

ECONOMIC DEVELOPMENT PROJECT

***Downtown MAP:
Marketing Action Plan***

PREPARED FOR:

THE CITY OF GARDINER, MAINE

SUBMITTED BY:



ONE MONUMENT SQUARE • PORTLAND, MAINE 04101

FINAL REPORT • JUNE 1999

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Overview

Working in partnership with interested citizens, the Joint Downtown-Libby Hill Committee, the Office of Economic & Community Development, Critical Insights, Kent Associates, and Casey & Godfrey Consulting Engineers, PA Strategies, LLC developed a comprehensive economic development strategy for the City of Gardiner. This strategy seeks to revitalize the downtown shopping district, redesign and redevelop portions of the downtown, and to develop the Libby Hill Business Park.

The Downtown Revitalization Initiative includes research and evaluation of the existing marketplace, a strategy to retain and grow existing businesses, and a plan to promote niche market opportunities. This process began by analyzing the downtown shopping district with a survey of residents and businesses, along with a comprehensive study of streetscapes, traffic patterns, parking facilities, and design proposals. For complete results, please see separate reports submitted by Critical Insights and Kent Associates.

The results of our research present the following challenges to revitalizing Downtown Gardiner:

- Most shoppers believe that the downtown lacks variety and convenience;
- Alternative shopping venues – particularly malls – are well established and attractive shopping destinations; and
- Both business owners and shoppers believe that available parking is limited.

Despite these significant challenges, our studies also yielded several positive perceptions and realities about the downtown marketplace:

- Most business owners and operators are optimistic about the future of Downtown Gardiner;
- Most businesses are likely to remain downtown and many plan to expand their operations;
- Most shoppers will visit a revitalized downtown more frequently, as many as 3 times each week; and
- Despite public perception, our study shows that sufficient parking is and will continue to be available to a revitalized downtown shopping district.

Based on these and other findings of our research, PA Strategies proposes a Marketing Action Plan (MAP) that is designed to retain and grow Downtown Gardiner's existing economic base and to promote niche market business opportunities in Gardiner to the broader marketplace.

Messages

In addition to the strategic implications gained from market research, our Marketing Action Plan builds upon existing positive attributes of Downtown Gardiner and the benefits of locating a business in the downtown shopping district. Among these attributes, we can discern the following messages:

- ***Gardiner – Where History & Progress Meet***

This message suggests an overall theme of a quaint historic district that is simultaneously moving forward and seizing new opportunities. Our goal is to build support and enthusiasm among community and business leaders and to promote Gardiner as a better place to live, work, and play.

- ***Convenience***

This message can overcome mistaken perceptions by focusing on available parking and convenience of the U.S. Post Office, Gardiner Public Library, Gardiner Savings and other downtown banks, Shop 'n Save, Reny's, and Rite Aid.

- ***Historic Downtown District***

Here again, this message allows us to tout the downtown's historic charm, landmarks, and riverfront location.

- ***Activity Anchors***

Highlighting the riverfront location and the popular programs and services of the Gardiner Public Library and Johnson Hall allows the City to build upon the commercial and professional base of the downtown shopping district and create excitement for new areas of activity: arts and recreation.

- ***Creative Financing Opportunities***

See below.

- ***Business Enterprise Center***

See below.

- ***Downtown Opportunity Corporation***

See below.

PA Strategies urges the City of Gardiner to publicize these positive messages through direct contacts with existing and potential business opportunities, community forums, press briefings, and paid print advertising.

Business Retention & Attraction Strategy

Studies and practical experience show that most economic growth occurs from within the particular community. Therefore, PA Strategies worked with city officials and committee members to develop a strategy designed to retain and grow the City of Gardiner's existing downtown economic base.

Working together is the key to the ongoing success of this effort. Creating and maintaining a corps of interested and involved local business leaders is also critical to success. These stakeholders must be assured that their participation is essential to identifying and eliminating barriers to growth, and in seizing potential opportunities for expanding the downtown economy.

To achieve the goals of retaining and growing existing businesses, PA Strategies proposes the following initiatives as a Downtown MAP or Marketing Action Plan:

A. Downtown Opportunity Corporation

Our market research indicated majority support (54%) from downtown businesses for the creation of a Downtown Opportunity Corporation (DOC). PA Strategies proposes the creation of a DOC under the auspices of the Gardiner Board of Trade that would work in concert with City Officials and existing downtown business leaders to serve the following functions:

- ***Marketing***

Work with existing agencies and organizations to implement downtown marketing strategies, and maintain a clear and positive image of the downtown shopping district with both the press and the general public. Also, the DOC will take a lead role in planning, promoting, and facilitating downtown festivals and other events designed to stimulate interest in downtown shopping.

- ***Managing***

Coordinate downtown signage, beautification, and site improvement initiatives. In addition, DOC will coordinate festivals and other events designed to attract shoppers and visitors to the downtown shopping district during peak seasons. PAS recommends that the DOC coordinate with Gardiner High School and perhaps local community service organizations to ensure proper maintenance of downtown open spaces.

- ***Building Community***

Build support for the downtown by soliciting ideas from business owners and operators for additional economic growth initiatives and downtown improvements. The DOC will serve as the advocate for downtown concerns. And the DOC will seek to build strong working relationships between city officials, local businesses, and the trustees of existing activity anchors (such as Johnson Hall and the Gardiner Public Library) in order to strengthen those organizations and to attract additional visitors to downtown.

Envisioned as a public/private partnership, the Downtown Opportunity Corporation's goals will be to promote Downtown Gardiner as the place "where history and progress meet" for both established businesses and potential new businesses with the downtown district.

The DOC will tout Downtown Gardiner as a unique place where both tradition and innovation thrive by linking the aesthetic advantages of the City's riverfront shopping district with the economic benefits of doing business downtown. And it will promote Downtown Gardiner to general audiences as an active, vibrant, historic, and convenient place to shop.

The Downtown Opportunity Corporation will be chartered as a non-profit corporation under the Maine Nonprofit Corporation Act and will operate under Section 501c 4 of the Internal Revenue Code. Staff and officers of the Board of Trade will serve as the clearly identifiable leaders of the Downtown Opportunity Corporation and the overall downtown revitalization initiative.

This model of cooperation and partnership between local government and the business community can be credited with revitalizing literally hundreds of downtown districts, including Portland's Old Port Exchange.

In the short term, PAS proposes to fund the Downtown Opportunity Corporation with monies sheltered by the creation of tax increment financing districts. Over the long-term, PAS envisions funding from a combination of grant monies, corporate benefactors, and potentially an assessment on downtown properties.

On Wednesday, April 28, George Campbell, President of PA Strategies, spoke to the annual meeting of the Gardiner Board of Trade regarding the creation of the DOC as a subsidiary program of the Board of Trade and other initiatives pertaining to the overall economic revitalization strategy. Prior to that meeting, Jeff Kobrock, Gardiner's Director of Economic & Community Development, solicited support from key members of the Board of Trade for the Downtown Opportunity Corporation. Final approval of the BOT's involvement is pending.

ACTION:	<i>Draft DOC Charter</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 2</i>

ACTION:	<i>Introduce DOC at BOT's Annual Meeting</i>
ASSIGNMENT:	<i>George Campbell of PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 3 for Prepared Remarks</i>

B. Tax Increment Financing

George Campbell and Cliff Garvey of PA Strategies also met with City Officials on several occasions to facilitate the adoption of citywide guidelines for the creation of Tax Increment Financing (TIF).

TIF districts are specific geographic locations where commercial growth and expansion is planned within a community. Within each TIF district, a portion of the new property taxes generated by a development project can be “captured” for specific economic growth and community development projects. Those revenues must be maintained in a Development Program Fund and dedicated to support either the cost associated with a particular development or other eligible initiatives that support or promote economic growth.

In approximately sixty communities across Maine, TIF districts attract new businesses and support local economic development by investing “new” tax revenues in job creation or retention, enticing new long-term investments, and rehabilitating properties.

On May 12, 1999, the Gardiner City Council approved unanimously (7-0) our proposed guidelines for tax increment financing. Within the City of Gardiner, applications for tax increment financing will be considered for all areas zoned for commercial development with special consideration for projects proposed in the Downtown Shopping District, the Libby Hill Business Park, and the Associated Grocers Business Park.

In addition, by creating a Downtown TIF District, the City of Gardiner can leverage the economic benefits gained by particular projects through several other economic development initiatives including:

▪ **State Programs**

- Business Equipment Tax Reimbursement (BETR)
- Employee Tax Increment Financing (ETIF)
- State Employee Training Incentives

▪ **Federal Programs**

- Historic Rehabilitation
- Tax Credits
- Community Development Grants

Taken together, these programs create a powerful economic development tool for the City of Gardiner. PA Strategies will work with the City Council and the Office of Economic & Community Development to create a Tax Increment Financing Policy that serves the objectives of revitalizing and redeveloping the downtown district.

ACTION:	<i>Draft Tax Increment Financing Guidelines</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 4</i>

ACTION:	<i>Enact Tax Increment Financing Guidelines</i>
ASSIGNMENT:	<i>Gardiner City Council</i>
STATUS:	<i>Complete – See Tab 5 for Newspaper Coverage</i>

C. Explore Partnership with Hannaford Brothers

Throughout the process of developing a marketing action plan for the downtown shopping district, community and business leaders in Gardiner have emphasized the critical importance of Hannaford Brothers and its Shop 'n Save Plaza.

As downtown's most prominent and popular commercial anchor, the importance of Shop 'n Save to the overall economic revitalization process cannot be underestimated. Earlier this year, PAS facilitated work sessions with representatives from Hannaford Brothers to discuss the possibility of a public-private partnership to undertake renovations and improvements to the existing site.

PAS recommends that the City maintain an ongoing constructive relationship with Mary Gamage and Chuck Wilson, the corporate representatives charged with overseeing this renovation project.

ACTION:	<i>Express City Support for a Public-Private Partnership</i>
ASSIGNMENT:	<i>PA Strategies, LLC & Joint Committee</i>
STATUS:	<i>Complete – See Tab 6</i>

ACTION:	<i>Prepare Hannaford Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 7</i>

D. Business Enterprise Center

We all know that first-time entrepreneurs sometimes need assistance in making the transition from having a good idea to operating a profitable small business. In an effort to enhance the creative and entrepreneurial spirit of local citizens hoping to operate their own businesses, PA Strategies proposes the creation of Business Enterprise Center (BEC).

The BEC will provide innovative men and women with the support necessary to transform their dreams into viable, locally based downtown businesses. In addition, the BEC will provide its clients with office space, equipment, technical support, and access to financial advice and services.

Based on our understanding of available office and commercial space, the BEC will cater initially to knowledge-based, professional businesses. However, depending upon interest from light manufacturers, other arrangements might be made.

As part of our team's planning process, PAS facilitated a work session with Mike Rollins of USDA Rural Development regarding grant opportunities for funding the Business Enterprise Center.

Here again, after discussion with Jeff Kobrock of Gardiner DECD, PA Strategies recommends that the Gardiner Board of Trade manage the operations of the Business Enterprise Center. And as a non-profit corporation, the Board of Trade is eligible for the USDA grants programs that are necessary in order to realize this project.

Here again, George Campbell of PA Strategies, LLC spoke to the annual meeting of the Gardiner Board of Trade regarding the creation of the BEC and that organization's management role.

ACTION:	Facilitate USDA Work Session
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Tab 8 for Contact Directory

ACTION:	Introduce BEC to BOT's Annual Meeting
ASSIGNMENT:	George Campbell of PA Strategies, LLC
STATUS:	Complete – See Again Tab 3

ACTION:	Draft BOT Mission Statement & Application Materials
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Tabs 9, 10, 11

E. Strengthen Gardiner's Revolving Loan Fund

In an effort to strengthen Gardiner's existing revolving loan program, PA Strategies recommends that the City Council and the Gardiner Economic Development Committee take advantage of funding opportunities that allow the program to better serve the downtown shopping district.

USDA's Office of Rural Development sponsors several grant and loan programs that might strengthen the revolving loan program and assist the City of Gardiner with other downtown revitalization initiatives.

PAS scheduled a work session with Alan Daigle of USDA Rural Development to determine eligibility and to begin the appropriate application processes. These programs include:

- **Business & Industry Loan Guarantees**
- **Intermediary Relending Program**
- **Guaranteed Community Facility Loan Program**
- **Business & Industry Guaranteed Loan Program**

ACTION:	Facilitate USDA Work Session
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Again Tab 8

F. Maine Business Visitation Program

The Maine Business Visitation Program (BVP) is a joint venture between the Maine Department of Labor and the Maine Chamber & Business Alliance. It is a business retention and expansion program, which is implemented at the local level and is aimed at existing businesses. Its goal is to stimulate local economic growth by helping communities and businesses to identify and resolve local economic problems.

BVP gathers concise, accurate, and current information about the needs of a community's existing business concerns. More important, BVP helps local businesses to identify and solve internal problems; assists them in using programs designed to improve their competitiveness; and works with them to develop strategic plans for long-term growth.

In order to accomplish its goals, the program links local businesses with a variety of financial, technological, business planning, marketing, and job training resources. BVP has responded to over 4,000 requests for information or direct assistance with regulatory issues, job training, workforce development, energy efficiency, tax compliance, tax incentives, and financial resources.

Since 1996, over forty Maine towns and cities have participated in the program. The City of Gardiner already has expressed interest in this program.

G. Media and Community Relations

In an effort to raise public awareness of efforts to revitalize and redevelop the downtown shopping district, PA Strategies will implement a media relations plan and assist with ongoing efforts by Gardiner DECD to design appropriate printed materials.

That media and community relations plan will include the following components:

- **News Release**
An introductory news release to announce the overall economic development initiative.
- **Press & Community Briefings**
Press briefings with local and regional editorial boards and business correspondents, as well as business and civic organizations.
- **Info-Packs**
Info-Packs for distribution to interested citizens, business leaders, political leaders, and civic organizations.

- **Website**

PA Strategies recommends that the City of Gardiner contract with a professional “webmaster” to design and maintain a site on the world wide web. This site would include information about the initiatives described in this plan, along with demographic information about the City and upcoming community events.

In addition to building support among local stakeholders, PA Strategies believes that building a productive and ongoing relationship with local and regional media outlets is essential to the success of the overall economic development initiative. We believe that the media should become a partner in the community’s effort, rather than simply reporters of events and results.

ACTION:	<i>Draft News Release</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 12</i>

ACTION:	<i>Prepare Media Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 13</i>

ACTION:	<i>Prepare Webmaster Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Pending – See Tab 14</i>

Niche Market Opportunity Strategy

A. Target Niche Market Opportunities

Our market research tells us that a national retail chain store, a women's clothing store, and a super grocery store located downtown held most appeal for both Gardiner residents and regional shoppers.

Since retail chains rarely locate in rural or suburban downtown shopping districts, PAS proposes to target both those preferences mentioned by survey respondents and niche market businesses that capitalize on existing downtown anchors and neutralize public perceptions about downtown inconvenience.

The following niche market opportunities either supplement or compliment existing downtown attractions and anchors such as the Kennebec River, Shop 'n Save, Rite Aid, Reny's, the U.S. Post Office, the Gardiner Public Library, Johnson Hall, City Hall, and various banking institutions:

- ***Riverfront Recreation***
Meet the demand created by existing and developing recreational opportunities along the riverfront.
- ***Young Adults***
Meet the demand for CDs, comics, clothing, and memorabilia among teens and young adults.
- ***Professional Offices***
Meet the demand for financial and professional services, such as law firms, medical practices, and real estate offices, which are not provided by local banks.
- ***Specialty Food & Drink***
Meet the demand for products not offered by local grocery retailers in Gardiner and nearby communities.
- ***Coffee Bars & Brew Pubs***
Meet the demand not served currently in the local marketplace.
- ***Family & Specialty Restaurants***
Meet the demand not served currently by existing local restaurants.

PAS worked with the Joint Committee to revise and expand our list of niche market businesses. In addition, PAS urges the City to make direct contact with appropriate company representatives to gauge their interest in locating a franchise in Downtown Gardiner. What follows is an abbreviated list of potential niche businesses:

- *Peak Performance Sports*
- *American Skiing Company*
- *Play It Again Sports*
- *Olympia Sports Center*
- *Newbury Comics*
- *Johnny Rockets*
- *Kennebec Coffee Company*
- *Coffee by Design*
- *Starbucks*
- *Java Net*
- *Bookland*
- *Shipyards Brewing Company*
- *Stone Coast Brewing Company*
- *And Other Regional Niche Market Businesses*

ACTION:	<i>Prepare Niche Market Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Separate Binder</i>

ACTION:	<i>Draft Initial Contact Letter to Niche Market Targets</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 15</i>

ACTION:	<i>Promote Niche Market Opportunities Strategy</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 16 for Newspaper Coverage</i>

B. Marketing Materials

Working with the Joint Downtown-Libby Hill Committee, the Gardiner Office of Economic & Community Development, its partners, and other interested parties, PAS recommends that the City continue its efforts to design of printed presentation materials that promote the downtown district. These materials can be used to communicate the City's messages to niche market businesses and other potential businesses via several delivery methods:

- **Info-Packs**

As described above, these are for distribution at presentations, press briefings, meetings of civic organizations, economic development conferences, etc.

- **Direct Mail Brochures**

For distribution to corporate executives, business leaders, and commercial brokers.

- **Paid Advertising**

In business journals, trade publications, and general audience publications.

ACTION:	Design Direct Mail Brochures
ASSIGNMENT:	Gardiner DECD
STATUS:	Pending

ACTION:	Design Newspaper Ad
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Tab 17

ACTION:	Prepare Advertising Contact Directory
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Tab 18

Beyond the scope of this planning process, PAS envisions that the Downtown Opportunity Corporation, under the management of the Gardiner Board of Trade, will assume responsibility for refining these materials and implementing an action plan based on these basic components:

- **Identify**

Identify additional niche market opportunities that are compatible with the downtown shopping district and non-profit magnets, local ordinances, and community standards.

- **Educate**

Educate possible niche market businesses about the many benefits of locating a business in Downtown Gardiner, and educate local stakeholders about potential new businesses.

- **Recruit**
Recruit local champions who will participate in an ongoing effort to promote the benefits of locating in Downtown Gardiner.
- **Motivate**
Motivate local champions by creating expectations, building interest, and creating a sense of ownership among those assisting with the promotional effort.
- **Activate**
Activate the marketing strategy by determining tasks and deadlines, seizing opportunities, and improving the potential for success in attracting niche market businesses to the downtown shopping district.

In addition, Gardiner DEC and DOC should emphasize the City's effort to attract niche market businesses in the suggested community and media relations plan campaign that is proposed above.

Conclusion

Throughout this effort, PA Strategies and its team have operated under the assumption that our mission was to work with citizens and city officials to make the City of Gardiner a better place to live, work, and play.

This Marketing Action Plan (MAP) was designed to realize that goal by building upon the downtown shopping district's existing strengths and by proposing innovative policies for attracting new businesses. As outlined above, this plan proposes to revitalize Downtown Gardiner by employing innovative economic development techniques such as tax increment financing and the creation of a Downtown Opportunity Corporation and a Business Enterprise Center, along with creative marketing strategies and promotional materials.

We welcome questions, comments, and suggestions. Please feel free to contact Cliff Garvey by telephone at (207) 791-1400 or by electronic mail at cgarvey@pastrategies.com.

ACTION:	<i>Presentation to Gardiner City Council</i>
ASSIGNMENT:	<i>George Campbell of PA Strategies, LLC</i>
STATUS:	<i>Complete – May 24, 1999</i>

ACTION:	<i>Public Presentation at Johnson Hall</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – June 2, 1999</i>

ACTION:	<i>Final Presentation to Gardiner City Council</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Pending – July 12, 1999</i>

DOWNTOWN OPPORTUNITY CORPORATION, INC.
CITY OF GARDINER, MAINE

ARTICLE I

Name and Location

The name of this Corporation shall be DOWNTOWN OPPORTUNITY CORPORATION, INC., dba GARDINER'S DOWNTOWN DISTRICT, and its location shall be Gardiner, Maine.

ARTICLE II

Seal

The Corporation shall have a seal of such design as the Directors may adopt. Such seal shall be in the custody of the Clerk.

ARTICLE III

Purposes

Within the geographic area designated as the Downtown Opportunity Corporation zone of the City of Gardiner, as amended from time to time (the "District") the purposes of this corporation shall be:

- To represent the business, cultural and residential community in the on-going development and management of downtown Gardiner;
- To create a safer, cleaner, well-managed downtown area so that Gardiner can successfully compete as an environment in which to live, do business, shop and visit;
- To stimulate commercial, retail, tourist and cultural activities through improved marketing and promotional initiatives which enhance the image of downtown Gardiner.

In pursuit of the purposes for which the Corporation is organized, the Corporation shall have all of the specific, general, and incidental powers granted to it by the Maine Nonprofit Corporation Act, and the Corporation is empowered to do all and everything necessary, suitable and proper for the accomplishment, attainment or furtherance of its purposes, subject to the limitations that:

- a) The Corporation shall be operated exclusively for the promotion of social welfare, as such term and purpose are used and defined in, or in connection with, Section 501(c)(4) of the Internal Revenue Code of 1986, relating to tax exempt corporations (or in the corresponding provisions of any future United States Internal Revenue Law), and the regulations pertaining thereto as they now exist or hereafter may be amended;
- b) The Corporation shall not, directly or indirectly, participate or intervene in political campaigns on behalf of or in opposition to any candidate for public office;
- c) The Corporation shall not operate as a social club for the benefit, pleasure, or recreation of its members nor carry on a business with the general public in a manner similar to organizations which are operated for profit;
- d) No part of the net earnings of the Corporation shall inure to the benefit of any director, officer, or employee of the Corporation or any private individual or organization (except as reasonable compensation for services actually rendered to the Corporation in carrying out its exempt purposes) and no director, officer, or employee of the Corporation or any private

individual or organization shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation except in furtherance of the Corporation's exempt purposes.

In the event of the dissolution of the Corporation, all remaining assets, after making provision for payment of all lawful debts and liabilities, shall be distributed to such tax-exempt organization under Internal Revenue Code Sections 501(c)(3) or 501(c)(4), or to such federal, state, or local government, as the Board of Directors shall determine will best carry out the exempt purposes of the Corporation.

ARTICLE IV

Meetings of the Corporation

Section 1 – Annual Meeting. The Annual Meeting of the Corporation shall be held once each year within 45 days of January 1 at such time and place as the Board of Directors may designate.

Section 2 – Special Meetings. Special meetings of the Corporation may be called by the President at any time and shall be called upon the request in writing of five (5) members of the Board of Directors.

Section 3 – Notice. Notice of meetings of the Corporation shall be given by the President or Executive Director by mailing to each business and property owner in the District, at least five (5) days before such a meeting, a notice specifying the time, place and purpose of the meeting. An affidavit of the making of such notice with a copy of the notice attached made by the person mailing the notice, shall sufficient proof of compliance with these By-laws.

ARTICLE V

Board of Directors

Section 1 – Composition. The Board of Directors of the Corporation shall be composed of _____ who will be elected by the Gardiner Board of Trade.

At all times there shall be representation on the Board of Directors, in the person of an owner, operator or authorized representative, of the following:

- Retail;
- Multi-unit Residential Property;
- Cultural/Non-profit/Educational;
- Restaurant;
- Financial Institution;
- Professional Tenant;
- Office Property Owner;

There shall be two appointed representatives of the City of Gardiner, one to represent the City administration and one to represent the City Council, to be chosen by the City Manager and City Council respectively.

All non-city Directors shall claim the district to be their principal place of business or residence. No business or property owner shall be represented by more than one Director.

Section 2 – Election. The initial Board of Directors shall be _____, appointed in accordance with the rules and procedures that govern the Gardiner Board of Trade.

Section 3 – Meetings. Meetings of the Board of Directors shall be held at least six (6) times per year, at such time and place as shall be stated in a notice by the President or Executive Director given by mail, telephone or facsimile transmission at least two days prior to such meeting.

Section 4 – Compensation. No Director shall receive any compensation or reimbursement of expenses for serving as Director, provided that this section does not preclude any Director from serving the Corporation in any other capacity and receiving compensation therefor.

ARTICLE VI

Officers

Section 1 – Composition. The officers of the Corporation shall consist of President, First Vice-President, Treasurer, Secretary, Executive Director and such Vice-Presidents and other officers and agents as the Board of Directors may from time to time determine and elect.

Section 2 – Election and Appointment. The following officers shall be elected annually by the Board of Directors at the regular July meeting from among the elected Directors: President and First Vice-President. Occupants to each office shall be elected by majority vote of those present at the July meeting and shall take office immediately. No elected officer shall serve more than two (2) years consecutively. Vice-Presidents, except for the First Vice-President and Executive Director, shall be appointed by the President, to serve at the President's pleasure. Their terms shall expire automatically with that of the President who appointed them.

The Board shall annually appoint a Treasurer and Secretary, who may be chosen from outside the members of the Board of Directors, who shall serve at the pleasure of the Board. Other officers may also be appointed to serve at the pleasure of the Board, with no time restrictions on their terms of office or any requirement of annual election.

Section 3 – Resignations and Removals. Any officer may resign by filing with the President, the Executive Director or the Board a written resignation which shall take effect on being so filed or at such later time as may be specified therein. So far as permitted by law, the Board may at any meeting of the Board remove from office any officer elected or appointed by the Board.

Section 4 – Vacancies. A vacancy in any office may be filled by the Board of Directors at any duly called regular or special Board meeting.

ARTICLE VII

Powers and Duties of Directors and Officers

Section 1 – Directors. The Board of Directors shall have the entire control and management of the corporation, its property and affairs and of the carrying out of all or any of its purposes and may exercise all of its powers, subject only to the provisions of law as from time to time amended or these by-laws as from time to time amended. The Board shall employ an Executive Director and shall fix the Executive Director's salary and other consideration of employment. It may also, subject as aforesaid, (1) appoint such subordinate officers and agents as it from time to time deems necessary, determine their duties, and at its discretion remove or suspend the same; (2) fix and, from time to time as it deems necessary, change their salaries and other compensation; (3) appoint any officer, permanently or temporarily as it deems necessary, to have powers and perform duties of any other officer; (4) delegate any of the powers of the Board to any committee, officer or agent; (5) make grants and authorize contracts and otherwise determine the manner and extent of use of the funds and other property, real and/or personal, of Corporation.

Section 2 – President. The President shall be the chief executive officer of the Corporation and be responsible for directing the business of the Corporation. The President shall be responsible for the development and implementation of long-range objectives, policies and plans subject to the approval of the Board of Directors. The President shall serve as the presiding officer of the Board of Directors and the Executive Committee and other meetings of the Corporation, and in that capacity guide the deliberations and activities of the Board. The President shall have the general powers and duties usually vested in that office and such other powers and duties as may be designated by the Board of Directors.

The President shall, with the advice and counsel of the Executive Director, assign responsibility to vice-presidents, subject to the Board of Directors approval.

Section 3 – First Vice-President. The First Vice-President shall exercise the powers and authority and perform the duties of the President in the absence or disability of the President.

Section 4 – Other vice-presidents. The duties of other vice-presidents shall be such as their titles by general usage would indicate, and such as required by law, as well, as those may be assigned by the President and Board of Directors. They shall also have under their immediate jurisdiction all committees pertaining to their general duties.

Section 5 – Treasurer. The Treasurer shall collect and receive all moneys due or belonging to the Corporation and shall be responsible for their safeguard and proper disbursement. Such funds shall be kept on deposit in financial institutions approved by the Board of Directors. The Treasurer shall cause a monthly financial report to be made to the Board. His or her books shall at all times be open to inspection by the Directors or property owners and businesses in the district. At the close of the fiscal year of the Corporation he or she shall render an account of all moneys received and expended during the previous fiscal year. The Treasurer shall give a bond to the corporation honestly to perform the duties of the office of Treasurer and to account for all moneys and other matters and things which may be received by virtue of such office, in such amount as the Board of Directors shall direct.

Section 6 – Executive Director. The Executive Director shall be the chief administrative and operations officer of the corporation.

The Executive Director shall be responsible for the administration of the programs in accordance with the policies and regulations established by the Board of Directors. The Executive Director shall assist the President in the development of corporate objectives and policies that cover operations, personnel, performance and growth. The Executive Director shall have general responsibility and authority to see that all orders and resolutions of the Board are carried into effect.

The Executive Director shall serve as advisor to the President and First Vice-President. The Executive Director shall assemble information and data and cause to be prepared special reports as directed by the President or the Board.

The Executive Director shall serve as ex-officio member of all committees.

The Executive Director shall be responsible for hiring, discharging, directing and supervising all employees. All employees shall report directly to the Executive Director. With the cooperation of the President and Treasurer, the Executive Director shall be responsible for the preparation of an operation budget covering all activities of the Cooperation, subject to approval of the Board of Directors. The Executive Director shall be responsible for all expenditures within approved budget allocation. Unless otherwise voted by the Board of Directors, the Executive Director shall give a

bond to the Corporation honestly to perform the duties of the office of Executive Director, in such amount as the Board of Directors shall direct.

Section 7 – Secretary. The Secretary shall serve as secretary of the Board of Directors and cause to be prepared notices and minutes of meetings of the Board.

Section 8 – Executive Committee. The Executive Committee shall meet periodically to advise the President of district matters. The Executive Committee shall be composed of the President, First Vice-President, if not a Chair of a standing committee, Treasurer, Executive Director, the immediate Past-President and the Chairs of each of the standing committees. The President will serve as chairperson.

ARTICLE VIII

Committee and Divisions

Section 1 - Appointments and Discharge. Except for the Executive Committee, the President shall appoint all committees, and, by and with the approval of the Board of Directors, committee chairpersons. The President may appoint such ad-hoc committees and their chairpersons as the President deems necessary to carryout the programs of the Corporation. Except for the Executive Committee, committee appointments shall be at the will and pleasure of the President and in no event shall exceed the term of the appointing President.

Committees shall be discharged by the President when their work has been completed and their reports accepted, or when in the opinion of the Board of Directors, it is deemed wise to discontinue such committee.

Section 2 – Authority. It shall be the function of committees to make investigations, conduct studies and hearings, make recommendations to the Board of Directors and to carry on such activities as may be delegated to them by the Board.

No action by a committee, committee member, division, employee, Director or officer shall be binding upon, or constitute an expression of, the policy of the Corporation unless it shall have been approved or ratified by the Board of Directors.

Section 3 – Divisions. The Board may create such divisions, bureaus, departments, or councils as it deems advisable to handle the work of the Corporation. The Board shall authorize and define the powers and duties of all divisions, bureaus, departments, or councils.

No action or resolution of any kind shall be taken by divisions, bureaus, departments, or councils having bearing upon or expressive of the policy of the Corporation, unless approved by the Board of Directors.

ARTICLE IX

Finances

Section 1 – Fiscal Year and Review. The fiscal year of the Corporation shall begin on the first day of July and end the 30th day of June. Unless directed otherwise by a majority vote of the Board, the books and records of the Corporation shall be reviewed, not audited, annually as of the close of business on the 30th day of June by an independent certified public accountant. The review at all times shall be available to property owners and businesses in the District at the Corporation's offices.

ARTICLE X

Parliamentary rules

Section 1 - Parliamentary Authority. In all questions of parliamentary procedure, the President may be guided by the most recent edition of Robert's Rules of Order, when such rules are not inconsistent with the Articles or by-laws of the Corporation.

ARTICLE XI

Amendments

Section 1 - By the Board. These by-laws may be amended, altered, or repealed by a two-thirds (2/3) vote of those present and voting at any regular or special meeting of the Board of Directors when a quorum is present, provided the notice for the meeting includes the proposals for amendment, alteration or repeal. Such action, however, shall not be taken within six months after a vote on the same or substantially similar proposal.

The Directors shall have no power to adopt any amendment to these by-laws which (a) would be inconsistent with any contractual obligations of the Corporation, (b) would be inconsistent with the requirements of Section 501 (c)(4) of the Internal Revenue Code of 1986 (or of the corresponding provisions of any future United States Internal Revenue Law) or the regulations pertaining thereto as they now exist or hereafter may be amended or (c) might disqualify the Corporation from exemption from tax under that Section.

ARTICLE XII

Disaster Provisions

If at any time, for any reason, the Board of Directors is reduced to seven (7) or fewer Directors, then the remaining Directors shall be authorized to appoint as many Directors as required to establish a quorum. The Board shall conduct a special election to fill the unexpired term of existing vacancies. Such special election shall follow the procedure described in Article V, Section 2 and shall include a thirty (30) day nominating process and a fifteen (15) day voting period.

ARTICLE XIII

Indemnification

Each Director and officer of the Corporation shall be indemnified by it against all expenses actually and necessarily incurred by such Director or officer in connection with the defense of any action, suit, or proceeding to which such Director or officer has been made a party by reason of being or having been such Director or officer except in relation to matters as to which such Director or officer shall be adjudicated in such action, suit, or proceeding to be liable for gross negligence or willful misconduct in the performance of duty.

Prepared & Submitted by
PA STRATEGIES, LLC
One Monument Square
Portland, Maine 04101

**NEW OPPORTUNITIES, NEW LIFE:
GARDINER'S ECONOMIC DEVELOPMENT STRATEGY**

**GARDINER BOARD OF TRADE
APRIL 28, 1999**

Good evening. Thank you for inviting me to speak with you about my firm's work with the City of Gardiner. We're working together to create an innovative economic revitalization, redevelopment, and marketing strategy for the Downtown Shopping District and the Libby Hill Business Park.

Indeed, "innovation" is the guiding principle behind our efforts in Gardiner. Over the past several months, our team has worked with Jeff Kobrock and the Joint Downtown-Libby Hill Committee on a strategy that seeks to create "new opportunities and new life" for both Downtown Gardiner and the long-planned Libby Hill Business Park.

In short, our overall goal is to make this City an even better place to live, to work, and to play.

Much of my presentation this evening will focus on our efforts to revitalize and redesign the Downtown Shopping District. That's because we're

looking to the Gardiner Board of Trade – with its energy, experience, and expertise – to implement vital components of our strategy.

We started by building upon the key themes of a successful economic development and revitalization strategy – vision, market research, public-private partnering, infrastructure, and marketing.

These themes were a hot topic for discussion at the last meeting of the National League of Cities in December. And communities across the country, just like this one, are applying them – communities that are committed to retaining and growing existing businesses and to attracting new ones.

Here in Gardiner, your vision – our vision – is simple: to revitalize and redevelop the Downtown Shopping District. This vision isn't new and it isn't easily realized. Our market research underscores the challenges we face, but it also highlights the fact that local merchants and the general public support our effort and are optimistic about the future.

That market research included a focus group of downtown residents and separate scientific polls of downtown business owners, commercial brokers,

regional business executives, and the general public. The results of our research present the following challenges to revitalizing Downtown Gardiner:

- Most shoppers believe that the downtown lacks variety & convenience.
- Shopping malls are well-established and more attractive places to shop.
- And both business owners and shoppers believe that parking is limited.

Despite these significant challenges, our studies also yielded several positive perceptions and realities about Gardiner's downtown marketplace.

First, both business owners and shoppers are optimistic about the future of Downtown Gardiner.

Second, most businesses are likely to remain downtown and many hope to expand their operations.

Third, most shoppers are likely to visit a revitalized and improved downtown more frequently – as many as 3 times each week.

And despite public perception to the contrary, our study shows that sufficient parking is and will continue to be available. We just need to remind people that downtown parking is free, plentiful, and convenient.

Based on these and other findings, the PA Strategies team proposes a Downtown Marketing Action Plan or MAP that is designed to retain and grow Downtown Gardiner's existing economic base and to promote niche business opportunities in Gardiner to a broader statewide and regional marketplace.

The cornerstones of our Business Retention & Attraction Strategy are the creation of a Downtown Opportunity Corporation and a Business Enterprise Center. We believe that the success of these two initiatives depends heavily on support from the Gardiner Board of Trade.

Our market research indicated majority support from downtown businesses for the creation of a Downtown Opportunity Corporation. Envisioned as a public-private partnership between the City, the Board of Trade, and downtown businesses, the DOC will serve the following functions:

Marketing. The DOC will work with existing agencies and organizations to implement downtown marketing strategies, and maintain a

clear and positive image of the downtown with both the press and general public.

Managing. The DOC will coordinate downtown signage, beautification, and site improvement initiatives.

Building Community. The DOC will build support for the downtown by soliciting ideas from business owners and operators for additional economic growth initiatives and downtown site improvements. It will serve as the advocate for downtown concerns. And, it will take the lead role in planning and promoting downtown festivals and other events designed to stimulate interest in downtown shopping during peak seasons.

Overall, the Downtown Opportunity Corporation's goal will be to promote Downtown Gardiner as the place "where history and progress meet" for both established and potential new businesses within the downtown shopping district.

The DOC will tout Downtown Gardiner as a unique place where both tradition and innovation thrive by linking the aesthetic advantages of the City's historic riverfront shopping district with the economic benefits of doing

business here. And it will promote Downtown Gardiner to broader general audiences as an active, vibrant, historic, and convenient place to shop.

The DOC will be chartered as a non-profit corporation under the Maine Non-Profit Corporation Act and will operate under Section 501c 4 of the Internal Revenue Code. Staff and officers of the Board of Trade will hopefully serve as the clearly identifiable leaders of the Corporation and the overall downtown revitalization initiative.

This model of cooperation and partnership between local government and the business community can be credited with revitalizing literally hundreds of downtown districts. As a Portland City Councilor and former Mayor, I've seen it work first hand in Portland's Old Port Exchange.

Here in Gardiner, the experience and expertise of the Board of Trade is critical to the success of this endeavor. Your credibility among both the general public and the business community is unrivaled. And you're already regarded as the collective voice for business in town.

In short, we're asking you to broaden your mission and to focus some of your energies on revitalizing and rebuilding Downtown Gardiner. We're asking

for your time, your enthusiasm, and your commitment to economic growth and the future of this city.

But let me be clear about one thing. We're not asking for money. Funding for downtown signage, parking, and site improvements will come from state and federal grant programs. And we expect that additional funds for the Downtown Opportunity Corporation will be generated by new tax policies that are under consideration by the City Council.

The second cornerstone of our downtown revitalization strategy is the creation of a Business Enterprise Center.

Everyone here tonight knows that first-time entrepreneurs sometimes need a helping hand in making the transition from having a good idea to operating a profitable small business. In an effort to enhance the creative and entrepreneurial spirit of local citizens hoping to operate their own businesses, our team proposes the creation of a Business Enterprise Center.

This center will provide innovative men and women from Gardiner and neighboring communities with the support necessary to transform their dreams into viable, local, downtown businesses. The center will provide its clients with

office space, equipment, technical support, and access to financial advice and services.

Based on our understanding of the local marketplace and available office and commercial space, the center will cater initially to knowledge-based businesses. These might include young professionals such as attorneys and accountants, computer related start-up businesses, and small businesses making the transition from home to downtown. And depending on interest from light manufacturers, other arrangements might be made.

Once again, we hope to incorporate your collective energy, experience, and expertise to help the City create and manage this innovative and exciting incubator for locating new businesses and new jobs in Downtown Gardiner. In short, we hope that the Board of Trade will serve as the applicant for federal grants that will provide the funding for equipment, staff, and facilities necessary to open the Business Enterprise Center. As a non-profit corporation, the Board of Trade is eligible for these programs.

Several weeks ago, my firm hosted a work session with Jeff Kobrock and a representative from USDA Rural Development regarding federal grant programs that can provide the initial funding for the Business Enterprise

Center. In the coming weeks, we'll work with Jeff and interested members of the Board of Trade to identify a suitable location for the Center and to complete the necessary grant applications.

Perhaps more importantly, we hope to enlist some of you as business counselors who will take some time to advise the enterprising men and women who rent space at the Center.

Gardiner's Business Enterprise Center would be only the second micro-enterprise or business incubator in Maine. The other is located on the former campus of Nason College in Sanford. That center is funded by both federal and municipal dollars and enjoys the strong support of the community, the local chamber of commerce, and local, state, and federal political leaders – including Senators Olympia Snowe and Susan Collins.

We believe that a Business Enterprise Center in Gardiner will be equally successful in creating new businesses and new jobs. Perhaps more important, it sends another strong signal that this community is serious about economic growth and development. And it's another example of the innovation that our team and committee believe is critical to the successful revitalization and redevelopment of Downtown Gardiner.

As I said, the Downtown Opportunity Corporation and the Business Enterprise Center are vital components of our overall economic development strategy. But they don't stand alone.

In addition to the DOC and BEC, we're working with the City to negotiate a public-private partnership with Hannaford Brothers to improve the appearance of the Shop 'n Save plaza - which everyone agrees is the anchor of the downtown shopping district.

We're working with Jeff Kobrock and the Joint Downtown-Libby Hill Committee on a strategy to lure niche market businesses to the downtown shopping district. Our research and experience tells us that national retail chains are not likely to locate in a suburban downtown. So we've decided to target niche market businesses that capitalize on existing downtown anchors, fulfill under-served consumer markets, and serve to neutralize public perceptions about the inconvenience of shopping downtown.

Just this week, we began to contact niche market businesses that would capitalize on Gardiner's unique riverfront recreation opportunities, on the demand for products that appeal to young adults, and on the growing markets

for specialty foods, coffee bars, and brew pubs. And of course, we welcome your advice and suggestions.

In addition, we're working with Jeff and USDA Rural Development to identify federal grant and loan programs that can strengthen and expand the City's revolving loan fund in order to support the growth of existing businesses and attract new development.

And we're working in concert with the City to create a dynamic marketing action plan to develop the long-planned Libby Hill Business Park. After all, twenty years of planning is long enough.

At Libby Hill, our goal is simple – to leave nothing to the potential developer's imagination. From computerized imaging to marketing materials focusing on location, infrastructure, creative financing, and maximum possible permitting, we'll show interested companies that the Libby Hill Business Park is a reality and that the City of Gardiner is "open for business."

Make no mistake. We'll recommend an aggressive approach to marketing and developing this long-awaited addition to the local economy. During the next six weeks, we'll finalize our action plan with the Joint

Committee and present our recommendations to the public and the City Council. And of course, we'll keep you posted about our progress.

Finally, let me take a moment to thank Jeff Kobrock, Pat Rideout, and other members of the Board of Trade who have supported this project. Their good advice and hard work deserve special recognition.

My thanks also go to all members of the Joint Downtown-Libby Hill Committee who have worked tirelessly with our team to create and implement an economic development strategy that is both innovative and realistic.

And finally my thanks to the PA Strategies team of Cliff Garvey, Diane Morabito and Al Godfrey of Casey & Godfrey Engineers for their work, Brian Kent and his crew at Kent Associates, and MaryEllen FitzGerald of Critical Insights.

As I said, our goal is to make the City of Gardiner an even better place to live, to work, and to play. With their help and with your help, we'll do just that by creating "new opportunities and new life" along the banks of the mighty Kennebec.

**CITY OF GARDINER, MAINE
TAX INCREMENT FINANCING GUIDELINES**

FINAL - MAY 13, 1999

I. INTRODUCTION

Tax Increment Financing (TIF) is one of the few techniques authorized under state law to promote economic development projects by cities and towns. In the City of Gardiner, applications for tax increment financing will be considered for all areas zoned for commercial development in an effort to build community and economic growth through public-private partnerships with both existing and new businesses.

Special consideration will be given to projects proposed in the Downtown Shopping District, the Libby Hill Business Park, and the Associated Grocers Business Park. Projects proposed in those areas of the City receive special consideration in light of longstanding goals to revitalize and redevelop the Downtown Shopping District; to develop the Libby Hill Business Park; and to grow and expand the local economy.

Economic development projects are eligible for consideration when they meet the following standards:

- Would not occur otherwise;
- Create or retain employment opportunities;
- Expand significantly the City's tax base; and
- Conform to the quality and types of development sought by the City as outlined in the Zoning Ordinance, Comprehensive Plan, and other policies enacted by the City Council.

The purpose of these guidelines is to outline standards that the City of Gardiner will use in considering applications for tax increment financing. Notwithstanding these guidelines, the creation of a TIF agreement is a policy decision made on a case-by-case basis by the Gardiner City Council and the Maine Department of Economic & Community Development. Tax Increment Financing is not a right under Maine law and meeting these guidelines should not be interpreted as creating any rights or entitlements in any application.

II. BASIC PROVISIONS

Application for Tax Increment Financing will be considered by the City of Gardiner's Department of Economic & Community Development, the City of Gardiner's Economic Development Committee, and the Gardiner City Council. The terms of each TIF agreement are negotiated between the City and the applicant.

The specific terms of each TIF agreement will be negotiated between the City and the applicant. The City of Gardiner's Department of Economic & Community Development will negotiate for the City based on the merits of the project and these guidelines.

In order to minimize risks to local taxpayers, TIF Districts generally are approved only through credit enhancement agreements. The captured funds will not exceed 75% of incremental taxes over the life of the particular tax increment financing district. And the applicant is required to submit all documentation that will serve to protect the City's economic and financial position.

III. MANDATORY GUIDELINES

In all instances, applicants for tax increment financing must demonstrate that:

- 1) The City of Gardiner's participation is economically necessary and that participation is needed to undertake the project. Such justification is demonstrated by:
 - A need to offset infrastructure costs unique to the site; or
 - A need to offset economic advantages available to a corporate entity if it should develop a project (or expand operations) outside of Gardiner; or
 - A lack of sufficient private or other public funding sources to meet the full capital investments needed to undertake a project.
- 2) The project creates significant new tax value equal to or greater than \$1 million throughout the City's planned development, commercial, and industrial zones, including projects located in the Downtown Shopping District, the Associated Grocers Business Park, and the area surrounding the Libby Hill Business Park.
- 3) The developer is financially capable to undertake the project.
- 4) The developer is compliant with all statutory and regulatory guidelines of the City of Gardiner and the State of Maine.

IV. GUIDELINES THAT DETERMINE THE LEVEL OF MUNICIPAL PARTICIPATION

Although an applicant need not meet each of the following criteria, the following will be used to determine the level of participation by the City of Gardiner:

- 1) The project assists an established business in the City of Gardiner, thus retaining existing employment opportunities;
- 2) The project creates long-term and permanent employment opportunities;

- 3) The project contributes to the revitalization of the Downtown Shopping District or other areas in need of redevelopment;
- 4) The project improves a blighted building site in need of rehabilitation;
- 5) The project creates public infrastructure facilities that have application beyond the particular development such as improvements to traffic patterns, parking facilities, green space, etc.;
- 6) The project supports or will support community projects, provides job training, provides student internships, supports local contractors and suppliers; and
- 7) The project supports or will support local efforts and programs that assist those who are under-employed or who are making the transition from welfare to work, etc.

V. STANDARD OPERATING PROCEDURES

The City of Gardiner's Department of Economic & Community Development will coordinate all activities regarding applications for tax increment financing. Working with applicants, the Department will undertake the following preliminary steps:

- 1) Provide information on tax increment financing;
- 2) Discuss project proposals and accept preliminary applications;
- 3) Review preliminary applications based on policy guidelines with the City Manager, Tax Assessor, City Solicitor, Code Enforcement Officer, Director of Economic Development, and Director of Public Works; Director of Public Safety; and
- 4) Advise applicants on the findings of city staff.

Following this preliminary review process, the Director of Economic & Community Development will bring completed applications to the City's Economic Development Committee for review and recommendation.

The Department of Economic & Community Development will provide information and assistance to the Economic Development Committee as it reviews applications and makes its recommendations to the Gardiner City Council.

In addition, based on the City Council's direction and approval, the Department will prepare and submit applications for tax increment financing to the State of Maine. And the Department will monitor ongoing public and private investments in the particular development project.

Preliminary applications for tax increment financing will be provided by the Department of Economic & Community Development, City of Gardiner, 6 Church Street, Gardiner, Maine 04345.

All applicants must pay a \$500 non-refundable application fee at the time of submission. If a tax increment financing agreement is approved, an annual administrative fee equal to 1% of the incremental tax reallocated back to the project will be assessed.

All applicants are required to reimburse the City of Gardiner for all legal and consulting costs incurred as a result of the TIF proposal.

Finally, whether or not an application is approved, the applicant will reimburse any additional expenses incurred by the City of Gardiner in connection with a TIF proposal.

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KENNEBEC JOURNAL *Morning Sentinel* *online*

Thursday, May 13, 1999

Gardiner enacts TIF policy

By KEITH EDWARDS, Staff Writer
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GARDINER — The City Council enacted a tax-increment financing policy Wednesday night in hopes it will help revitalize the downtown and draw businesses into the Libby Hill Business Park.

Tax-increment financing allows municipalities to keep a portion of property-tax dollars generated by new development within a TIF district; otherwise, these funds would go to the state. Municipalities can then use that retained money to pay down debt costs, invest in infrastructure and economic development, or give it directly back to businesses as, effectively, a tax break.

Councilors in Gardiner unanimously approved a TIF policy that spells out, to prospective new businesses or existing local businesses looking to expand, exactly what they have to do to be eligible for TIF consideration.

Officials were anxious to have TIF as a tool to attract business to Gardiner, especially with an economically struggling downtown and construction about to begin on the multimillion-dollar, city-owned Libby Hill Business Park.

"Businesses moving or thinking about moving in Maine know about TIFs, they look for them," said Ward 1 Councilor Michael Webster. "I recently had a discussion with a very, very strong company interested in coming in, and one of the first things they asked was, 'Do you have TIFs?' "

Decisions on which businesses will receive TIF consideration will be made by local officials, within state Department of Economic and Community Development guidelines.

Gardiner's policy, written by local economic development officials and consultant PA Strategies, specifically requires that any TIF projects:

- Would not occur without TIF;
- Create or retain jobs;
- Expand the city's tax base;
- Conform to the quality and kinds of development sought

KJ FRONT PAGE

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by the city.

Gardiner's policy also establishes guidelines to be used by officials in determining to what degree the city would be willing to participate in a TIF with a particular business.

One guideline not included, despite the objections of Ward 4 Councilor Dennis Doiron, was that priority be given to businesses that would not be competing with already-established businesses.

"I don't want to grant a TIF to allow a business to come in and compete with existing businesses that don't have the benefit of a TIF. I'm not saying they can't come in and compete, I'm saying we shouldn't subsidize them," Doiron said. "To the extent that a project does not compete with existing businesses, we would give preference with a TIF. Especially in the retail business, we ought to be careful to not do something to the disadvantage of a business that doesn't have a TIF."

Other councilors, however, declined to include Doiron's suggestion as a formal guideline in the TIF policy, but said councilors could give it consideration on a project-by-project basis.

George Campbell, president of PA Strategies, noted TIFs also act as a tax shelter for municipalities. New property-tax valuation from a TIF project does not affect a municipality's state valuation, meaning revenue sharing and school funding from the state would not be lowered.

"The value you have in that district does not count towards state valuation," Campbell said. "That's important. One year, the city of Portland had so many building projects they had \$2 million extra in property-tax revenue. But the value of the new property was so much, they lost \$2.5 million in state revenue sharing. If you don't find a way to protect that value, you could stand to lose."

Jeff Kobrock, economic development director for the city, noted TIFs are only one part of an overall marketing plan for the city.

Kobrock anticipated the city will use TIF to pay down debt service associated with the cost of constructing the Libby Hill Business Park and as an incentive to attract businesses.

All areas zoned for commercial development within Gardiner will be eligible for businesses that wish to submit a request for a TIF through the city, but special consideration would be given to projects within the Libby Hill Business Park, the downtown shopping district, and the privately-owned Associated Grocers Business Park.

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April 15, 1999

Mr. Chuck Wilson
Vice President for Government Affairs
Hannaford Brothers
145 Pleasant Hill Road
Scarborough, Maine 04074

Dear Mr. Wilson:

As you know, the City of Gardiner has undertaken an aggressive effort to create an economic development strategy to revitalize and redevelop our downtown shopping district. This strategy includes proposals to create new businesses, to promote our historic riverfront location to niche market businesses, and to redesign portions of the downtown streetscape.

Among our top priorities is to work in partnership with Hannaford Brothers to ensure your commitment to Downtown Gardiner and to improve the overall appearance of the Shop 'n Save Plaza – which is the anchor of our downtown economy.

In the coming weeks, the Gardiner City Council will consider several innovative proposals for retaining and attracting new businesses to the downtown shopping district. Upon approval, we strongly urge you to work with our City Manager, Department of Economic & Community Development, and our consultants at PA Strategies in order to form a public-private partnership that benefits both your company and our economy.

Until then, please remember that the City of Gardiner regards Hannaford Brothers as a valued corporate citizen and we are eager to work with you on improvements to your local Shop 'n Save store. If you have questions or if you need additional information about our economic development strategy, please call me at (207) 582-6888.

Most Sincerely,

Jeff Kobrock
Director of Economic & Community Development

Hannaford Brothers Contacts

PA Strategies, LLC recommends that the City of Gardiner maintain an ongoing constructive relationship with the Hannaford Brothers representatives charged with overseeing the company's planned renovation project:

- **Chuck Wilson**
Vice President for Government Affairs
Hannaford Brothers
145 Pleasant Hill Road
Scarborough, Maine 04074
(207) 885-2330

- **Mary Gamage**
Associate Real Estate Representative
Hannaford Brothers
145 Pleasant Hill Road
Scarborough, Maine 04074
(207) 885-3356

- **Shawn McBrearity**
Store Manager
100 Main Street
Gardiner, Maine 04345
(207) 582-0898

USDA Rural Development Contacts

PA Strategies, LLC facilitated two work sessions with economic development specialists at USDA Rural Development. For additional information about federal grant programs that provide funding for economic development initiatives – such as revolving loan funds and business incubators – please contact the following:

- **Alan Daigle**
Business & Cooperatives Program Director
USDA Rural Development
444 Stillwater Avenue, Post Office Box 405
Bangor, Maine 04402-0405

(207) 990-9168
(207) 942-7331 TCC/TTY
(207) 990-9129

- **Michael G. Rollins**
Business & Cooperatives Specialist
USDA Rural Development
444 Stillwater Avenue, Post Office Box 405
Bangor, Maine 04402-0405

(207) 990-9168
(207) 942-7331 TDD/TTY
(207) 990-9129 FAX

**CITY OF GARDINER
BUSINESS ENTERPRISE CENTER**

MISSION

The City of Gardiner's Business Enterprise Center will engage in business development by providing educational, technical, and operational support to emerging and transitional businesses which will enable them to learn and apply business skills and achieve the financial stability needed to move into the marketplace as viable business concerns.

TENANT SELECTION GUIDELINES

1. **Purpose:** The purpose of these guidelines is to provide the Business Enterprise Center (BEC) with guidelines to ensure its mission is maintained and that prospective tenants are chosen in the best interests of the BEC, the Gardiner Board of Trade, and the City of Gardiner.

2. **Application & Submissions:** All applications to the BEC will be forwarded to the Gardiner Board of Trade and the City of Gardiner's Department of Economic & Community Development on forms designed for this purpose. Included with all applications shall be the following:
 - Cover letter describing business and summarizing most important facts. No more than two pages;

 - Business description, including a description of the industry and the position of the applicant's business in it, a history of the applicant's business, the applicant's involvement in it, and why the applicant wants admission to the Business Enterprise Center;

 - Market summary, including a description of the applicant's product(s) or service, customers, competition, and marketing strategy;

 - Description of the educational, technical, and business backgrounds of each owner, principal, or guarantor(s);

 - Three (3) years of federal income tax returns, including schedules;*

 - Year end balance sheet for the past year and projected balance sheet for the next year (Schedule 1);

 - Income statement (profit and loss) for the past year and a projected income statement for the next year (Schedule 2);

 - Cash flow statement for the past year and projected cash flow statement for the next year (Schedule 3); and

- Two years of personal tax returns for each owner, principal, or guarantor, as may be applicable (Schedule 4);
- A current aging of accounts receivable;
- A current aging of accounts payable;
- A recent inventory listing;
- A project budget (Schedule 5);

*Note: If a company is new, in lieu of items 3-1,2,3, & 4, f, g, and h, the applicant will be required to submit an opening balance sheet and projections for one (1) year (including pro-forma balance sheet, income statement, and cash flow projection).

3. Eligibility Criteria: In their deliberations regarding applicants to the BEC, the Board of Trade and Gardiner DECD will be guided by the following criteria:

- **Need:** The Board of Trade and Gardiner DECD will establish an applicant's need by considering factors, including but not limited to: (i) the age of the business (established versus start-up or transitional), (ii) the maturity and stability of the business segment, (iii) annual sales and recent trends, and (iv) business-specific barriers associated with making the transition from a home based business to commercial space in the marketplace.
- **Business Plan & Related Submissions:** The Board of Trade and Gardiner DECD will consider the strength of an applicant's business plan, along with all other documentation required in Section 2 above.
- **Landlord Displacement:** The Board of Trade and Gardiner DECD will conduct reviews with the intent to avoid attracting viable businesses from privately owned commercial lease space. Unless a business has been referred in writing to the BEC by its current landlord and is determined by the Board of Trade and Gardiner DECD to meet other eligibility criteria, businesses leasing space at the time of application to the BEC are not eligible for admission.
- **Adherence to Federal, State, and Local Law Applicants shall be in compliance with federal, state, and local laws, codes and ordinances.**
- **Benefit to the BEC:** The Board of Trade and Gardiner DECD will consider tenants' overall benefit to the BEC on a case-by-case basis. The Board of Trade and Gardiner DECD reserve the right to waive criteria 3(a) and 3(b) above if the majority of the committee agrees that doing so is in the best interest of the BEC, its tenants, and the City of Gardiner.

- Final Approval by Board of Trade and Gardiner DECD: These organizations will make a final joint decision on applications for tenancy.
4. Selection Process: Complete applications will be considered on a first come first served basis. The Board of Trade and Gardiner DECD will meet as needed to consider applications. Special meetings may be scheduled in accordance with the by-laws of the Board of Trade. Completed application packets must be received at least one week prior to meetings. The Board of Trade and Gardiner DECD will consider applications in accordance with Section 3 of these guidelines. As a result of deliberations, the Board of Trade and Gardiner DECD may:
- Ask for more information and schedule a follow-up meeting;
 - Approve the application;
 - Deny the application.

An applicant may be required by the Board of Trade and Gardiner DECD to attend a meeting during which his/her application is to be considered. The applicant may attend any such meetings if he/she so desires. If the applicant notifies the Board of Trade and Gardiner DECD in advance, he/she may make up to a 15-minute presentation prior to committee deliberations.

**CITY OF GARDINER
BUSINESS ENTERPRISE CENTER
APPLICATION**

When completing this Application, please bear in mind that the more information you give us to work with, the more accurate and knowledgeable an assessment we can make. Therefore, please answer each question as fully as possible.

Name and Address

Business Name	Date
Owner(s) Name(s)	
Business Address	
Type of Business (describe briefly)	
Telephone	Tax ID/SS#

Business Ownership

1. Sound management is critical to the success of any undertaking. To help us better understand the structure of your business, please list the name of each person who owns an interest in the enterprise, his/her title, and the percentage he/she owns.

Name	Title	%Ownership

Do you propose to start expand strengthen your business?

Are you incorporated sole proprietor partnership other _____

Do you currently own any other businesses? _____

References

Past credit experiences are indicators of your ability to manage your business. Please list three (3) references:

Name	Address	Telephone

Business Owner Information

Business Owner #1	Business Owner #2
Name	Name
Soc. Sec. #	Soc. Sec. #
Birthdate	Birthdate
Address	Address
Telephone	Telephone

Business Owner #3	Business Owner #4
Name	Name
Soc. Sec. #	Soc. Sec. #
Birthdate	Birthdate
Address	Address
Telephone	Telephone

Your Business Background & Experience

In evaluating your Application, it will help us to know something about your business experience and background. Please provide the information requested, and, if your business has more than one owner, ask your partner(s) to do the same, using a separate sheet of paper. (If additional sheets are used, please attach them to this form.)

1. Please give a brief, general description of your business background.

2. What is your prior work (employment) experience?

Company Name & Location	Your Position	Date(s)

3. From what outside sources, if any, have you received business advice? Please provide name(s) of individual(s) and/or organizations, where applicable:

Attorney _____

Accountant _____

Small Business Counselor(s) or Organization(s) _____

4. Please indicate your educational background:

- Elementary High School Some College College Degree (4 year)
 Post-Graduate
 Other business courses taken: _____

5. Please list your current and previous residential addresses, and the approximate length of time you resided at each one:

	Street	City/State/Zip	How Long?
Current	_____	_____	_____
Previous	_____	_____	_____

Miscellaneous

1. Does your business use or create any hazardous materials (gas, oil, chemicals, paint, and so forth)?
 Yes No If yes, please explain: _____

2. Are there any pending criminal proceedings, litigation, governmental proceedings or consent orders against you, this business, or any other business with which you are associated? Yes No
If yes, attach description.

3. Have you or your company ever filed for bankruptcy? Yes No
If yes, attach description.

4. Why are you interested in locating in the Gardiner Business Enterprise Center?

5. Are there any services that you or your business could offer to the facility or to the other tenants?

6. If you are an existing business, are you currently operating under a lease?
If yes, please explain: _____

7. Is there any other information that you believe we should have which would be pertinent to the application? _____

The committee reserves the right to request additional financial information, including individual and business tax returns.

I warrant and represent that the information provided herein is true and complete. You are authorized to make such inquiries as you deem necessary and appropriate to verify the accuracy of this application.

Signature of applicant _____ Date _____
Printed Name of applicant _____

Signature of applicant _____ Date _____
Printed Name of applicant _____

Signature of applicant _____ Date _____
Printed Name of applicant _____

Signature of applicant _____ Date _____
Printed Name of applicant _____

NOTE: If the business is incorporated, all owners who have 20% or more ownership must sign the application.

**CITY OF GARDINER, MAINE
BUSINESS ENTERPRISE CENTER
LEASE APPLICATION BUSINESS PLAN**

The primary purpose of a business plan is to provide you with an operating guideline for managing your business effectively and successfully. In addition, it is the best way you can effectively communicate to prospective lenders and others about the extent and skill with which you have researched, and prepared for, your business future. Especially in "start up" situations, your business plan often serves as the primary measure of your potential for success. Therefore, it is a very important document, and it's worth all of the attention you can afford to give it.

Name of Business: _____ Date: _____
Name(s) of Owner(s): _____

A. THE BUSINESS

Describe your business. Explain what your business does/will do. What makes your product or service unique, and how will it benefit your customer? If you need additional space, here or with following questions, please just attach an additional sheet.

B. THE MARKET

Who are your potential customers? Describe in detail their age, income, lifestyle, local, statewide, out-of-state, out-of-country? If commercial, explain types of businesses, number, location, etc.

How have you determined how you will price your product/service?

How will you distribute your product or service?

How will you promote your product or service?

Who are your competitors? Why will customers opt to buy from you instead?

C. THE FINANCIAL ASPECTS

How much is needed for start-up expenses and where will it come from?

What will you need for monthly operating expenses, and what level of sales do you need to cover these expenses?

What are your business' major assets? Liabilities? Please attach a twelve-month projection of anticipated revenues and expenses. Please also attach a start-up balance sheet for the business.

What are the fundamental assumptions you have made in your projections respecting, for example, sales volume, number of employees, and bad debt experience?

D. OPERATIONS/MANAGEMENT

Who will own and operate the business, produce the goods and/or deliver the services? Are all the necessary skills and expertise available?

What sort of outside advisors/supporters will be involved, i.e. attorneys/accountants? How will management decisions be made?

E. THE RISKS

What could go wrong in this business? What happens, for example, if the product or service doesn't sell, the supplier quits, you get sick, a customer gets hurt, you get more orders than you can fill, or you get hit by fire or flood? Can the right kind of insurance address some of these risks? Please explain.

What is "Plan B", i.e. your back-up plan to deal with these unpleasant possibilities?

F. GENERAL

Please use this space for any further information you would care to add and/or to describe any aspects of your business that you consider unique.

CITY OF GARDINER BEGINS AGGRESSIVE DRIVE TO REVITALIZE LOCAL ECONOMY

*City Councilors approve ambitious effort to improve
the Downtown Shopping District and develop the Libby Hill Business Park.*

DRAFT - NOT FOR RELEASE

JULY 12, 1999

GARDINER – Last evening at City Hall, the Gardiner City Council endorsed an innovative economic development strategy that is designed to revitalize the local economy, redesign and redevelop portions of the downtown, and develop the Libby Hill Business Park. The vote was X to X.

“Here in Gardiner, we’re working hard to reinvigorate our local economy. Whether it’s promoting our existing businesses, attracting new companies, or improving downtown parking lots and open spaces, we’re sending a message that the City of Gardiner is open for business,” said Mayor Brian Rines.

The City’s new economic development strategy is the product of a partnership between local citizens, city officials, the Joint Downtown-Libby Hill Committee, the Gardiner Board of Trade, and a team of consultants. The consulting team includes PA Strategies and Critical Insights of Portland and Kent Associates and Casey & Godfrey Consulting Engineers of Gardiner.

The downtown revitalization & redesign initiative includes research and evaluation of the existing downtown shopping district, proposals to redesign parking areas and open spaces, plans to expand recreational opportunities at the riverfront, a strategy to retain and grow existing businesses, and marketing to attract niche market businesses.

The plan to develop the Libby Hill Business Park includes tax increment financing guidelines, lot pricing, print advertising, and engaging the services of a commercial broker.

“This process hasn’t been about planning. It’s been about action. And we’ve adopted an aggressive, but realistic plan, that is supported by the City Council, the Joint Downtown-Libby Hill Committee, local volunteers, and the Gardiner Board of Trade. Everyone is very excited about this action plan. This is great economic news for Gardiner,” said Jeff Kobrock, Gardiner’s Director of Economic & Community Development.

For more information, please contact Jeff Kobrock at (207) 582-6888.

Media Contact Directory

PA Strategies, LLC recommends that the City of Gardiner maintain an ongoing constructive relationship with these media contacts:

- **Mr. Todd Benoit**
Editorial Page Editor
Bangor Daily News
Post Office Box 1329
Bangor, ME 04402-1329
Tel: (207) 990-8299 Direct
Fax: (207) 941-9476

- **Ms. Barbara Cariddi**
Assignment Editor
WCSH-TV
One Congress Square
Portland, ME 04101
Tel: (207) 828-6622
Fax: (207) 828-6630

- **Mr. Don Carrigan**
Executive Producer for Public Affairs
Maine Public Television
65 Texas Avenue
Bangor, ME 04401
Tel: (207) 941-1010
Fax: (207) 942-2857

- **Mr. Don Colson**
News Director/Anchor
WABI-TV
35 Hildreth Street
Bangor, ME 04401
Tel: (207) 947-8321
Fax: (207) 941-9378

- **Ms. Sharon Deaveau**
Assignment Editor
WMTW-TV
Post Office Box 8
Auburn, ME 04210
Tel: (800) CH8-NEWS
Fax: (207) 782-2165

-
- **Mr. Keith Edwards**
Local Correspondent – Gardiner
Central Maine Newspapers
274 Western Avenue
Augusta, ME 04330
Tel: (207) 623-3811
Fax: (207) 861-9191

 - **Mr. Tom Farkas**
News Editor
Brunswick Times Record
6 Industry Road
Brunswick, ME 04011-1103
Tel: (207) 729-3311
Fax: (207) 721-3151

 - **Ms. Lisa Giguere**
Business Editor
Lewiston Sun Journal
104 Park Street
Post Office Box 4400
Lewiston, ME 04243-4400
Tel: (207) 784-7045 x307
Fax: (207) 784-5955

 - **Mr. Dave Griffith**
City Editor (Assignments)
Lewiston Sun-Journal/Sunday
Post Office Box 4400
Lewiston, ME 04248-4400
Tel: (207) 784-5411
Fax: (207) 777-3436

 - **Mr. Dick Johnson**
News Editor
WGAN-AM
420 Western Avenue
South Portland, ME 04106
Tel: (207) 774-4561
Fax: (207) 774-3788

-
- **Ms. Trisha Lawrence**
Assignment Editor
WPXT-TV FOX 51
2320 Congress Street
Portland, ME 04102
Tel: (207) 774-0051
Fax: (207) 761-9794

 - **Mr. Rick Levasseur**
Assignment Editor
Bangor Daily News
Post Office Box 1329
Bangor, ME 04402-1329
Tel: (207) 990-8000
Fax: (207) 941-9476

 - **Mr. Robert Long**
Editor, The Capitol Weekly
66 Eastern Avenue
Post Office Box 2788
Augusta, ME 04338-2788
Tel: (207) 621-6000
Fax: (207) 621-6006

 - **Mr. George W. Manlove**
Kennebec Business Monthly
One City Center
Post Office Box 9546
Portland, ME 04112-9546
Tel: (207) 791-3000
Fax: (207) 791-3111
Email: gmanlove@preti.com

 - **Mr. Jon McCall**
New Director
WVH-TV
371 Target Industrial Circle
Bangor, ME 04401
Tel: (207) 941-9844
Fax: (207) 942-0511

-
- **Ms. Judy Meyer**
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Lewiston Sun-Journal/Sunday
Post Office Box 4400
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Tel: (207) 784-5411
Fax: (207) 777-3436
E-mail: letters@sunjournal.com

 - **Mr. Jay Mezoian**
Assignment Editor
WGME-TV
Post Office Box 1731
Portland, ME 04104
Tel: (207) 797-9099
Fax: (207) 878-7482

 - **Mr. George Neavoll**
Editorial Page Editor
The Portland Newspapers
Post Office Box 1460
Portland, ME 04104
Tel: (207) 791-6650
Fax: (207) 791-6920

 - **Mr. Keith Shorthall**
Acting News Director & Correspondent
Maine Public Radio
Post Office Box 1628
309 Marginal Way
Portland, ME 04101
Tel: (207) 874-6570
Fax: (207) 761-0318

 - **Mr. Jonathan Whitney**
Associate Publisher
Mainebiz
465 Congress Street, Suite 400
Post Office Box 229
Portland, ME 04112
Tel: (207) 761-8379
Fax: (207) 761-0732

Webmaster Contacts

PA Strategies, LLC recommends that the City of Gardiner contact the following webmasters for design and maintenance of a municipal website that highlights economic development incentives, local demographic information, and community news:

- **Impact Communications**
Peter Feeney
25 Minot Street, Suite 9
South Portland, Maine 04106
(207) 767-5286
pfeeney475@aol.com

- **Rescue-ME Media Consulting**
Doug Vanderweide
22 Quarry Road, Suite 17
Waterville, Maine 04901
(207) 873-4251
doug@rescue-me.com

- **Chris Reagan**
Winter Harbor Group
3 Winter Harbor Road
Kennebunkport, Maine 04046
(207) 967-4210
whg@winterharbor.com

- **Mark Ellis**
49 State Street
Augusta, Maine 04330
(207) 623-9069
marcos@midcoast.com

DRAFT - NOT FOR RELEASE

June 25, 1999

Alan Spear & Mary Allen Lindemann
Coffee By Design
620 Congress Street
Portland, Maine 04101

Dear Mr. Spear & Ms. Lindemann,

On behalf of the City of Gardiner, please accept my congratulations as you celebrate Coffee By Design's Fifth Anniversary. You and your employees should be very proud of your success and growth in an increasingly competitive marketplace.

Here in Gardiner, we also understand the challenges confronting small businesses. For this reason, we embarked recently on an innovative drive to revitalize our local economy and to showcase our community as the place "Where History & Progress Meet." This drive includes plans to redesign portions of our downtown shopping district, economic incentives for new and existing firms, and marketing our city as an attractive and convenient location for new businesses.

We would appreciate an opportunity to talk with you about locating a Coffee By Design shop in Downtown Gardiner. Our historic riverfront shopping district includes ample free parking, quaint storefronts, attractive open spaces, and a location conveniently situated between Augusta, Lewiston, and Brunswick.

Enclosed is some additional information about the City of Gardiner. If you have questions or need additional information, please feel free to contact me by telephone at (207) 582-6888 or by electronic mail at jkobrock@gwi.net.

Thanks in advance for your time and consideration. I'll be in touch sometime soon.

Sincerely,

Jeff Kobrock
Director of Economic & Community Development

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KENNEBEC JOURNAL *Morning Sentinel* *online*

Thursday, April 29, 1999

Niche shops logical step for Gardiner

By KEITH EDWARDS, Staff Writer
Copyright © 1999 Blethen Maine Newspapers Inc.

GARDINER — The president of the company charged with coming up with a plan to revitalize downtown — simultaneously creating the Libby Hill Business Park — said aggressive niche marketing will pull shoppers away from malls and into Gardiner.

George N. Campbell, president of the consulting firm P.A. Strategies, has already seen a similar strategy pay off for Portland, where he is a city councilor from the downtown district and where he served as mayor in 1997-98.

"Gardiner should not be a well-kept secret," Campbell told some 50 attendees at the Gardiner Board of Trade's annual meeting Wednesday. "If you say it loud enough and put it out there strong enough, a community really can aspire to something better."

While stressing the importance of retaining existing business, Campbell suggested the downtown economy could be expanded through niche marketing. Portland's Old Port and Congress Street areas, he said, have already benefited from a similar approach.

He suggested luring such businesses as coffee bars, brew pubs, specialty food and drink shops, professional offices and businesses geared towards young adults to downtown.

To do that, Campbell urged the formation of a "downtown opportunity corporation" — a nonprofit group of business and community members — to market and manage the downtown.

"Unless somebody stands up and carries the ball, it's not going to happen," Campbell said. "You've got to make things happen. It's not like a mall. You can't just sit there and wait for the people to come."

That group would, in turn, oversee the creation of a Gardiner Business Enterprise Center to serve as a place where first-time entrepreneurs could go for assistance.

The center, he said, could provide office space and some equipment to start-up businesses, as well as professional advice.

Campbell said the enterprise center could be funded through rental income from renting part of the property and from federal grant

KJ FRONT PAGE

SENTINEL
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P.A. Strategies' research has identified both challenges and opportunities for economic development in downtown.

For challenges, the firm cited a downtown which lacks variety and convenience, competitive malls which are established and attractive, and a perception that downtown lacks parking.

For opportunities, Campbell pointed to an optimism about downtown's future, existing businesses which plan to stay and in some cases expand, shoppers eager for a revitalized downtown and studies which show downtown actually already has adequate parking.

Campbell recommended such marketing tactics as advertising, community meetings, printed information packs, press conferences and direct mailings.

To specifically market the proposed Libby Hill Business Park, Campbell said that when the city opens the park, it must make sure it is clear of any obstacles which might scare away prospective businesses.

"The Libby Hill Business Park is critical to this because it is another economic engine for the city. Leave nothing to the imagination. As a business, when I go into that park I've got to know my lot is permitted," he said, referring to environmental and other permits. "Businesses don't have time to fool around."

P.A. Strategies received a \$69,000 contract with the city to make a plan to revitalize downtown, retain and attract business, and market the Libby Hill Business Park.

Libby Hill Business Park is a proposed multimillion-dollar project on city-owned land adjacent to the intersection of Route 201 and Interstate 95. Construction on the park is expected to start this summer.

Campbell has previously served as manager of three municipalities; director of the Maine State Development Office; commissioner of the Maine Department of Transportation; president of the Maine Municipal Association; and president of Guilford Motor Express.

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WE'RE OPEN FOR BUSINESS!

Here in Gardiner, we're working hard to revitalize our historic downtown shopping district.

We're adding even more convenient parking.
We're improving our parks and open spaces.
We're showcasing our existing businesses.
And we're creating opportunities for new businesses.

In short, we're making Gardiner an even better place to live, work, and play.



DOWNTOWN GARDINER...

- A great location and free parking
- Riverfront access and recreation
- Creative financing
- Economic incentives
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Gardiner
MAINE  *Where history and progress meet*

For more information, please contact Jeff Kobrock, Director of Economic & Community Development, (207) 582-6888.

Advertising Contact Directory

In addition to local and regional daily newspapers, PA Strategies, LLC recommends that the City of Gardiner contact the following media outlets for placing print advertising:

- **Business Monthly**
John Christie
(888) 959-5800

Monthly publication covering Maine's largest markets. Business Monthly has nine publications including Bangor, Portland, Androscoggin, Penobscot Bay, Kennebec, Downeast, Midcoast, North Casco Bay, and Western Maine.

- **Business Perspective**
Deb Cook
(207) 772-2811

Monthly newsletter of the Chamber of Commerce of Greater Portland Region. This publication is mailed to over 2,000 business and community leaders throughout the Portland region and the State of Maine on the first Monday of every month.

- **Business Profile**
Mark Girr
(207) 774-3777

Distributed by mail to approximately 6,000 business owners, managers, and professionals throughout Southern Maine. Business Profile has incredible "pass along" value and "shelf life," and an ad placed there is working for months. In addition to direct mail, thousands of copies are available at newsstands throughout Southern Maine.

- **Finance Quarterly**
Tom McAvoy
(207) 228-0034

Offers business owners and high-level decision-makers across Northern New England financial information about the money issues that affect the way they do business. Between 13,000 and 18,000 copies are mailed as a bonus issue to subscribers of Interface Monthly.

- **Impact**
Melody Rousseau
(207) 623-4568

Maine Chamber & Business Alliance newsletter reaches business leaders, policy makers, legislators, local chambers, and area media outlets with a press run of 2,000 and mailed circulation of 1,700.

-
- **Interface Monthly**
George Monaco
(207) 228-0035

Interface Monthly has successfully carved a niche among business owners and high-level decision-makers across Northern New England. Approximately 10,000 copies are mailed to subscribers in Northern New England. More than half of the readers are business owners.

- **Maine Times**
Denise Violette
(207) 623-8955

Weekly newspaper with a statewide circulation of 15,000. Target market is affluent and educated consumers and decision-makers.

- **New Hampshire Business Review**
Ronnie
(603) 624-1442

New Hampshire's only statewide newspaper. Published every other week and circulated among business professionals, policymakers, and general audiences.

- **New Hampshire High Tech News**
Jack Brodie
(603) 430-7734

This publication of the NH High Technology Council is published six times each year. Its audience includes business owners and high-level decision-makers representing software and hardware developers, electronic and bio-tech firms, environmental engineers, and their vendors.

- **Portland Monthly**
Michael Sullivan
(207) 775-4339

Portland Monthly consistently presents fresh narratives about Maine's largest city. Its audience includes over 100,000 readers encompassing Northern New England and Atlantic Canada.