning of the project. The inventory phase, if granted, is expected to go into late 2016 early 2017.

**Saco Lowell Building:** The Saco Lowell Building at Elm Street and Lincoln is in a high visibility location and is part of the **Elm Street Gateway (ESG)**. Currently working with Ford Reiche and his team to explore several development and financing options. Work will continue on west side of tracks beyond Saco Lowell and will continue into 2016-17.

**Biddeford /Saco Regional Transportation Center: Goal 16-34 Seek funds for Multi Transportation:** Currently exploring the establishment of a regional transportation center with an elevated connection to Lincoln Street. Established this as a potential PACTS Planning Development Project. Continue to assist PACTS planning in 2016-17

**7 Pearl Street:** Working directly with Roxane Cole and David McCree to redevelop the property at 7 Pearl Street. Exploring opportunities for mixed uses.

**181 Elm Water District:** Currently working with several prospects for the purchase and repurposing of this building.

**Biddeford/Saco Infrastructure Replacement Authority:** Explore opportunities to partner with other municipalities to replace infrastructure such as sewer and storm lines, make building improvements and perform capital maintenance. The project is to explore the options around an authority that would collaborate by having a Board made up of the councils and communities.

**Portland and Biddeford: The new Greater Portland:** Housing and Transportation are two significant areas that effect Biddeford/Saco. Explore opportunities to work with Portland officials on solutions to housing and transportation. This is a long range project that includes continued discussions and coordinated actions to track and resolve. Collaborative applications in transit and housing project support are crucial. Continue to keep this at the forefront of PACTS and regional development teams and the regional Planning agencies.

**Project Aware:** Project Aware is a group of story tellers film makers and people who work with schools, hospitals and communities to tell the sensitive and sometimes untold stories of youth using these young people are the actors ,writes, and producers . PA has a great track record and what with the current drug epidemic is a very useful tool in the effort to gain more understanding of the root causes and the potential solutions. There is currently an effort to raise funds for a further effort in the Biddeford School community. Act as the direct liaison to this group to finish off a project started a few years ago but that stalled. Continue working alongside the group in 2016.

**PACTS Implementation Committee:** Chairperson of this Committee that will attempt to devise an Implementation Strategy for the distribution of the nearly \$16,000,000 annual PACTS Budget. Examples of PACTS funding in whole or in part are: South Route One, Main Street Hill Water, Lincoln St, Paving of Alfred, Main Street, Elm Street, South, River. As Chair of the Committee there is the opportunity to work with other area officials to push for a solid regional approach to distribution of funds for transportation funding including transit.

**Social Bonding and Financial Project (Mayor):** Exploring new concept for financing infrastructure and housing. Working with Mike Wing (not the labor one) to see if Biddeford has a role.

#### **Individual Business Assistance Work:**

**Think Tank/BSCC/City:** Working as the city contact with Think Tank and the Chamber to build services for small businesses. Attending monthly development team meetings to encourage business retention and expansion.

**Integrated Education Initiative Formation: Horizontal Education Incubator.** Established a discussion group to implement Phase 1 of an Integrated Education Initiative. The group includes Darrell Williams Med Tech Strategy/Fund Raiser Small Business contact for help in NIH grants and aid; Rosemary Baldacci Johnston Assn; Donato Tramuto Medical Informatics; Fletcher Kittredge GWI , Eliot Cutler President USM Graduate School; Danielle Ripich President UNE; Robert Martin SEP Tech Industry Representative; Corky Ellis KEPWARE Tech Industry Representative.

Initial surface level conversations have been held in individual settings. The next step is to put all interested parties in one room in the fall of 2016.

**Engine Accelerator:** Sitting in on meetings to try to assist Engine to jump start their accelerator work. Providing access to financial contacts to advance their build out.

**Downtown Development Commission:** Staff DDC meetings and provide input and expertise as related to specific DDC topics of interest. The addition of new blood over the last several years has been instrumental in the discussions of new events to compliment the Biddeford Ball and Biddeford Historic Mills Museum and the Clean team to name a few.

**North Dam and Pepperell Campus:** Work with members of the North Dam Team on a number of issues as assigned and in business development.

**Project Development:** Utilize extensive list of contacts and divide into teams to drive economic development to the City of Biddeford. Continue to provide the advance work required to constantly grow and support the increasing demand in the number of information requests and in the efforts to 'fill' the space in the our downtown, mill district and the new development of new industrial space in Pate East and West. This is an ongoing effort. The key to Project Development is constant contact ongoing in 2016-17:

#### **Key Contacts List**

##### **Regional Real Estate Teams:**

Paragon, Debora Napolitano Owner, 181 Elm Industrial Parks and general Biddeford discussions

Magnusson Balfour, Michael Atienza Broker, Industrial Parks and General Biddeford discussions

Cole Commercial R E, Roxanne Cole, 7 Pearl Street Main Street and Industrial Parks

Medley Properties, Josh Corbeau, Downtown and has Specific Properties (Edge)

Dunham Group, Syllas Hatch, Downtown Specific Properties Restaurant

CBRE Boulas, Tony McDonald and Tyler Hobbs, IBC 181 Elm Specific Properties

Cardente Real Estate. Doug Cardente Owner, Specific Properties(Arundel /Biddeford) Ind Park Joint

Mark Sandler

Avesta Housing, Seth Parker Dir. R E DevElm Street and Specific Biddeford Housing discussions

##### **Regional Financial Institutions**

Bangor Savings Bank, John Edwards Senior VP Commercial Lending Drive Through and Multiple projects

Camden National, Ted Scontras, Development discussion on finance options for Large project teams

TD Bank North, John E Menario, Development discussion on finance options for Large project teams

Mascoma Savings Bank Grant Mac Ewan, 17 Lincoln T Harrington

Norway Savings Bank, Tim Michalak, General Biddeford small business discussions

Business Finance Group, Tim Roach, Inventory and Cash flow financing for business development

Kevin Reilly, Benchmark Project Management, General Biddeford discussions

Fred Proctor, Gorham Savings Vice President, General Biddeford discussions

### **Regional Development Teams**

Drew Swenson, Paragon Owner, Downtown and Mills mixed use condo and market rate housing discussion

Ford Reiche, Reiche Properties, Opened Specific Discussion Mixed use Saco Lowell

Peter Anastos, Opened general discussion Hotels and Market rate housing

Ocean Properties, Pete Cannel/Tom Varley, Downtown, Mills Tpke Hotel complex Discussions several properties

Jim Brady, Red Group/CPB2, Downtown and Mills General Biddeford discussions

Casey Prentiss, CPB2, Downtown and Mills General Biddeford discussions

Tom McDonald, McDonald Development, General Housing Biddeford discussions

John Gallagher, MSHA, Specific Housing Biddeford Projects

Tim Harrington, Atlantic Holding, Mixed use Hotel and Housing

### **Tech Contacts in support of Development**

Robert Martin, SEP, Tech Industry Representative

Corky Ellis, KEPWARE, Tech Industry Representative

Eliot Cutler, President, USM Graduate School Discussed how Biddeford can play a role for USM

Judy Parlin Professional Fund Raiser The Mills Museum/The C H Tower Fund Raising

Darrell Williams Med Tech Strategy /Fund Raiser Small Business contact for help in NIH grants and aid

Rosemary Baldacci and Donato Tramuto Medical Informatics

Connect Me Broadband and GWI and Maine Fiber

**Economic Development/Planning/TIFs Materials**

**Response to Question 15**

Estimated FY 2017 Marketing

Medium	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	Total
TV Advertising	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 3,600.00
Momentum Convention		\$ 750.00			\$ 750.00
Print Advertising	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,000.00
Mereda Conference			\$ 750.00		\$ 750.00
Sponsor River Jam	\$ 1,000.00				\$ 1,000.00
Miscellaneous	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 600.00
*Marketing Consultant	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 10,000.00
<b>Total</b>					<b>\$ 18,700.00</b>

\*4 commercials per year

\*Media buying

\*Earning sponsors/partners

\*Updating web site

\*Partnering with Saco/Hob for adv

\*Videos and drone shots, as needed

\*Press releases and earned media

\*Additional marketing & adv, as needed

\*Misc to print business cards, post cards, folders, etc

**Economic Development/Planning/TIFs Materials**

**Response to Question 16**

<b>TIF District</b>	<b>Party to Credit Enhancement Agreement</b>	<b>Reimbursement Terms</b>	<b>Status</b>
Airport Industrial Park TIF	Soleras	75% (years 1-10), 50% (year 11-20)	CEA expires June 30, 2019
Biddeford Industrial Park TIF	Volk Packaging	90% (years 1-9), 75% (years 10-14), 50% (years 15-20)	CEA expires June 30, 2018
Mill Development/Rte. 111 TIF	North Dam	100% (9 years), 50% (1 year)	CEA expires June 30, 2019
Mission Hill AHTIF	Mission Hill LP	All tax revenues reimbursed except for \$6,000/year (\$6,000 to increase 1%/year for 15 years)	CEA expires June 30, 2030
Mission Hill AHTIF	Mission Hill, LP 2	All tax revenues reimbursed except for \$8,000/year (\$8,000 to increase 1%/year for 15 years)	CEA expires June 30, 2030
The Lofts at Saco Falls AHTIF	The Lofts at Saco Falls, LP	(30 years) Starts with 1 year at 0% reimbursement, 75% for 15 years, Scales down from 75% starting in Tax Year April 1, 2030 through Tax Year April 1, 2043 - to 19%	CEA expires March 31, 2044
New Laconia House AHTIF	Laconia House, LP	50% (15 years)	CEA expires end of Tax Year April 1, 2032- March 31, 2033
Emery School AHTIF	Developers Collaborative Predevelopment LLC	60% Reimbursement	CEA expires June 30, 2027



PAUL R. LePAGE  
GOVERNOR

STATE OF MAINE  
DEPARTMENT OF ECONOMIC  
AND COMMUNITY DEVELOPMENT



GEORGE C. GERVAIS  
COMMISSIONER

December 22, 2015

James Bennett,  
City Manager  
CITY OF BIDDEFORD  
205 Main Street  
Biddeford, ME 04005

RE: RTE 111 - Mill Redevelopment Municipal Tax Increment Financing (TIF) District; Development Program Sixth Amendment (AMD-6)

**A P P R O V E D**

Dear James,

The Maine Department of Economic and Community Development (Department) has reviewed and EFFECTIVE TODAY APPROVED your application to amend above referenced Municipal TIF District. Based on application, I am happy to note/approve:

- a. District taxable Original Assessed Value of \$20,260,315 as of April 1, 2014/2012/2007/2005/2003—acreage 204.55;

Per August 24, 2004 original designation and previous amendments approvals, Department restates:

- b. District term of 30 years ending June 30, 2034 with City FY2033-34;
- c. Real and personal property Increased Assessed Value (IAV) capture of up to 95/75/65% respective of years 1/2/3-30;
- d. District revenues deposited/held in dedicated accounts and applied ONLY toward approved activities/projects due completion BEFORE/BY June 30, 2034,
  - i) Project Cost accounts to reimburse North Damn, LLC (Developer) for costs authorized by 30-A M.R.S. § 5225(1)(A) and Department rules as amended from time to time AND/OR fund public activities/projects,
  - ii) Sinking Fund Account to retire associated public debt if any;
- e. Developer reimbursement limited to incremental taxes from NEW actual value capped at \$2,077,361 total projected at 100/50% annually during District term respective of years 1-9/10;
- f. City may NOT negotiate/execute additional agreements with reimbursement components without due public process and future amendment;
- g. Any non-captured incremental property values resulting in General Fund revenue/deposits MUST be included/reported with City equalized assessed value;
- h. Any future amendment MUST comply with 30-A M.R.S. §§ 5221-5235 and Department rules;
- i. When District expires or is terminated CITY MUST NOTIFY DEPARTMENT IN WRITING.

City revenue allocation projected at \$17 million may facilitate funding for an estimated \$25 million in public costs and associated debt if any, **as further described in development programs**. This funding MUST comply with already established City appropriation process—with activities/projects due completion BEFORE/BY June 30, 2034. The Department restates previously approved public activities/projects immediately following:



PAUL R. LEPAGE  
GOVERNOR



GEORGE C. GERVAIS  
COMMISSIONER

**WITHIN DISTRICT**

- j. Fire Department equipment \$30,000;
- k. Police Department cruisers \$112,180;
- l. Plow trucks \$371,875;
- m. District Program administration \$445,020;
- n. Parking facility \$15 million;

**WITHIN/OUTSIDE DISTRICT ◊**

- o. Riverwalk and Pedestrian connector \$2 million; ⊕
- p. Infrastructure and amenities \$2.5 million; ⊕

**OUTSIDE DISTRICT ◊**

- q. RTE 1 reconstruction \$750,000;

**WITHIN MUNICIPALITY**

- r. Transfer of ownership of Maine Energy Recovery Company parcel/related site costs \$3 million;
- s. Economic development programs \$400,000; ⊕
- t. Environmental projects \$150,000; ⊕
- u. Skills development/training \$72,500;
- v. Quality child care \$72,500;
- w. Permanent revolving loan funds, investment funds and grants per § 5225(1)(C)(3) for costs authorized by 30-A M.R.S. § 5225 and Department rules as amended from time to time \$30,000.

**MAINE IS OPEN FOR BUSINESS.** Please contact Municipal Tax Increment Financing Program Director Laura Santini-Smith with questions about this certification letter or Department review. With this approval, the Department extends best wishes for the success of your District.

*Sincerely,*

George C. Gervais  
Commissioner

cc: Senator David Dutremble (SD-32) and Representatives Ryan Fecteau (HD-11) and Martin Grohman (HD-12)—127<sup>th</sup> Legislature; David Ledew, MRS Director Property Tax Division; Brian Doyle, Governor's Account Executive; Shana Cook Mueller, Bernstein Shur

◊ To the extent a project is outside the District, the City must prorate/allocate costs not directly related to or made necessary by establishment/operation of this District to other funding sources.

EXCLUDING FOLLOWING COSTS/FUNDING:

- ⊕ Public park(s)
- ⊗ Items beyond § 5222(1) scope, i.e.: holiday decorations, plant pots/containers and art

**City of Biddeford  
Summary of Funding Sources  
Route 111-Mill Redevelopment TIF District**

Assessment Date	Fiscal Year	Real Estate			Personal Property			Total TIF Dollars	Captured Value, Net
		Captured Valuation	Tax Rate %	TIF %	TIF Dollars	Captured Valuation	Tax Rate %		
April 1, 2006	2007	\$9,756,000	19.05	95%	\$176,559	\$0	95%	\$0	\$9,268,200
April 1, 2007	2008	\$36,639,800	14.26	75%	\$391,863	\$10,794,800	14.26	75%	\$507,313
April 1, 2008	2009	\$44,687,200	14.78	65%	\$429,310	\$10,610,600	14.78	65%	\$531,246
April 1, 2009	2010	\$44,420,700	14.78	65%	\$426,750	\$9,273,000	14.78	65%	\$515,835
April 1, 2010	2011	\$48,228,700	14.70	65%	\$460,825	\$6,427,000	14.70	65%	\$522,235
April 1, 2011	2012	\$49,926,900	15.42	65%	\$500,417	\$5,532,100	15.42	65%	\$555,866
April 1, 2012	2013	\$48,530,800	16.54	65%	\$521,755	\$3,659,100	16.54	65%	\$561,094
April 1, 2013	2014	\$48,411,400	17.53	65%	\$551,624	\$2,683,300	17.53	65%	\$545,949
April 1, 2014	2015	\$51,365,400	18.99	65%	\$634,029	\$6,088,800	18.99	65%	\$709,186
April 1, 2015	2016	\$54,262,400	19.47	65%	\$686,718	\$6,685,400	19.47	65%	\$771,325
April 1, 2016	2017	\$55,347,648	19.47	65%	\$700,452	\$5,371,040	19.47	65%	\$84,607
April 1, 2017	2018	\$76,454,601	19.47	65%	\$967,571	\$4,762,160	19.47	65%	\$67,973
April 1, 2018	2019	\$82,983,693	19.47	65%	\$1,050,200	\$4,153,280	19.47	65%	\$60,268
April 1, 2019	2020	\$84,643,367	19.47	65%	\$1,071,204	\$3,544,400	19.47	65%	\$52,562
April 1, 2020	2021	\$86,336,234	19.47	65%	\$1,092,628	\$2,935,520	19.47	65%	\$44,856
April 1, 2021	2022	\$88,062,959	19.47	65%	\$1,114,481	\$2,326,640	19.47	65%	\$37,150
April 1, 2022	2023	\$89,824,218	19.47	65%	\$1,136,770	\$1,717,760	19.47	65%	\$29,445
April 1, 2023	2024	\$91,620,702	19.47	65%	\$1,159,506	\$1,108,880	19.47	65%	\$21,739
April 1, 2024	2025	\$92,536,909	19.47	65%	\$1,171,101	\$500,000	19.47	65%	\$14,033
April 1, 2025	2026	\$93,462,279	19.47	65%	\$1,182,812	\$500,000	19.47	65%	\$6,328
April 1, 2026	2027	\$94,396,901	19.47	65%	\$1,194,640	\$500,000	19.47	65%	\$6,328
April 1, 2027	2028	\$95,340,870	19.47	65%	\$1,206,586	\$500,000	19.47	65%	\$6,328
April 1, 2028	2029	\$96,294,279	19.47	65%	\$1,218,652	\$500,000	19.47	65%	\$6,328
April 1, 2029	2030	\$97,257,222	19.47	65%	\$1,230,839	\$500,000	19.47	65%	\$6,328
April 1, 2030	2031	\$98,229,794	19.47	65%	\$1,243,147	\$500,000	19.47	65%	\$6,328
April 1, 2031	2032	\$99,212,092	19.47	65%	\$1,255,579	\$500,000	19.47	65%	\$6,328
April 1, 2032	2033	\$100,204,213	19.47	65%	\$1,268,134	\$500,000	19.47	65%	\$6,328
April 1, 2033	2034	\$101,206,255	19.47	65%	\$1,280,816	\$500,000	19.47	65%	\$6,328
<b>Totals</b>					<b>\$25,324,968</b>			<b>\$1,044,312</b>	<b>\$26,333,030</b>