

ECONOMIC DEVELOPMENT PROJECT

***Libby Hill Business Park 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 with interested citizens, the Joint Downtown-Libby Hill Committee, the Gardiner Office of Economic & Community Development, Critical Insights, Kent Associates, and Casey & Godfrey Consulting Engineers, and PA Strategies, LLC developed a marketing and development strategy for the Libby Hill Business Park in Gardiner, Maine.

The Libby Hill Marketing Action Plan (MAP) is designed to compliment the Downtown MAP by building upon the theme of an historic community that is seizing new opportunities and creating new economic life along the banks of the Kennebec River.

The goal of this strategy is to attract multiple commercial and industrial tenants to the park, which is located just off Interstate 95 at Exit 27. Construction of the park began with a groundbreaking ceremony on Tuesday, June 1, 1999. In order to achieve our goal of developing the Libby Hill Business Park, the PA Strategies team undertook the following strategic initiatives:

- ***Understand current market conditions;***
- ***Recommend lot pricing guidelines;***
- ***Develop tax increment financing guidelines;***
- ***Create a contact directory of commercial brokers; and***
- ***Recommend an advertising and media relations strategy.***

This process began with a comprehensive market research process that included surveys of business executives and commercial brokers that gauged interest in the Libby Hill Business Park. In addition, these surveys provided valuable information about lot pricing, marketing, and businesses interested in locating facilities in Gardiner.

Critical Insights surveyed over 200 business executives and 50 commercial real estate brokers in order to understand current market conditions. These surveys – conducted by telephone and direct mail – also allowed us to obtain the information necessary to develop effective messages for direct marketing and advertising; to develop a lot pricing policy; and to create contact directories of interested commercial brokers. The detailed results of this research are attached under separate cover.

Based on these findings and other research, PA Strategies proposes a Marketing Action Plan (MAP) that is designed to promote the Libby Hill Business Park to both local and regional businesses.

Message: Libby Hill is Open for Business

The Libby Hill Marketing Action Plan (MAP) is based on messages obtained from our market research and from George Campbell's consultations with developers and economic development specialists throughout Maine and the United States.

In addition, these messages build upon those suggested in the Downtown MAP and highlight the advantages of locating a commercial, industrial, or retail business in the City of Gardiner and in particular at the Libby Hill Business Park. From these sources, we can discern the following messages:

- ***Location, Location, Location***

Located just off an interstate highway, the Libby Hill Business Park is located conveniently near Augusta, Brunswick, and Lewiston; and is just a forty-five minute drive from Portland.

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

This message suggests our overall theme of an historic community that is moving forward and seizing new opportunities. As always, the goal is to build support and enthusiasm among citizens, community activists, and business leaders, and to promote Gardiner as a better place to live, work, and play.

- ***Infrastructure***

The City of Gardiner will run roads, sewer, water lines, and three-phase power lines to each lot at the Libby Hill Business Park in order to ready them for development. These improvements should be featured prominently in marketing materials, press releases, and in all contacts with interested businesses and brokers.

- ***Leave Nothing to the Imagination***

PA Strategies has learned from several prominent commercial brokers that an emerging strategy among commercial developers is to leave nothing to the imagination about building, relocating, or expanding a business.

By being certain about permitting and pricing, and by taking advantage of simulated imaging, the City of Gardiner can take the mystery out of developing a lot at Libby Hill. For further recommendations and more information about permitting, pricing, and graphic imagery, see below.

- ***Tax Increment Financing***

See below.

PA Strategies urges the City of Gardiner to publicize these positive messages during groundbreaking ceremonies, press briefings, community briefings, and during all contacts with developers.

Locating at Libby Hill: Leave Nothing to the Imagination

As stated previously, PA Strategies, LLC has determined that an effective way to attract businesses to the Libby Hill Business Park is to take the mystery out of developing a project. Armed with clear and concise information about infrastructure, pricing, and permitting, the City of Gardiner can anticipate problems, respond to inquiries, and market effectively every lot at the park.

What follows are specific recommendations about lot pricing, permitting, and obtaining aerial photographs and computerized graphic simulations of potential developments.

A. Lot Pricing

In adopting a lot pricing policy for the Libby Hill Business Park, PA Strategies recommends that the City of Gardiner consider two important goals. First and foremost, the City should seek to develop each and every lot at Libby Hill. Secondly, the City should seek to recover some of the costs it incurred by permitting the site and by providing infrastructure there.

Our market research with commercial real estate brokers, along with George Campbell's strategic research with other prominent commercial brokers, sparked positive reaction and indicated interest in a price of approximately \$1.00 per square foot (approximately \$44,000 for each acre of developable land) at the Libby Hill Business Park. According to the commercial brokers survey conducted by Critical Insights, a large majority of respondents (69%) believed that a price of approximately \$1.00 per square foot would be appealing to their clients.

Information obtained from the commercial brokers survey was supplemented by insights gained from strategic interviews with representatives of regional economic development specialists including:

- ***The Boulos Company***
- ***Lewiston-Auburn Economic Growth Council***
- ***Bangor Department of Economic Development***
- ***Augusta Department of Economic Development***

Based on Libby Hill's location and infrastructure, this price compares favorably with prices in Southern Maine (Cumberland and York Counties) that range from \$1.25 to \$2.00 per square foot; and prices in Greater Bangor that range from \$0.57 to \$1.72 per square foot. Prices vary according to size, location, accessibility, region, and condition of particular sites.

Moreover, this recommended pricing policy allows the City room to negotiate with prospective buyers and provides funds necessary to cover some of the costs of extending roadways, and water, sewer, and power lines to the park.

What follows is a selected listing of industrial park developments in Cumberland and York County with average price of land per square foot:

▪ 427 Warren Avenue (Portland)	\$2.44
▪ A&M Partners (South Portland)	\$1.83
▪ Bangor – Prime (Average)	\$1.72
▪ 391 U.S. Route One (Scarborough)	\$1.59
▪ Cumberland-York Average	\$1.50
▪ Wells Business Park (Wells)	\$1.26
▪ Cummings Road Business Park (South Portland)	\$1.16
▪ Libby Hill Business Park (Gardiner)	\$1.00
▪ Saco Industrial Park (Saco)	\$.80
▪ Lewiston-Auburn (Average)	\$.69
▪ Bangor – Lower Tier (Average)	\$.57

Please note that industrial lot pricing information is not available from the State of Maine. Also, our interviews did not yield compelling information for the City of Augusta because land comparable to that available at the Libby Hill Business Park and at other parks is not currently available in that community. And the lower average price of industrial land in Lewiston-Auburn can be explained by the topographical condition of many lots, along with the lack of state and federal environmental permits.

The information obtained by PA Strategies during its strategic interviews with economic development specialists and other brokers was obtained without charge and is not scientific.

ACTION:	Survey Commercial Brokers
ASSIGNMENT:	Critical Insights
STATUS:	Complete – See Summary Report

ACTION:	Conduct Strategic Interviews
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete

B. Ensure Maximum Permitting

PA Strategies recommends that the City of Gardiner continue to work with its engineer consultants at Oest Associates to ensure maximum permitting of each lot at the Libby Hill Business Park. Since much of the state and federal environmental permitting has been completed already, potential tenants will be able to ascertain quickly the maximum available building footprint on each lot. Such information is a powerful marketing tool and can serve to increase the value of the lots at Libby Hill. Also, information available to potential buyers should include comprehensive data about soil testing and wetlands.

C. Simulated Imaging

Perhaps the most innovative method of taking the mystery out of developing a site at the Libby Hill Business Park will be the use of simulated imaging of particular lots.

These simulations allow business executives and site planners to visualize how their business will look before it is actually developed at Libby Hill. These techniques were employed with success at the Clark's Pond Shopping Center in South Portland, Maine and at other sites in Maine and throughout the United States.

PA Strategies recommends that the City of Gardiner engage a landscape architect or graphic presentation service to create high quality simulations for use in marketing the Libby Hill Business Park to interested businesses.

Daniel Morabito, who provided this project with well-received simulations of redesigned portions of the downtown shopping district, is a local landscape architect who can provide this service. Attached for the City's reference is contact information for Mr. Morabito and also Pepperchrome of Portland, Maine, a highly respected firm that worked on the simulations used to develop the Clark's Pond Shopping Center in South Portland, Maine.

ACTION:	Prepare Contact Information for Imaging Services
ASSIGNMENT:	PA Strategies, LLC
STATUS:	Complete – See Tab 2

D. Tax Increment Financing

On Wednesday, May 12, 1999, the Gardiner City Council voted unanimously (7-0) to enact tax increment financing (TIF) guidelines that were drafted by PA Strategies, LLC. A copy of those guidelines is attached for review and reference.

As members of the Joint Downtown-Libby Hill Committee are aware, TIF districts are specific geographic locations where commercial growth and expansion is planned within a community.

According to the guidelines approved by the Gardiner City Council, 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.

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 – including the Downtown Opportunity Corporation and other projects to improve the Downtown Shopping District.

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.

By creating TIF districts for qualified projects at the Libby Hill Business Park, the City of Gardiner can also leverage the economic benefits gained by particular projects through other economic development initiatives. These include the following state and federal programs.

▪ **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 3</i>

ACTION:	<i>Enact Tax Increment Financing Guidelines</i>
ASSIGNMENT:	<i>Gardiner City Council</i>
STATUS:	<i>Complete – See Tab 4 for Newspaper Coverage</i>

Marketing

A. Target Commercial Brokers & Business Leaders

Working with the Joint Downtown-Libby Hill Committee, the Gardiner Office of Economic & Community Development, and other interested parties, PA Strategies urges the City of Gardiner to continue its efforts to design printed presentation materials that promote the Libby Hill Business Park to targeted commercial brokers and the larger business community. Overall, PA Strategies recommends that the City use the following collateral materials to communicate its messages to commercial brokers, business leaders, and general audiences.

- **Info-Packs**

Info-Packs are for distribution by mail and at presentations, press briefings, meetings of civic organizations, economic development conferences, etc. They should include information about the following subjects: location, lot sizes & pricing, permitting, tax increment financing, local schools, and local demographics & labor statistics.

- **Direct Mail Contacts & Brochures**

In addition to direct solicitations, Gardiner DECD is working with a local graphic artist to design and print marketing brochures for distribution to corporate executives, business leaders, journalists, and commercial brokers.

- **Paid Advertising**

Attached is a proposed print advertisement that can be placed in business journals, trade publications, and general audience publications.

PA Strategies compiled a directory of commercial brokers who requested additional information about the Libby Hill Business Park. This directory includes commercial brokers who requested detailed information about Libby Hill and who told Critical Insights that at least one of their respective clients might be interested in developing a site at Libby Hill.

PA Strategies urges the City of Gardiner to make direct contact (via mail and telephonic follow-up inquiries) with these brokers in order to gauge additional interest in the Libby Hill Business Park.

ACTION:	<i>Draft Initial Contact Letter to Commercial Brokers</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 5</i>

ACTION:	<i>Prepare Commercial Broker Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 6</i>

ACTION:	<i>Design Direct Mail Brochures & Info-Packs</i>
ASSIGNMENT:	<i>Gardiner DECD</i>
STATUS:	<i>Pending</i>

ACTION:	<i>Design Newspaper Ad</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 7</i>

ACTION:	<i>Prepare Advertising Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 8</i>

B. Engage the Services of a Commercial Broker

PA Strategies recommends strongly that the City of Gardiner engage the services of a respected commercial real estate broker to target additional opportunities for development at the Libby Hill Business Park.

In addition, PA Strategies advises the City that it should be prepared to pay brokerage fees of approximately 1.5 times commission in order to enlist the services of both their broker and other brokers who may have clients interested in developing sites at Libby Hill. Full commission would be paid to the selling broker and one-half commission would be paid to the City's broker who serves in a referral capacity.

ACTION:	<i>Prepare Commercial Broker Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Again Tab 6</i>

C. Implement an Ongoing Media & Community Relations Plan

In an effort to raise public awareness of efforts to develop the Libby Hill Business Park, PA Strategies assisted the City with the initial implementation of a media relations plan. That media and community relations plan includes the following components:

- ***News Releases***
An introductory news release to announce the groundbreaking and 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**

Here again, 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 that provides information about the Libby Hill Business Park. PAS envisions this site as one that is linked with the City’s own website. The site would include information about the park, local contacts, and local demographics.

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 for Libby Hill Groundbreaking</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 9 for Release & Newspaper Coverage</i>

ACTION:	<i>Draft News Release for Overall Revitalization Initiative</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 10</i>

ACTION:	<i>Prepare Media Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 11</i>

ACTION:	<i>Prepare Webmaster Contact Directory</i>
ASSIGNMENT:	<i>PA Strategies, LLC</i>
STATUS:	<i>Complete – See Tab 12</i>

Beyond the scope of this planning process, PA Strategies envisions that the Gardiner Department of Economic & Community Development, with advice and assistance from the City’s commercial broker, will assume responsibility for refining these materials and implementing the overall Libby Hill Business Park Marketing Action Plan.

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 Libby Hill Marketing Action Plan (MAP) was designed to realize that goal by building upon the City's existing strengths and by proposing innovative policies for identifying and attracting new businesses.

As outlined above, this plan proposes to develop the Libby Hill Business Park by employing innovative economic development techniques such as tax increment financing and by stressing the infrastructure, pricing, and unique location of the Libby Hill Business Park in an ongoing marketing, media, and community relations strategy.

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>

Contacts for Simulated Imaging Services

PA Strategies, LLC recommends that the City of Gardiner contact the following to obtain simulated images of potential developments at the Libby Hill Business Park:

- ***Mr. Daniel Morabito***
Landscape Architecture & Planning
25 Vine Street
Gardiner, Maine 04345
(207) 582-6860 Phone & Fax
DGMorabito@aol.com

- ***Mr. John Gutwin***
Pepperchrome
21 Summer Place
Portland, Maine 04103
(207) 773-3314
jgutwin@pepperchrome.com

DGMorabito
Landscape Architecture and Planning
25 Vine Street
Gardiner, Maine 04345
T/F: 207.582.6860
e-mail: DGMorabito@aol.com

DGMorabito offers thirty years of professional experience serving clients in Maine, Michigan, Idaho, Washington, and Colorado providing services in land planning, site planning, CAD, photosimulations and graphic design.

EDUCATION **MLA - Master of Landscape Architecture 1977**
University of Michigan, School of Natural Resources - Area of Emphasis:
Environmental Planning & Urban Design

BSLA - Bachelor of Science in Landscape Architecture 1969
Michigan State University

REGISTRATION Michigan Idaho Maine

EXPERIENCE **DGMorabito**

BALL STATE UNIVERSITY, Fall 1998-Spring 1999
Visiting Assistant Professor of Landscape Architecture, Department of Landscape Architecture, College of Architecture and Planning

TERRENCE J. DEWAN & ASSOCIATES , Fall 1995- Fall 1998
Landscape Architects & Planners, Portland, Maine
Senior Level Landscape Architect: Responsible for land planning and site design of reclamation, corporate /commercial developments, historic townscape/preservation, recreation and resort planning, urban design, environmental planning, resource analysis and impact assessment projects.

WEST VIRGINIA UNIVERSITY, Fall 1988 - 1990 / Fall 1994 - 1995
Visiting Assistant Professor of Landscape Architecture
Department of Landscape Architecture, College of Forestry and Agriculture

MITCHELL & ASSOCIATES, 1993-1994
Landscape Architects/Planners, Portland, Maine
Senior Designer/Planner: Responsible for land planning and site design of reclamation, corporate /commercial developments, historic townscape/preservation, recreation and resort planning, urban design, environmental planning, resource analysis and impact assessment projects.

COLORADO STATE UNIVERSITY, Fall 1990 - 1993
Assistant Professor of Landscape Architecture
Department of Recreation Resources and Landscape Architecture
College of Forestry and Natural Resources

MITCHELL-DEWAN ASSOCIATES, 1987 - Fall 1988
Landscape Architects/Planners, Portland, Maine
Senior Designer/Planner: Responsible for land planning and design of recreational facilities, housing developments, waterfront development, corporate/commercial projects.

UNIVERSITY OF IDAHO, FALL 1976 - 1983 / FALL 1985 - 1987
Professor of Landscape Architecture
Department of Landscape Architecture, College of Art and Architecture

JOHNSON, JOHNSON & ROY, INC., 1983 - 1985
Landscape Architecture/Planning/Urban Design, Ann Arbor, Michigan
Associate Designer/Planner: Responsibilities involved site planning, presentation graphics, project management, models, and construction documents for housing developments, tech parks, urban design, corporate, commercial, and campus design projects.

BECKETT JACKSON RAEDER, INC., 1972 - 1976
Land Planning and Site Consultants, Ann Arbor, Michigan
Landscape Architect: Responsibilities involved design, presentation drawings, models, project coordination, construction documents, publication layout/production, and site supervision..

**MICHIGAN DEPARTMENT OF NATURAL RESOURCES - PARKS DIVISION,
MASTER PLANNING UNIT, 1968 - 1972**
Lansing, Michigan
Landscape Architect: Planning responsibilities included park and recreation area, long range planning and comprehensive studies, park master plans and reports, resource inventory, analysis and site selection studies resulting in recognition of ecologically sensitive areas for conservation/preservation of natural landscapes.

JAMES MELSTROM AND ASSOCIATES, 1985 - 1987
Landscape Architecture/Planning, Spokane, WA
Design Consultant: Design and presentation drawings for large scale resort/convention centers in northern Idaho.

PLANNING DESIGN ASSOCIATES, 1980 - 1982
Landscape Architecture/Urban Design, Pullman, WA
Design Consultant: Planning for largescale recreational developments, new community planning, and small scale hydroelectric development impact assessments.

**WOOD / MORABITO - ARCHITECTURE / PLANNING / LANDSCAPE
ARCHITECTURE, 1977-1982**
Moscow, Idaho
Planning and Design Consultants for multi-scale housing and recreational developments.

**USN-NMCB-UNITED STATES NAVY, NAVAL MOBILE CONSTRUCTION
BATTALION-SEABEES: ENGINEERING DIVISION, 1986-1996**
Construction documents, surveying and site design for military installations.

TRAVEL

EUROPE, 1983 & 1996: Photographic and graphic survey of small European communities and urban spaces.

JAPAN, 1988 & 1998: Photographic and graphic survey of Japanese villages, temples, shrines, and gardens.



Urban Design

POLO BUILDING PLAZA, Freeport, Maine

Small plaza space designed for Ralph Lauren's Polo Building to accommodate service vehicles, pedestrian entries and seating areas, street vendors. An extremely difficult site due to extreme grade changes and imageability, required visual simulations for community acceptance.

MILL MARKETPLACE, Sanford, Maine

A Quality Main Street project proposing pedestrian crossing features, bikeway trails, river overlooks, gateways and a new "Marketplace" in the center of town.

RACINE WATERFRONT, Racine, Wisconsin

Renovation design for major waterfront development incorporating multi-pedestrian oriented space and activity areas. JJR

ANTONITO TOWNSCAPE, Antonito, Colorado

Small southwest rural community with a rich "western image" resource base. Identified tourism based activities and designed renovations for streetscape and architectural character. Planned concepts for integrating scenic railway into community core. CSU

FENTON CBD STUDY, Fenton, Michigan

A conceptual study suggesting a system of unifying three major downtown land use zones, a proposed new shopping mall, a public facilities complex and the historic "Diblesville" business district. BJR

CAPITOL PARK - KENNEDY SQUARE, Detroit, Michigan

Redevelopment design for two of Detroit's major urban plazas. BJR

GROSSE POINTE COMMUNITY DEVELOPMENT PLAN, Grosse Pointe, Michigan

Central Business District revitalization project. Workshop conducted to establish program for streetscape development. JJR

SOUTHBOROUGH OFFICE PARK, South Portland, Maine

Main building complex entry plaza, a major focal element containing a water feature, seating, planting, and vehicular drop-off area.

FORD HOSPITAL PLAZA, Detroit, Michigan

Development design for a vehicular/pedestrian plaza unifying the various medical and residential buildings associated with one of Detroit's largest medical complexes. BJR

FLINT RIVERFRONT STUDY, Flint, Michigan

A study of a portion of the riverfront area including parks, residential areas and industrial and commercial zones to determine opportunities for neighborhood renewal, beautification, and public use of the river. Sponsored by the City of Flint and the National Endowment for the Arts. BJR



Recreation / Camp / Resort Planning

CHEWONKI FOUNDATION, Wiscasset, Maine

Long range plan for redevelopment of one of Maine's exceptional summer and youth camp. Site Design for their Environmental Education Center.

WAVUS CAMPS, Jefferson, Maine

Master plan for the rejuvenation of an 84 acre youth camp. Redevelopment schemes and capital campaign presentations. Site Plan for a massive Dining Hall and Administration building on one of the most beautiful sites and lakes in Maine.

FREEPORT INN CONVENTION CENTER, Freeport, Maine

Site design for hotel expansion and new conference center. Extremely steep site with wetland limitations.

FORT CUSTER RECREATION AREA, Augusta, Michigan

Master plan report for the development of interpretive, day-use, camping, lake and river oriented recreational activities. MDNR

ALLIOUAGANA, Island of Montserrat, West Indies

Large scale island resort development: Site plan and grading for a peninsula shaped site including the "Great House," condominiums, recreational activities/facilities on top of a 50'-80' high bluff overlooking the Caribbean Sea. MDA

KAMIAH ATHLETIC COMPLEX, Kamiah, Idaho

Site plan for ball fields, football fields, tennis courts, soccer and fieldhouse. WM

BALD MOUNTAIN SHOOTING FACILITY, Pontiac, Michigan

Development of a complete shooting facility including enclosed pistol, rifle, skeet-trap and archery ranges as part of a major state park facility. BJR

SUMMIT PLAYGROUND, Ann Arbor, Michigan

A site plan and construction documents for an intensively developed urban park which incorporated a field game area, court games, play structures, shelters for stage activities, water features and amphitheaters. BJR

COEUR D'ALENE RESORT HOTEL, Coeur d'Alene, Idaho

A plaza design providing crucial open space system for the community and acting as a soft entry edge image to the hotel. JMA

SALINE MILL POND RECREATION AREA, Saline, Michigan

A site development plan for an inner city reservoir which included water oriented facilities and activities: boating, ice skating, tubing corridors, etc. A nature preserve, children's play facilities integrated into the valley wall and a hierarchy of trail systems. BJR

MAYFLOWER MOUNTAIN, Park City, Utah

Design for a 5,000 acre year round resort and new community with major base facilities oriented toward skiing and water related recreational activities in association with a variety of housing and commercial complexes. PDA/WM



Educational / Governmental Planning

BOWDOIN COLLEGE - Coastal Studies Center, Harpswell, Maine
Site design and facility location for the new Marine and terrestrial labs.

WINTHROP TRANSFER STATION, Winthrop, Maine
A unique planning approach and design layout to handling recyclable waste materials. MDA

THE UNIVERSITY OF MICHIGAN-DEARBORN CAMPUS MASTER PLAN, Dearborn, Michigan
A long range campus development plan. BJR

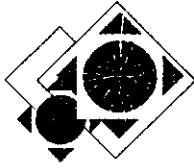
CRANBROOK EDUCATIONAL COMMUNITY, Bloomfield Hills, Michigan
A site selection and design project for faculty housing on the Cranbrook Academy Campus. BJR

WAYNE STATE UNIVERSITY, Detroit, Michigan
Development design for several campus planning projects including streetscape, seating alcoves, and plazas for an urban campus. BJR

HONEY ROCK CAMP, WHEATON COLLEGE WILDERNESS LEARNING CENTER, Three Rivers, Wisconsin
Development of a long range plan for a Christian camp located in the forest of northern Wisconsin. Involved identifying operation and facility conflicts which were resolved by designing functional land use patterns and adding new educational and living facilities. JJR

BETHESDA MISSIONARY TEMPLE, Sterling Heights, Michigan
A master plan for a new temple and school with a congregation of 5,000 members. Situated on barren rolling terrain, the project consisted of siting the building, parking areas, circulation systems, recreation facilities, housing, courtyards, and retention basins for surface run-off. JJR

ENGINEERING BUILDING, UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan
A site development plan and design details for building entry areas, courtyards and an interior mall streetscape beneath the building's four-story atrium connecting the building's main entrances. JJR



Housing Developments

MILLBROOK - Westbrook, Maine

A 256 acre single family residential development integrated into the picturesque Mill Brook valley. Involved an extensive ecological survey and analysis to determine appropriate buildable land units, preserve the natural balance of the site, thereby enhancing the economic return of the project.

SUMMER STREET HOUSING, Freeport, Maine

Integration of a 14 unit housing development into a heavily wooded site with wetlands and antagonistic neighbors. A very difficult site regarding site drainage and adjacent interstate noise.

LONE PINE, Yarmouth, Maine

A 14 unit duplex, high end residential development sited around an "oval commons", included the preservation of an on-site pond and adjacent heavily forested steep slopes as open space site features.

MILL CREEK TOWNHOUSES, Ann Arbor, Michigan

A 186 unit townhouse development financed by the State Housing Authority. Project received Sensible Growth Merit Award from the National Home Builders and Better Homes and Gardens Magazine. The design revolved around the "mew" concept in creating a high density residential development with recreational activities and substantial open space systems. BJR

NORTHBURY CONDOMINIUMS, Ann Arbor, Michigan

A 30 acre cluster development of 188 luxury two-family units. Received an American Wood Producer's Award for Better Living. Units are clustered around individually designed courtyards tied into a major open space system. BJR

MICHIGAN STATE AUTHORITY HOUSING DEVELOPMENT AUTHORITY

Site planning review consultant. Responsible for the site review and design recommendations for low-moderate income housing developments and elderly high-mid rise developments. BJR

VANDERKLOOT FARM, Bloomfield, Michigan

Involved exclusive single family units planned within a mixed hardwood forest and lakes on the old Vanderkloot estate. JJR

TRAVIS POINTE, Ann Arbor, Michigan

A master development plan for a 400 acres country club including single family homesites, condominiums, villa units and a commercial and office service complex. BJR

WOODLANDS, Saline, Michigan

Planned unit development consisting of various housing types from garden apartments and duplexes to single family units. BJR

BLUE RIDGE, Park City, Utah

A 510 acre planned unit development with major emphasis oriented toward employee housing for the Park City area as well as condominiums and single family units. Units oriented around a "commons" rather than parking lots. PDA/WM



River and Waterfront Planning

FLINT RIVERFRONT STUDY, Flint, Michigan

A study of a portion of the riverfront area including parks, residential areas and industrial and commercial zones to determine opportunities for neighborhood renewal, beautification, and public use of the river. Sponsored by the City of Flint and the National Endowment for the Arts. BJR

RACINE WATERFRONT, Racine, Wisconsin

Renovation design for major waterfront development incorporating multi-pedestrian oriented space and activity areas.

TOWNSQUARE - Old Orchard Beach, Maine

The last historic beach resort on the coast of Maine. Entertained generations of tourist from the New England area and the eastern seaboard. One of the old amusement beach parks left in America. Decades of neglect turned around by recreating the central plaza and pedestrian streetscape in an appropriate historic image.

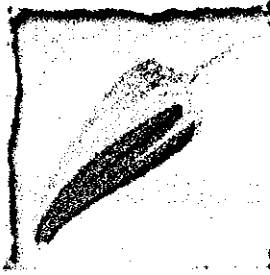
WAVUS CAMPS, Jefferson, Maine

Master plan for the rejuvenation of an 84 acre youth camp. Redevelopment schemes and capital campaign presentations. Site Plan for a massive Dining Hall and Administration building on one of the most beautiful sites and lakes in Maine.

SALINE MILL POND RECREATION AREA, Saline, Michigan

A site development plan for an inner city reservoir which included water oriented facilities and activities: boating, ice skating, tubing corridors, etc. A nature preserve, children's play facilities integrated into the valley wall and a hierarchy of trail systems. BJR

Pepperchrome



Design Illustration Presentation Graphics Computer Models and Animation

Pepperchrome is a provider of presentation graphic services located in Portland, Maine, USA. Our specialty is Architectural Illustration with products including printed illustrations and videotape animation. The various techniques used in preparing high quality graphics for our clients include 3D computer modeling, photo editing, illustration, and photography.



Please call 207-773-3314 to let others "see" your plans

E-mail your guts out ✦ jgutwin@pepperchrome.com ✦

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Pepperchrome



Pepperchrome is a design illustration and presentation graphics firm with a strong background in design and in computer technology. While pioneering the use of full color computer techniques in architectural illustration, Pepperchrome is serving prominent Architecture, Engineering, and Landscape Architectural firms as well as Real Estate Developers in both Maine and Massachusetts. We have the design expertise, resources and computer equipment to enhance the communication power of your design development project -- to make it effective and exciting.

Graphic Tools

Pepperchrome enjoys the use of state-of-the-art computer systems in the production of all their full color presentation graphics. The systems includes:

- ✦ Pentium based computers running the Windows NT 4.0 operating system
- ✦ High resolution accelerated graphics subsystem
- ✦ Large amounts of storage to ensure system reliability
- ✦ 1200 dpi 24 bit flat bed color scanner
- ✦ Printing systems capable of printing high resolution color images from 8-1/2"x11" to 36"x48"
- ✦ Personal Animation Recorder video subsystem by DPS capable of producing broadcast quality animations recorded to videotape.

The core graphic software tools used at Pepperchrome include Lightscape's LVS, Caligari's TrueSpace 3.0, Fractal Design's Painter 4.0, Adobe's Photoshop 4.0, Micrografx Designer 4.1, in:sync corporation's Razor Pro, and Autodesk's AutoCAD.

Personnel Qualifications



John Gutwin
Principal of Pepperchrome

Education:

- Bachelor of Landscape Architecture College of Architecture, University of Florida Graduated with High Honors -- 1981
- Special classes --Three Dimensional Design on the Macintosh

Computer Harvard Graduate School of Design Office of Special Programs 1988

- Special classes -- Advanced Graphic Workshop, Mike W. Lin instructor College of Architecture, Kansas State University 1980

Positions:

- Pepperchrome, Portland, Maine - Owner
- Mitchell & Associates, Portland, Maine - Landscape Architect
- Distinctive Landscape Architecture, Charlotte, Vermont - Landscape Architect
- Office of Terrence J. Boyle and Associates - Landscape Architect

Awards:


- Howard Sebold Award for outstanding scholarship in Landscape Architecture as a third-year student
- ASLA -- Florida Chapter Award for Professional Potential for a third-year student




















Registration:

- Landscape Architect -- State of Maine LR00001889
- Landscape Architect -- State of Florida #000749

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Pepperchrome is proud of the relationship we have developed with each of the following clients. Bold text and  are repeat clients

-  **ABB Environmental Services Inc.**
Portland, Maine
-  **Barakos-Landino Design Group**
Hamden, Connecticut
-  **Benchmark**
Portland, Maine
-  **Boston Design Associates**
Waltham, Massachusetts
-  **Curtis Walter Stewart Architects**
Portland, Maine
-  **DeLuca Hoffman Associates, Inc.**
South Portland, Maine
-  **Phillip J. Doughty Associates**
Falmouth, Maine
-  **Eurovest**
Boston, Massachusetts
-  **Massachusetts Division of Energy Resources**
Boston, Massachusetts
-  **Downeast Design Resources, Inc.**
Gorham, Maine
-  **Endless Energy Corporation**
New Gloucester, Maine
-  **Grapheteria**
Portland, Maine
-  **Home Construction & Finance, Inc.**
Yarmouth, Maine
-  **J.B.Brown & Sons**
Portland, Maine
-  **Jaques Whitford**
Freeport, Maine
-  **Kaplan Vending Company**
Scarborough, Maine
-  **Maine Bay Canvas, Inc.**
Portland, Maine
-  **Malone Commercial Brokers**
Portland, Maine
-  **Mitchell & Associates**
Portland, Maine

- ✦ **Mohr & Seredin**
Portland, Maine
- ✦ **Morganti, Incorporated**
Danbury, CT
- ✦ **Northland**
Portland, Maine
- ✦ **Past Designs**
Kennebunk, Maine
- ✦ **Pen Bay Builders Inc.**
Rockport, Maine
- ✦ **Portland Natural Gas Transmission Systems**
Portland, Maine
- ✦ **John Powers Associates**
Portland, Maine
- ✦ **Quality Pool Service**
Falmouth, Maine
- ✦ **Realty Resources**
Portland, Maine
- ✦ **REA Design Associates**
Auburn, Maine
- ✦ **Sebago Technics**
Westbrook, Maine
- ✦ **Semple & Drane Architects**
Portland, Maine
- ✦ **SMRT**
Portland, Maine
- ✦ **TFH Architects**
Portland, Maine
- ✦ **The Architects Collaborative Inc.**
Cambridge, Massachusetts
- ✦ **The Boulos Company**
Portland, Maine
- ✦ **Theriault / Landmann Associates**
Portland, Maine
- ✦ **Thos. Moser Cabinetmakers**
Auburn, Maine
- ✦ **T.Y. Lin International**
Falmouth, Maine
- ✦ **Welsh Architectural Signage**
Westbrook, Maine
- ✦ **William E. Whited Inc. Architect/Engineer**
Portland, Maine
- ✦ **William J. Dowd & Associates**
Portland, Maine

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**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
Copyright © 1999 Blethen Maine Newspapers Inc.

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

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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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DRAFT – NOT FOR RELEASE

June 25, 1999

Mr. Joseph Boulos
The Boulos Company
One Canal Plaza
Portland, Maine 04101

Dear Mr. Boulos,

The Libby Hill Business Park is open for business! The City of Gardiner recently broke ground at Libby Hill, which is located just seconds from I-95 at Exit 27 – convenient to Augusta, Lewiston, Brunswick, Bangor, and Portland.

As a respected commercial broker, you may have clients who are interested in locating a new business or expanding an existing facility at Libby Hill. Our new business park features 16 affordable lots zoned for commercial and industrial development. And each lot is served by municipal roadways, water, sewer, and power lines. Better still, much of the park's state and federal environmental permitting has been completed.

Here in Gardiner, we're working hard to revitalize our local economy by growing established businesses and attracting new companies to the Kennebec Valley. Developing the Libby Hill Business Park is the cornerstone of our effort. With a great location, new infrastructure, creative financing options, and competitive lot prices, Libby Hill is a great opportunity that should be shared with your clients throughout Northern New England.

We would appreciate an opportunity to talk with you about any clients that might be interested in the Libby Hill Business Park. Enclosed is some additional information about the City of Gardiner and the Libby Hill Business Park. 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

Commercial Brokers Contact Directory

In our survey of commercial brokers, the following brokers indicated that at least one of their clients is interested in possibly locating at the Libby Hill Business Park:

- **Terry Berry, Century 21 Alliance**
35 Bridge Street, Gardiner, ME 04345
Tel: 582-1862 Fax: 582-7495

- **Jerry Douglas, MSREN-Millett-Potrin**
155 Center Street, Building B, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

- **Tom Curtis, Sprague and Curtis Real Estate**
75 Western Avenue, Augusta, ME 04330
Tel: 623-8311 Fax: 623-2071

- **Dick Coombs, CHR Realty**
823 Washington Street, Bath, ME 04530
Tel: 443-3333 Fax: 443-3340

- **Jane Dirkman, Cosgrove Agency**
P.O. Box 377, Waterville, ME 04903
Tel: 873-0181 Fax: 872-6157

- **Larry L'Heureux, Mark Stimson, Plourde Real Estate**
60 Belgrade Avenue, Oakland, ME 04962
Tel: 465-4555 Fax: 465-4329

- **Bill Sprague, Sprague and Curtis Real Estate**
75 Western Avenue, Augusta, ME 04330
Tel: 623-8311 Fax: 623-2071

- **Irena Belanger, Black Duck Realty**
Route 17, Windsor, ME 04363
Tel: 459-5657 Fax: 549-3456

- **Kevin Judkins, Mark Stimson-Rizzo Mattson**
254 Western Avenue, Augusta, ME 04330
Tel: 622-9000 Fax: 622-7283

-
- **J.P. Normand LaPlante, Century 21 Advantage**
577 Main Street, Lewiston, ME 04240
Tel: 782-2121 Fax: 786-3504

 - **John Rizzo, Mark Stimson-Rizzo Mattson**
254 Western Avenue, Augusta, ME 04330
Tel: 622-9000 Fax: 622-7283

 - **Gary Thompson, MSREN-Millett Potvin Realty**
155 Center Street, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

 - **Claire Caret, Cushnoc Group**
347 Water Street, Augusta, ME 04330
Tel: 626-5979 Fax: 622-7180

 - **Chris Vallee, Barter Real Estate**
323 Maine Avenue, Farmingdale, ME 04344
Tel: 582-0488 Fax: 582-0775

 - **Helen, Sharon Drake Real Estate**
136 Front Street, Bath, ME 04530
Tel: 443-1005 Fax: 443-1057

 - **Pauline Richards, REMAX Liberty Realty**
331 State Street, Augusta, ME 04330
Tel: 623-1119 Fax: 623-9855

In our survey of commercial brokers, the following brokers indicated that they would like to receive detailed information regarding about the Libby Hill Business Park:

- **John Nason, Century 21 Nason Associates**
11 Bay Street, Winslow, ME 04901
Tel: 873-2119 Fax: 873-6843

- **Michael Baribeau, Century 21 Baribeau**
51 Pleasant Street, Brunswick, ME 04011
Tel: 729-3333 Fax: 725-9808

- **Jerry Douglas, MSREN-Millett Potvin Realty**
155 Center Street, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

- **Tom Curtis, Sprague and Curtis Real Estate**
75 Western Avenue, Augusta, ME 04330
Tel: 623-8311 Fax: 623-2071

- **Dick Coombs, CHR Realty**
823 Washington Street, Bath, ME 04530
Tel: 443-3333 Fax: 443-3340

- **Dave Johnson, Era Worden**
473 Center Street, Auburn, ME 04210
Tel: 784-0159 Fax: 777-3715

- **Carroll Minkowsky, Century 21 Advantage**
577 Main Street, Lewiston, ME 04240
Tel: 782-2121 Fax: 786-3504

- **Jane Dirkman, Cosgrove Agency**
P.O. Box 377, Waterville, ME 04903
Tel: 873-0181 Fax: 872-6157

- **Larry L'Heureux, Mark Stimson, Plourde Real Estate**
60 Belgrade Avenue, Oakland, ME 04962
Tel: 465-4555 Fax: 465-4329

-
- **Wendy Reed, ERA Allied**
100 E. Front Street, Skowhegan, ME 04976
Tel: 475-9553 Fax: 474-2037

 - **Bill Sprague, Sprague and Curtis Real Estate**
75 Western Avenue, Augusta, ME 04330
Tel: 623-8311 Fax: 623-2071

 - **Jan Dwinal, MSREN-Millett Potvin Realty**
155 Center Street, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

 - **Kelly, ERA Webb**
8 Milliken Court, Augusta, ME 04330
Tel: 623-4182 Fax: 623-7582

 - **Dan, Century 21 Coughlin Agency**
3 Church Street, Oakland, ME 04963
Tel: 465-3340 Fax: 465-7705

 - **Al Sargent, Sargent Realty**
12 Park Hill Avenue, Auburn, ME 04210
Tel: 777-1833 Fax: 777-3715

 - **John Marcous, ERA Worden**
473 Center Street, Auburn, ME 04210
Tel: 784-0159 Fax: 777-3715

 - **Donna Walker, Maine's Real Estate Connection**
639 Roosevelt Trail, Windham, ME 04062
Tel: 892-1522 Fax: 892-7184

 - **Sheryl Gregory, Homestead Realty**
19 Western Avenue, Winthrop, ME 04364
Tel: 377-2223 Fax: 377-5874

 - **Irena Belanger, Black Duck Realty**
Route 17, Windsor, ME 04363
Tel: 459-5657 Fax: 549-3456

-
- **Kevin Judkins, Mark Stimson-Rizzo Mattson**
254 Western Avenue, Augusta, ME 04330
Tel: 622-9000 Fax: 622-7283

 - **Dolores, ERA Worden**
473 Center Street, Auburn, ME 04210
Tel: 784-0159 Fax: 777-3715

 - **J.P. Normand LaPlante, Century 21 Advantage**
577 Main Street, Lewiston, ME 04240
Tel: 782-2121 Fax: 786-3504

 - **John Rizzo, Mark Stimson-Rizzo Mattson**
254 Western Avenue, Augusta, ME 04330
Tel: 622-9000 Fax: 622-7283

 - **Ann Bever, CHR Realty Better Homes and Gardens**
823 Washington Street, Bath, ME 04530
Tel: 443-3333 Fax: 443-3340

 - **Bob Brickel, Century 21 Advantage**
577 Main Street, Lewiston, ME 04240
Tel: 782-2121 Fax: 786-3504

 - **Gary Thompson, MSREN-Millett Potvin Realty**
155 Center Street, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

 - **Claire Caret, Cushnoc Group**
347 Water Street, Augusta, ME 04330
Tel: 626-5979 Fax: 622-7180

 - **Lynn Roebuck, Roebuck-Boynton Company**
1027 Washington Street, Bath, ME 04530
Tel: 442-7988 Fax: 442-0779

-
- **Greg Perkins, Affiliated Realty**
32 College Avenue #201, Waterville, ME 04901
Tel: 873-0751 Fax: 873-0799

 - **Sandy Skillings, MSREN-Millett Potvin Realty**
155 Center Street, Auburn, ME 04210
Tel: 782-8311 Fax: 782-2232

 - **Rick Baribeau, Coldwell Banker Gleason Real Estate**
82 Pleasant Street, Freeport, ME 04032
Tel: 725-8522 Fax: 725-8717

 - **Jean Sutter, Roy Farmer Associates**
152 Main Road, Wiscasset, ME 04578
Tel: 882-7357 Fax: 882-5296

 - **Dunbar Oehming, Morton Real Estate**
240 Maine Street, Brunswick, ME 04011
Tel: 729-1863 Fax: 729-1357

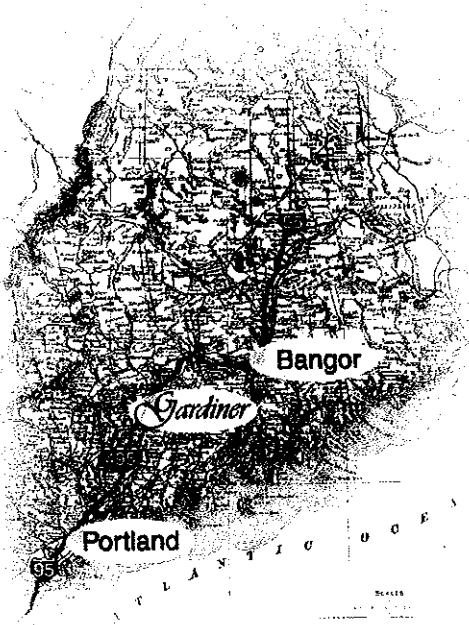
 - **Bart Stevens, Century 21 Nason**
11 Bay Street, Winslow, ME 04901
Tel: 873-2119 Fax: 873-6843

 - **Eben Thomas, Coldwell Banker Thomas Agency**
19 Main Street, Winthrop, ME 04364
Tel: 377-2121 Fax: 377-8015

 - **Helen, Sharon Drake Real Estate**
136 Front Street, Bath, ME 04530
Tel: 443-1005 Fax: 443-1057

 - **Shawn Gillbert, Gillbert-Sargent Real Estate**
1 Great Falls Plaza, Fl. 12, Auburn, ME 04210
Tel: 784-1000 Fax: 784-1211

WE'RE OPEN FOR BUSINESS!



Here in Gardiner, we're working hard to revitalize our local economy by helping to grow existing businesses and attracting new companies to the Kennebec Valley.

Developing the Libby Hill Business Park is the cornerstone of our effort.

With a great location, new infrastructure, creative financing options, and competitive lot prices, Libby Hill is open for business!

LIBBY HILL BUSINESS PARK...

- Convenient location, seconds from I-95 at Exit 27
- 16 affordable lots ranging from 1.8 to 11.6 acres
- Tax increment financing
- Municipal water and sewer lines
- State and federal environmental permits

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
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**CITY OF GARDINER WILL BREAK GROUND
AT LIBBY HILL BUSINESS PARK**

*Congressman Tom Allen, Mayor Brian Rines, and others will speak at
groundbreaking ceremony on Tuesday, June 1, 1999.*

For Immediate Release

May 26, 1999

GARDINER – Mayor Brian Rines and the City Council announced today that construction and development of the Libby Hill Business Park will begin on Tuesday, June 1, 1999 with a groundbreaking ceremony scheduled for 10:00 a.m.

Along with Mayor Rines, City Councilors, and other local business and community leaders, U.S. Representative Thomas H. Allen will speak at the ceremony. Representative Allen is a longtime supporter of the Libby Hill Business Park who assisted the City in obtaining a \$1.0 million grant from the Economic Development Administration. That grant – in addition to other local, state, and federal funds – allowed the City to extend roads, water, sewer, and power lines to the park.

The Libby Hill Business Park will be located in Gardiner just off Interstate 95 at Exit 27 and will featuring 16 lots ranging in size from 1.8 to 11.6 acres. The City of Gardiner is also pleased to report that much of the state and federal environmental permitting has been completed and that most lots will be available soon for commercial or industrial development.

The Libby Hill Business Park is a part of the City of Gardiner's overall economic development strategy that includes revitalizing and redeveloping the downtown shopping district, attracting new businesses, and retaining and growing existing local businesses. As part of its effort to attract and expand business opportunities, the City Council recently approved application guidelines for tax increment financing.

For more information about the Libby Hill Business Park or the City of Gardiner's economic development initiatives, please contact Jeff Kobrock, Director of Economic & Community Development, at (207) 582-6888.

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KENNEBEC JOURNAL *Morning Sentinel* online

Wednesday, June 2, 1999

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The other park Gardiner officials dedicate long-planned business sites next to I-95

By KEITH EDWARDS , Staff Writer
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GARDINER — The dirt is officially flying at Libby Hill Business Park.

Officials clutching gold-painted shovels marked the groundbreaking for the 16-site business park on a city-owned parcel just off Interstate 95 Tuesday.

But the ceremony was not strictly pomp and circumstance. A few hundred feet behind the dignitaries on hand for the gold-shovel treatment, ground really was being broken for the park, as a skidder cleared trees from the 144-acre site.

The start of construction is the result of years of work and even more years of hope. Officials and many residents long have advocated a business park at the site, especially because it will result in the extension of a sewer line along Route 201.

"Persistence counts," said Rep. Tom Allen, D-1st District. "You were persistent and the result is great news for Gardiner."

Crews and equipment from H.E. Sargent, contractor for the \$3.6 million project, were already on site Tuesday.

The park is expected to be ready for occupancy in November this year.



Staff photo by JOE PHELAN
Pat Gilbert, director of Public Works, center, and city councilor Michael Webster brought over the nine gold shovels for the ceremonial groundbreaking at Gardiner Business Park on Tuesday. Gilbert said it took three cans of spray paint to coat all the shovels and that the department will use them after the ceremony.

It will be located on Route 201, or Brunswick Avenue, in Gardiner just off Interstate 95, at Exit 27. It will include 16 commercial building lots ranging in size from 1.8 to 11.6 acres.

"It's going to be jobs for our kids and a wider tax base for our community," said Mayor Brian Rines. "It's the summation of all the planning and hopes that have gone on for many years."

Allen, according to city officials, has been a longtime supporter of Libby Hill Business Park and helped the city obtain a \$1 million grant from the federal Economic Development Administration for the project. That grant — in addition to other local, state and federal funds — is expected to allow the city to extend water, sewer, and power lines to the park.

Allen cited the work of his staff member, Gardiner native John McLaughlin, as crucial to Gardiner getting the federal grant. Allen said McLaughlin essentially shielded the project from an EDA rejection. Original economic data submitted for the project, from the 1980s, indicated that the area was too prosperous to be considered for an EDA grant. McLaughlin worked with local officials to provide updated economic data that reported numerous layoffs in central Maine in the 1990s.

"John made a point of calling the EDA every day. He developed quite a relationship with the secretary for the panel that handled the application," Allen joked. "It's possible the EDA provided the grant, in part, to get rid of him."

Libby Hill Business Park, according to Jeff Kobrock, economic development director, is part of the city's overall economic development strategy, which includes trying to revitalize and redevelop the downtown shopping district, attract new businesses, and retain and expand existing local businesses.

Rines praised several local officials for their work relating to the project, including Kobrock and Glenna Nowell, city manager, who is recovering from surgery.

"This project took on a life of its own and became a reality when we had Jeff Kobrock join us. He's one of those quiet civil servants who gets things done behind the scenes," Rines said.

"And the next time you bump into Glenna, give her a special hug for her work on this. She is another Gardiner native who has spent her life on our behalf."

The project's funding base will be the \$1 million federal grant, \$600,000 in state community development block grant funding and a municipal bond.

Because of its proximity to Interstate 95 and the Maine Turnpike, on city-owned land behind what is now a commuter parking lot, the park is expected to appeal to businesses such as distribution and transportation-related companies, which require quick access

to superhighways.

Clarence McKay, a 76-year Gardiner resident and chairman of several city boards and committees, said the park construction coincides with the city's 150th anniversary.

"Today we are taking the first steps for a new birth, a renaissance, a new beginning," McKay said. "As we celebrate our 150th anniversary, we must make it our business to succeed."

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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.

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