

Proposal for Strategic Master Plan: Boothbay, Maine

May 10, 2017

Submitted to:

Daniel G. Bryer Jr.
Town of Boothbay, Town Manager
1011 Wiscasset Road PO Box 106
Boothbay, Maine 04537

Prepared by:

 **camoin**
associates
ECONOMIC DEVELOPMENT
120 West Avenue, Suite 303
Saratoga Springs, NY 12866
518.899.2608
www.camoinassociates.com

In partnership with:

MRLD
Landscape Architecture + Urbanism

WRIGHT-PIERCE 
Engineering a Better Environment

Table of Contents

Proposal Approach.....	1
What Sets Our Team Apart?	2
Project Understanding.....	3
Scope of Services	4
Your Project Team	9
Budget.....	21
Schedule	22
Meet Camoin Associates.....	23
Project Profiles	30
References	41



Proposal Approach

It is with great pleasure that we submit our proposal for the Joint Economic Development Committee's (JEDC) master plan. As you will see from our team's qualifications, we have national experience with regional roots. Camoin Associates is a full service economic development firm with an office in Scarborough, ME offering unsurpassed experience in market analysis, strategic planning, and feasibility analyses. For this project, we are proposing to partner with and utilize the expertise of two regional firms, Wright-Pierce and MRLD Landscape Architecture + Urbanism, who have led or supported numerous master plan components throughout Maine. Our team has collaborated on several occasions and strives to support communities by developing forward-looking master plans to guide them through economic development endeavors.

We understand that the JEDC is seeking a master plan that involves broad collaboration from both public and private sector organizations. Through a cooperative process with stakeholders, the JEDC seeks to diversify and strengthen its economy by leveraging public and private sector resources to capitalize on market opportunities. We have developed a scope of work to accomplish this and, if selected, we will provide you the following outcomes:

- An inventory assessment that will define prospective opportunities that leverage infrastructure, downtown development, and affordable workforce housing, among others.
- An assessment of potential funding sources including Tax Increment Financing as a tool for achieving economic development goals.
- Stakeholder interviews to gather detailed information on the nuances of economic development and physical infrastructure in the multi-jurisdictional region.
- An engaging workshop to gather input from residents, business owners, and others on their vision for the future of the region, priority projects, and key opportunities and challenges.
- A final master plan that is built on the competitive advantages of the JEDC region, but that also identifies each community's role in the facilitation of sustained economic growth.

Key points from the proposal are summarized below.

Budget: \$39,670 (Professional fee: \$38,370; Expenses: \$1,300)

Schedule: 6 months

Key Staff: **Principal:** Jim Damicis, *Senior Vice President of Camoin Associates*
Project manager: Alexandra Tranmer, *Economic Development Analyst at Camoin Associates*
Zoning, Design, Landscape Architecture: *MRLD Landscape Architecture + Urbanism*
Engineering, Funding Programs, Facilitation: *Wright-Pierce*

Site Visits: 4

Team Lead

Camoin Associates
www.camoinassociates.com

Zoning, Design, Landscape Architect Partner :

MRLD Landscape Architecture + Urbanism
www.mrld.net

Engineering, Funding Programs, Facilitation Partner:

Wright-Pierce
<http://www.wright-pierce.com/>

Project Contact

Alexandra Tranmer
Economic Development Analyst
P: (518) 899-2608 EXT.105
E: alexandra@camoinassociates.com



What Sets Our Team Apart?

National Leaders in Economic Development

Camoin Associates is at the forefront of the evolving practice of economic development, and we offer far more than the standard approach. We differentiate ourselves on our record of implementation, and implementation begins during planning. Our clients come out of our processes with the momentum and tools they need to advance their vision.

Deep Understanding of Maine's Economic Development Landscape

Jim Damicis, Senior Vice President of Camoin Associates, has conducted extensive economic development work throughout Maine for local, regional, state, and private sector clients. Jim has assessed and developed strategies for targeted industry sectors, downtown redevelopment, workforce development and financing economic development implementation. Our partners, Wright-Pierce and MRLD Landscape Architecture + Urbanism, are well versed in the nuances of Maine's landscape and have project experience planning waterfront communities in addition to extensive knowledge of the region's infrastructure and land-use planning.

Application of Cutting-Edge Data

We use the best economic data available including many cutting-edge sources such as Economic Modeling Specialists Intl. (EMSI) and ESRI Business Analyst Online. These tools are advantageous because they equip us with very robust, highly useful and comprehensive information on historical and emerging trends of the region and beyond.

Proven Stakeholder Facilitation Techniques

We understand the challenges of keeping stakeholders engaged in a world of competing interests and limited time, and we use a range of proven facilitation and outreach techniques to solve this problem. We will work with you to determine the best mix of techniques, dependent on the size and diversity of your groups, among other factors. We believe this will be key in keeping your stakeholders in the game of long-range planning and getting solid implementation commitments. We have successfully navigated a wide variety of community governance and decision-making systems to help develop the consensus, compromise, and buy-in necessary for the successful execution of a plan.

A Focus on Implementation

All our work is grounded in implementation to achieve real results. We have detailed experience working on building organizational capacity for action, establishing public-private partnerships, assessing market and financial feasibility, and accessing funding opportunities to make projects and initiatives viable.

Tax Increment Financing Experts

Jim Damicis of Camoin is a leader in the analysis and implementation of Tax Increment Financing (TIF). He has been integrally involved in the analysis and implementation of more than one hundred projects that have integrated TIF financing into development projects serving both public and private sector clients. He has provided training to state and local officials on the effective use of TIF and developed the first TIF policy between two cities (Lewiston and Auburn Maine) that enabled them to collaborate on regional economic development initiatives. Every TIF application Jim has worked on has been passed by local officials and approved by the state. More details on Jim's TIF work can be found his resume.



Project Understanding

We understand the Joint Economic Development Committee (JEDC) is seeking a firm to assist in the development of a regional master plan, which focuses on long-term growth across the towns of the Boothbay peninsula. The master plan will encompass four focus areas: infrastructure, affordable workforce, downtown development, and tourism. These areas present key opportunities for improvement to build an overall sustainable and economically successful region. We understand that the JEDC is looking for two key elements:

An **inventory assessment** to review existing information and better understand the assets, economy, and goals amongst the four towns of the peninsula to best target strategies for each community. In addition to reviewing existing information, interviews will be conducted with no more than ten key community leaders. The information will serve as the foundation for the JEDC master plan workshop.

A **master plan workshop** to facilitate a general discussion about planning goals towards key elements in the master plan. Committee members will work together to set priorities and identify community specific strategies. The workshop will result in the development of a master plan draft including short-term, intermediate and long-term action items complete with timeline, costs, responsible parties and benchmarks.

Without a clear pathway to implementation, many plans created with the best intentions can go unused for years until they are no longer relevant. It is clear from the Request for Proposals that the JEDC is interested in the completion of a plan focused on near-term goals that can be accomplished quickly and lead to real results as well as longer-term goals for future implementation. The expectation is that the final product will be a document that can be presented and digested easily by a wide range of stakeholders in an effort to gain support and buy-in for implementation of the plan.

Our work throughout the country has taught us that there are three key ingredients to ensuring a successful economic development program. These ingredients will be included in our plan:

- We will consider the “market feasibility” – what is currently going on in the local and regional economy?
- We will consider the “financial feasibility” - what makes the most sense fiscally for the JEDC and financially for the private sector?
- We will consider the “citizen/political feasibility” – what are the community’s visions and desires for the future?

While each community we work in is unique, it stands true that municipalities across the country are being asked to provide the same, or more services, with less funding. Therefore, it is crucial that economic development efforts are grounded in, and show an understanding of, market conditions and infrastructure capabilities. Our team will work with you to ensure that any plan created considers emerging opportunities and existing or perceived challenges, and will specifically address methods for financing, such as Tax Increment Financing.

Based on our understanding of your needs, the review of the RFP, and our experience in the region, we have developed the approach detailed in the following section. However, we are able to customize the scope based on your exact needs and budgetary constraints should you wish to alter the tasks below.

Scope of Services

The following scope of work is designed to assist the JEDC in creating a plan with actionable strategies that, once employed, will leverage the assets of the county and region as a whole to increase economic vitality and opportunity for the region's citizens and businesses.

In the **Baseline Assessment** phase, we will answer the question, "Where are we today?" The inventory assessment will draw on a broad set of quantitative and qualitative information about the region's physical infrastructure, economic development activities and organizational capacity.

In the **Competitive Positioning** phase, we will answer the question, "What direction should we go?" The master plan workshop will help our team uncover areas of opportunity for business growth and attraction, understand what assets can be leveraged and what constraints need to be overcome, and develop a comprehensive master plan.

Finally, in the **Strategy Development** phase, we will answer the question, "How do we get there?" Building on all the preceding analyses and information, we will work collaboratively with you to set goals and strategies that flow down to specific tactics and action items.

1. Project Kickoff Meeting + Site Visit

We will begin the project with a start-up meeting between our team and representatives of the JEDC. This meeting will be attended and facilitated by the Jim Damicis (Camoin Associates), Travis Pryor (Wright-Pierce) and Mitchell Rasor (MRLD Landscape Architecture + Urbanism). The purpose of the meeting will be to examine the proposal methodology in detail to ensure the approach will meet your needs, and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc. More specifically, during this session we will:

- Introduce our respective teams
- Learn about additional project background and review project approach
- Develop a list of key stakeholders and partners to facilitate additional data collection
- Discuss scheduling of interviews and the master plan workshop
- Explore the current system of economic development in the region and organizational capacity
- Establish a regular project management conference call and project management protocols, and

OVERVIEW OF TASKS

BASILINE ASSESSMENT

1. Project Kickoff Meeting
2. Review of Prior Materials
3. Inventory Assessment

COMPETITIVE POSITIONING

4. Master Plan Workshop
5. Strategy Refinement

STRATEGY DEVELOPMENT

6. Revision Period
7. Final Plan and Presentation

- Have a facilitated discussion with the JEDC to identify any major issues, opportunities, and obstacles (real or perceived), and any key steps needed for successfully preparing and implementing the master plan.

At this site visit we will also ask JEDC representatives to set up a tour of the area for our team to better understand economic development opportunities, infrastructure challenges and potential catalyst sites.

Deliverable: Camoin Associates will summarize the results of the meeting and incorporate them into a detailed project management plan, which will guide the work process, deliverables, and schedule.

Right-Sized Planning

We understand the challenges facing local governments. Our plans are designed to meet the client where they are in terms of resources and help identify areas to increase capacity to further strengthen economic development efforts.

2. Review of Prior Materials

The Camoin Team will conduct a complete review of existing documents related to economic development in the JEDC jurisdiction. These documents will be used to create an understanding of the current vision, goals, issues, strengths, weaknesses, opportunities, and threats to economic and business development, as well as uncover critical information to be integrated into our analysis. The review will also ensure that our work products are consistent with and build upon efforts already underway. The RFP provides several background resources that we have already begun to examine including:

- Comprehensive plans for Boothbay and Boothbay Harbor
- Midcoast Route 27 Corridor
- Town of Boothbay Harbor Walkability Audit
- Boothbay Harbor and Boothbay Vision & Values Workshop Report

3. Inventory Assessment

Our team's diverse range of expertise will help to provide you with a comprehensive inventory to inform the planning process. We will use informational interviews, as well as data from previous reports, and updated data where necessary, to populate the inventory. The inventory will identify opportunities for the region as well as drill down to specific strengths that pertain to each community. These strengths will identify where local governments can capitalize on resources in their area. Assets will be critical to identify to move forward with action items that are resilient and implementable. At the same time, uncovering gaps will help draw attention to where additional resources can be dedicated to encourage business development and private sector investment.

We anticipate that the inventory will identify and consider the following:

- Market position
- Cost and price points of infrastructure improvements
- Locational issues
- Workforce assets
- Land use planning and zoning regulations
- Customer service and business environment
- Quality of life, amenities and assets
- Business development and private sector investment

Interviews: During the kickoff meeting, we will discuss the exact timing of the site visit for informational interviews, but will plan for a 1-day site visit to conduct interview sessions with individuals and/or small groups. We will develop an interview protocol to be approved by you in advance of the interviews to guide the discussions. We anticipate

that the interviewees will include public officials, community leaders, business owners, major employers, and other economic development organizations. The interviewees should reflect a diverse cross-section of the community. For critical interviewees that are not available during the site visit, we will reach out by phone. We will look to the JEDC to lead making connections with desired interviewees and scheduling the interviews.

Further details on research and analysis for the inventory are provided below based on the desires of the region and our team's expertise.

a. Infrastructure

Wright-Pierce and MRLD Landscape Architecture + Urbanism will examine the role of infrastructure in JEDC's jurisdiction. The research will span changes in land use and zoning, along with the role of sewer, water, and broadband in expanding economic development efforts.

b. Downtown development

Our team will bring their retail market expertise and recent experience with revitalizing downtown retail to this section of the inventory. Downtown development is a crucial piece of a community's overall economic development outlook as the ability to attract and retain skilled and knowledgeable workers has become one of the greatest challenges facing communities across the country. We will examine three aspects of downtown development including:

- **Physical environment** – Is the landscape of downtown visually appealing to the public? Are the sidewalks accessible? Are store facades intact and inviting? Is signage consistent? Do local zoning codes enforce consistent downtown business development?
- **Business environment** – Are businesses supported by the local government? Is there a downtown business improvement organization? Is there a healthy tenant mix downtown? Are there retail anchors drawing visitors into town? How diverse/strong is business density?
- **Market Demand**- What sectors are demonstrating retail leakage/surplus? What are local demographic shifts telling us about retail demand?

These questions will be explored through past reports, interviews, and targeted data collection, if necessary. Our team will work together to determine how market demand is driving changes in the physical infrastructure required for healthy downtowns and potential zoning or ordinance updates to ensure businesses can thrive year-round.

c. Affordable workforce housing

An adequate supply of affordable workforce housing plays a similar role in the overall quality and strength of the downtown. Camoin Associates will again begin this analysis with an exploration of the existing housing market using our best in class data sources including ESRI Business Analyst and available data from the U.S. Census Bureau. We will specifically pull the latest data points on owner-occupied and rental units, along with occupancy and rental rates. We will determine other nuances of the housing market based on the previous reports, including comprehensive plans from Boothbay and Boothbay Harbor. Wright-Pierce and MRLD Landscape Architecture + Urbanism will provide their expertise in local zoning and residential zoning to identify land use changes that could support multi-family housing growth to expand the housing supply.

d. Tax Increment Financing

Tax Increment Financing (TIF) is a valuable economic development financing tool that can help generate funds for necessary infrastructure improvements and other community development enhancements. Camoin Associates has extensive experience helping clients understand the opportunities and risks associated with TIF's. We will provide specific guidance on how TIF can best be utilized for implementing master plan initiatives.

Deliverable: Draft inventory assessment broken down in the specific categories listed above. As with all our deliverables, our focus will be on synthesizing key findings from the data most in a brief "executive summary" style format, demonstrating what the data means for future economic development endeavors.

4. JEDC Master Plan Workshop

After completing the inventory, our team will return to Boothbay to facilitate the JEDC master plan workshop. The goals of this session are to: obtain feedback for clarifications and refinement; review and perfect a draft of opportunities and challenges identified in the inventory; identify emerging themes; and further hone in on an initial vision and goal statements. All of this will serve to forge the framework for a master plan that is grounded in reality, yet still contains ambitious and transformative goals that can be achieved with collaboration and communication among JEDC stakeholders.

This meeting is intended to be inclusive and could consist of: members of the steering committee, municipal leaders, Chamber of Commerce members, stakeholders who were previously interviewed, as well as the public. We will work with you to determine the best participant pool and adjust the presentation as necessary depending on the audience. We will rely on the JEDC to invite attendees and distribute information about the timing and content of the meetings.

5. Draft Master Plan

Our team will draft a complete master plan for review and consideration by the committee. It will flow from overarching goals to specific tactics and actions and indicate necessary resources, partnerships, and corresponding performance metrics and benchmarks. It will be broken into short-term (6 months – 12 months), intermediate-term (12-48 months), and long-term (5+ years) activities. It will carefully reflect the intersection of the region's opportunities and resources.

The master plan will be your implementation tool: it will serve not only as a broad plan reflecting the region's economic development intentions as of 2017, but also as a concise document to be frequently referenced by staff and key implementers in day-to-day operations. Each action proposed in the plan will have related partners, timeframe, costs, resources and outcome metrics to track progress overtime. We will work closely with project stakeholders to develop the matrix using a format and layout that best meets your needs.

Workshop Format

We will work with you to determine what type of workshop format will be most effective. One option would be a public engagement session. Our team will facilitate the public session to present the proposed opportunities, assets, and findings from the inventory. This session is intended to be participatory, so Camoin Associates will work with the committee to identify the best technique for receiving input. A method we have had success with is to have a short initial presentation from the Camoin team and then inviting the participants to visit stations set up around the room. Each station is set up to provide more information about a proposed goal, including information about the data that supports it, proposed initiatives, and priority projects. Participants can then provide their input on the individual items in a smaller group setting. Each station will have opportunities for written comments and will be run a Camoin Associates team member or client project team.

The goal areas are likely to include variations on these aspects of:

- Expanding the workforce housing market
- Water, sewer and other infrastructure improvements
- Resources to enhance business development in the downtown corridor
- Investment, funding, taxation, incentives to support recommendations
- Innovation, entrepreneurship, and quality of life
- Other themes or content issues that emerge from the planning process

Camoin Associates will assemble all of the deliverables from the tasks above into one document. In our experience, the best plans are brief and get straight to the point: implementation. Therefore, we propose organizing the master plan in an executive summary style, with lengthy data and reports attached as appendices for reference. As a segue to implementation, Camoin will work with the steering committee to develop a series of metrics to evaluate performance of the strategy implementation.

Deliverable: A master plan in table or spreadsheet format, to be used as an implementation tool. This will include details such as likely cost, potential funding sources, performance measures, and details on project partners and stakeholders.

6. Master Plan Review and Refinement

Deliverable Part I: Draft master plan for review and comment by steering committee.

With a completed draft, our team will hold a review session with JEDC representatives via a video conference call system. The goal of this session will be for the participants to take a close review of the draft plan as prepared by our team and offer suggestions and comments on how to revise it by prioritizing, editing, adding and deleting items. This meeting will help Camoin Associates to eliminate any action items that are not necessary, unlikely to be achieved due to fiscal or political constraints, or are undesirable for the region, as well as to provide for the addition of any major items that warrant inclusion.

Deliverable Part II: Revised master plan transmitted in electronic format.

7. Final Plan and Presentation

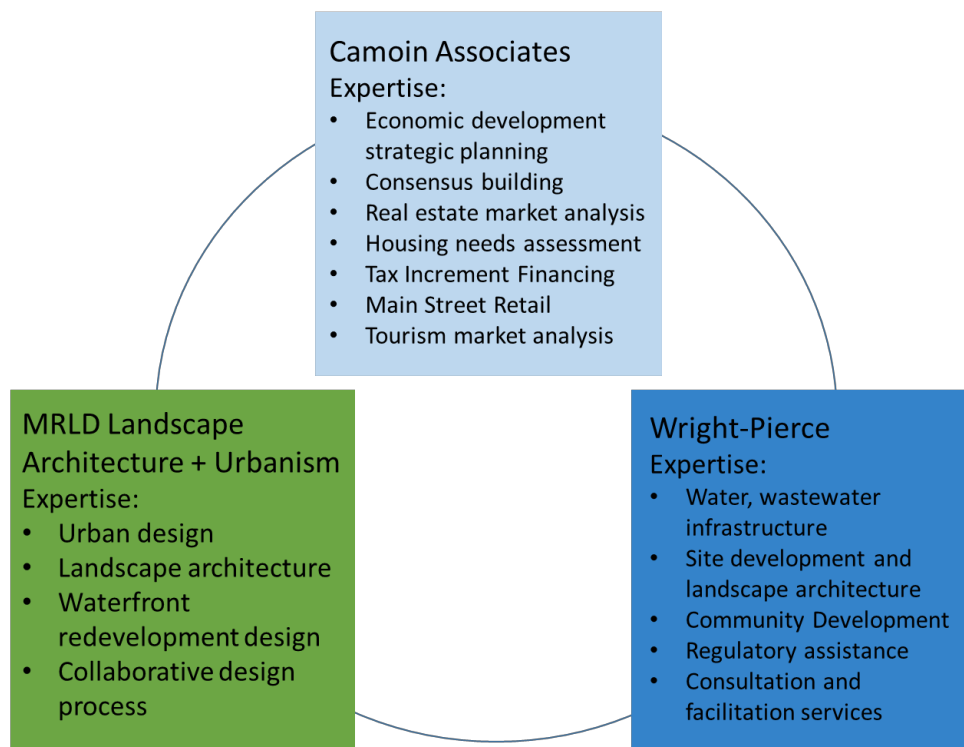
Based on the feedback from the JEDC on the draft resulting from the planning session, Camoin Associates will revise the plan into a final draft for review and consideration. Once comments have been provided, Camoin Associates will make final edits and present the plan at an appointed meeting/venue. Jim Damicis, Travis Pryor and Mitchell Rasor will all be present for this meeting.

Deliverable: Final JEDC master plan based on input received. Presentation material.

Your Project Team

Our team offers not only the breadth of knowledge needed to evaluate economic trends and create effective strategies to develop the JEDC's master plan, but also valuable experience in research techniques, available data, and sound strategies for economic analysis, infrastructure planning and financing tools.

Jim Damicis will be the project Principal and lead the overall project process and master plan development. Alex Tranmer will serve as the Project Manager and coordinate directly with the JEDC's designated representative, as well as facilitate internal organizational planning. Wright-Pierce and MRLD Landscape Architecture + Urbanism will provide their expertise in the sectors of engineering, GIS mapping, landscape architecture planning and public facilitation. Both firms are steeped in the region's economic and community development efforts and will be invaluable partners for this project.



Project Management Approach

Our three organizations have collaborated on a range of projects in Maine. We are confident that our teaming arrangement will provide you with a robust master plan that will be the key to economic development efforts for the next decade. Our team brings passion, expertise and outstanding service to every project, working together with our clients to find actionable solutions. Camoin Associates will lead the team's efforts, keeping the project on schedule, on budget, and delivering the exact deliverables that will guide you to success. Key members of your project team are profiled below.



Jim Damicis

Senior Vice President

Jim Damicis has more than 25 years of experience in public policy research and analysis to lead decision making. Prior to merging with Camoin Associates, Jim built PolicyOne Research into a leading research and analysis firm in Maine serving private and public clients throughout the Northeast. Jim also worked for the Maine Science and Technology Foundation (MSTF) serving three years as the Director of Research and Policy. While at MSTF, Jim was responsible for building and overseeing the Foundation's public policy research capacity with the intent of building and fostering the state's technology-based economic development. He also briefed the Governor, legislative leaders, and industry leaders on emerging opportunities and strategies needed to grow

the State's economy. Prior to working for MSTF, Jim worked as an Associate with the public policy consulting firm Planning Decisions in South Portland, ME, for five years. While at Planning Decisions, Jim served state and local government clients in the areas of economic and community development, service delivery analysis, finance and fiscal analysis, and demographic forecasting.

At Camoin Associates, Jim has leveraged his extensive background in data analysis and research to help public sector clients overcome economic challenges and carve out a path for regional economic growth. Many of these projects have followed the closure of a major employer and included analyzing local, regional, and national industry trends; identifying the strengths and weaknesses of the local workforce; and developing an understanding of industry supply chains that affect the region. These analyses were then used to develop implementable strategies to attract new businesses, support existing employers, and, most importantly, create jobs and expand the tax base. In many cases, adapting the project's scope and methodology to suit the shifting needs of the client was essential to achieving the economic vision of the community. Jim brings a holistic, innovative approach to Camoin's data-driven economic development planning efforts. Through his work with the Communities of the Future and World Future Society, he is a national leader in preparing the profession, communities, and regions for an emerging economic future.

Jim also lends his expertise in targeted industry clusters and regional economic development to publications and research papers. Most recently, Jim collaborated with the International Economic Development Council's (IEDC) Economic Development Research Partners group to publish, *Organizing for Success: Regional Economic Development*. The paper highlights the challenges facing local economic development organizations over the last decade and how regional partnerships are bettered aligned to collect information on and support multi-jurisdictional labor sheds, industry supply chains, and business clusters.

Jim is active outside of Camoin Associates in the economic development community, lending support to regional and local organizations. He is a past President of the Northeastern Economic Development Association and has served in leadership capacities at NEDA for more than ten years. In addition to NEDA, Jim serves as a member of the International Economic Development Council's (IEDC) Economic Development Research Partners (EDRP) program and is an instructor for the certification course for strategic planning. Jim has earned a Bachelor of Arts Degree in Economics and Political Science from the University of Connecticut, Storrs, and a Master of Arts in Public Policy and Administration from the Edmund S. Muskie School of Public Service at the University of Southern Maine.

Project Experience

- **Town of Falmouth, ME** | Economic Development Strategic Plan
- **Town of Freeport, ME** | Economic Development Strategic Plan
- **City of Portland, ME** | Economic Strategic Plan, Economic Scorecard along with Periodic Updates
- **State of Maine** | Annual Maine Innovation Index, Cluster Analysis, Evaluation of Economic Development Programs, Annual Evaluation of Maine's Investments in Research and Development, Maine Department of Economic and Community Development, 2003-2011
- **City of Old Town, ME** | Marketing Plan
- **Town of Scarborough, ME** | Economic Development Plan & Vision
- **Town of Camden, ME** | Economic Impact of Camden Snow Bowl
- **City of Old Town, ME** | Market Analysis for Industrial/Research Park
- **Mid Coast Council of Governments** | Industry Cluster Assessment and Marketing Plan
- **City of Lewiston, ME** | Downtown Development Plan
- **Town of Madison, ME** | Downtown Market Analysis
- **Eastern Maine Development Corporation** | Economic Impact Analysis of the Bangor Civic Center
- **Maine Department of Transportation and Executive Board of Old Canada Road Scenic Byway** | Market Assessment

Tax Increment Financing

The following is a sampling of recent TIF projects completed by Jim Damicis through both Camoin Associates and PolicyOne.

Tax Increment Financing Master Plan – Study of New Britain CT – in progress | Developing the City's first TIF Master Plan for the continued revitalization of the Downton.

Tax Increment Financing Master Plan – Town of Canton, CT – completed fall 2016 | Completed preliminary plan for a Tax Increment Financing District in the Collinsville Center. Included analysis as well as public education about the use of TIF.

Tax Increment Financing Technical Assistance – Town of Windsor Locks, CT – completed fall 2016 | Provided technical review and recommendation for the development of a TIF master plan.

Tax Increment Financing Proposal – RJ Grondin, 2015 | Prepared a case on behalf of the client to the Town of Windham for creation of a Tax Increment Finance District for the development of a 400 acre commercial/industrial park.

Tax Increment Financing Program and Application – Kennebunkport-Arundel Cottage Preserve, completed 2015 | Led all aspects of the creation and approval of a TIF district for the development of a new \$50 million seasonal community.

Tax Increment Financing Application – Martin's Point Health Care, completed 2013 | Completed successful TIF Application for the Town of Gorham and Martin's Point for the development of a new \$5 million outpatient health care center.

Creation of a Tax Increment Financing District – Town of Rockport, Maine, completed spring 2011 | Reviewed and updated previous TIF application, ran the financial and tax shift numbers for the new application, represented

the Town before the State for final approval, and developed and presented materials on an overview of TIF for Town workshops.

Housing Tax Increment Financing | Recently assisted in the completion of separate successful housing TIF applications for the Developers Collaborative, a private development company for projects in Maine including Biddeford, Ellsworth, Gardiner, Orono, Daco, Scarborough, and Waterville. All included tax shift analysis.

Falmouth TIF Analysis – Town of Falmouth, completed April 2009 | Provided detailed analysis of the benefits and opportunities for the use of TIFs to support workforce housing.

Development of Criteria and Public Information for Tax Increment Financing, City of Portland, completed Summer 2009 | Developed criteria for the approval of Tax Increment Financing Districts and produced materials for a public information campaign on the use of TIFs for economic development.

Tax Increment Financing Application – Two Country Rivers Rafting Company, Bingham Maine, completed Summer 2008 | Prepared initial assessment of TIF potential for private client doing expansion of facilities and related infrastructure in Bingham Maine.

Analysis of Tax Increment Financing and Preparation of Downtown Area TIF, City of South Portland, completed February 2007 | Conducted analysis on the use of TIFs to support future economic and community development that is consistent with the city's capital improvement and strategic economic development plans. Developed a state application for a TIF to support downtown revitalization.

Tax Increment Financing Application, NAPPI Distributors, completed November 2006 | Prepared analysis and application for the creation of a TIF district for NAPPI Distributors for the development of a new \$15 million distribution facility in Gorham, Maine. Work included fiscal projections, calculations of tax shifts, preparation of Town application to the state, and presentation to the Town Council

Tax Increment Financing Application, Moody's Collision Centers, completed November 2006 | Prepared application for the creation of a TIF district for Moody's Collision Center for an expansion at their current site in Gorham, Maine. Work included fiscal projections, calculations of tax shifts, preparation of Town application to the state, and presentation to the Town Council

Analysis of Tax Increment Financing and Technical Assistance for Preparation of Auburn Mall Area TIF, City of Auburn, completed September 2005 | Completed analysis of the impacts of TIFs on the City's fiscal condition and financial tables for the City's state application for a TIF in the Auburn Mall Area.



Alexandra Tranmer

Economic Development Analyst

Alexandra brings a strong background in policy research and a passion for community building to Camoin Associates. Since joining Camoin, Alex has worked on a variety of projects that highlight her expertise in strategic problem solving and writing. She has continued to excel in obtaining grant funds for communities across New York State. She currently acts as the grant administrator for the City of Mechanicville, NY, coordinating and managing a \$400,000 federal grant awarded to the city to rehabilitate homes for vulnerable populations. She works closely with local, state and federal stakeholders to ensure that grant funds are efficiently and properly distributed. Whether in grant administration or strategic planning processes, Alex constantly strives to improve communication channels among involved stakeholders to lay the foundation for successful economic development endeavors.

Alex has collaborated with her colleague Jim Damicis to write targeted industry analysis for *Expansion Solutions*, an economic development magazine aimed at informing site selection consultants on the latest regional and national real estate and industry trends. Together, they have covered the [dynamic biotechnology market](#), why health care should be included in a community's economic development plan and most recently, the [real estate implications of the changing health care landscape](#).

Prior to joining the Camoin Associates team, Alexandra lived and worked in Toronto, Ontario, where she was involved in a variety of urban planning projects. Most recently, she worked with Architectural Conservancy Ontario in the field of heritage planning and advocacy. She has also worked in the public and nonprofit sectors in the field of research and policy analysis. Alexandra worked closely with Toronto neighborhood organizations in their efforts to become more involved in the development process across the city. Alexandra also gained experience in a municipal setting while working in the office of Cllr. Josh Matlow at Toronto City Hall. She actively engaged constituents about planning issues in the neighborhood, while researching and writing policy memos for Cllr. Matlow.

Alexandra holds a Master of Science in Planning from the University of Toronto, where she concentrated on social policy analysis, along with creative and cultural planning.

Project Experience

- **Eastern Maine Development Corporation** | Supply chain study of forestry and wood products
- **Pittsfield, ME** | Situational analysis and targeted priority site review, rural planning
- **Washington County, NY** | Tourism industry strategic planning and economic impact analysis
- **Warren County, NJ** | Organizational and strategic planning for Warren County, NJ
- **Hoosick Falls, NY (Town and Village)** | Community development strategy and implementation oversight
- **Rome, NY** | Comprehensive real estate market analysis for Brownfield Opportunity Area (BOA)
- **Plattsburgh, NY** | Downtown and town-wide real estate market analysis and development pro forma
- **Westfield Business Park** | Retail analysis, opportunity industry analysis, real estate market analysis, rural planning
- **Bel Air Downtown Alliance, MD** | Downtown and town-wide real estate market analysis and marketing plan
- **Abele Builders Inc.** | Residential market trends report

Mitchell Rasor: RLA (ME & MA), CLARB, MaineDOT LAP

Principal, MRLD Landscape Architecture + Urbanism

Mitchell Rasor has over 20 years of experience with landscape architecture and urban design, with a focus on integrating land use, mobility, the built environment, and economic development in waterfront areas. He founded MRLD in 2000. The office is recognized for work in the areas of downtown / waterfront revitalization, resiliency, complete streets, streetscapes, alternative zoning, visualizations, and public participation. Mitchell has been honored by numerous organizations including the Maine Association of Planners (six times), The AIA, The ASLA, MaineBiz, MoMa/PS1, and The Congress for The New Urbanism.

Select Projects

- 3 Lincoln Street Market and Urban Design Study (MERC site), Biddeford, ME
- Bath Road / Route 1 Master Plan, Wiscasset, ME
- Bayside Transportation Master Plan and Urban Design, Portland, ME
- Biddeford Square Shared Space Street Design, Biddeford, ME
- Chocolate Church Urban Arts Campus Master Plan, Bath, ME
- Downtown Revitalization Master Plan, Rockland, ME
- Downtown / Waterfront Master Plan, Belfast, ME
- Downtown Zoning Implementation, Rockland, ME
- Erie Canal Corridor Master Plan, Monroe County, NY
- Eastern Waterfront Building Height Zoning Study, Portland, ME
- Front Street and Harbor Village Master Plan, Belfast, ME
- Gorham Road Complete / Green Street Preliminary Design, Scarborough, ME
- Highwood Square Mixed-Use Redevelopment, Hamden, CT
- Lower Village Main Street Revitalization and West Kennebunk Form-Based Scenarios, Kennebunk, ME
- Kittery Foreside Master Plan, Kittery, ME
- Lincolnville Harbor Master Plan and Market Study, Lincolnville, ME
- Main Street Gateway Transit-Oriented Development, Westbrook, ME
- Maine State Pier Urban Design and Multi-Modal Plan, Portland, ME
- Minot Avenue Vision, Auburn, ME
- Mountain Division Line Node Master Plans: Port of Portland to New Hampshire
- Union Station Transit-Oriented Development Urban Design, New Haven, CT
- New Auburn Village Center Study, Auburn, ME
- Pleasant Street Traffic and Streetscape Study, Rockland, ME
- Portland Public Works Redevelopment Study, Portland, ME
- Reclaiming Franklin Street, Portland, ME
- Rockland Parking and Streetscape Study, Rockland, ME
- Route 1 South Infrastructure / Public Realm Master Plan and Design (Phases 1 and 2), Falmouth, ME
- "ReEnvisioning the Highway Strip" (with GrowSmart): Topsham, Belfast and Augusta
- Shore and Harbor Master Plan, Damariscotta, ME
- Standish Corner Master Plan and Form-Based Code, Standish, ME
- Stone Pier and Waterfront Master Plan, Chebeague, ME
- Sustain Southern Maine Connectivity Urban Design: Gray Village, India Street, and Steep Falls
- Sunset Point Multi-Modal Master Plan, Chebeague, ME
- Tillson District Highest and Best Use and Market Study, Rockland, ME
- Topsham Crossing Great American Neighborhood, Topsham, ME
- Topsham Fair Mall Road Transportation Master Plan and Urban Design, Topsham, ME
- Topsham Main Street Village Master Plan, Topsham, ME
- Waterfront Area Redevelopment Plan and Street Designs, Rockland, ME
- Wayfinding Master Plan and Design, Belfast, ME
- West Commercial Street Multi-Modal Corridor Waterfront Study, Portland, ME
- Winter Street Shared Space Redesign, Rockland, ME
- Vinalhaven Downtown Revitalization and Complete Streets Study, Vinalhaven, ME

Education

- Harvard University Graduate School of Design, Cambridge, MA: Masters in Landscape Architecture
- Oberlin College, Oberlin, OH: BA English/Environmental Art



Jonathan C. Edgerton, PE

Senior Vice President

Jonathan C. Edgerton, PE, a Senior Vice President and manager of the civil and infrastructure engineering division at Wright-Pierce, will serve as principal-in-charge. Jon has over 30 years of experience in municipal consulting addressing engineering, community planning and economic development initiatives. As indicated on his resume, he has led and been involved in the development of several municipal plans addressing: Downtown Revitalization, Shore and Harbor Master Plans, highway Corridor Plans, and Capital Improvement Plans for municipal infrastructure. Jon has been a lifelong summer resident of the Boothbay Region.

His wide range of consultant experience serving for several years as co-chair for the Maine Downtown Center's advisory council and in 2012, or as project manager for numerous municipal revitalization initiatives and private business development initiatives throughout the state, will provide valuable efficiencies in project execution of project tasks and outcomes for this project.

Project Experience

Community Revitalization / Planning

- Boothbay Harbor, ME
- Fort Kent, ME
- Limestone, ME
- Wilton, ME
- Fryeburg, ME
- Richmond, ME
- Rockland, ME
- Gardiner, ME
- Skowhegan, ME
- Hermon, ME
- Orrington, ME
- Sangerville, ME
- Bridgton, ME
- Monmouth, ME
- Caribou, ME
- Houlton, ME
- Rockland, ME
- Bucksport, ME
- Rumford, ME
- Ellsworth, ME
- Clinton, ME
- Kittery, ME
- Moosehead Mfg Facility Reuse Plan, Dover-Foxcroft, ME
- NASB Reuse Plan, Brunswick and Topsham, ME



Travis J. Pryor, RLA

Landscape Architect

Travis J. Pryor, RLA, LEED-AP is a licensed landscape architect and **senior project manager** at Wright-Pierce with extensive experience in overseeing a wide variety of community and regional planning and implementation projects throughout the state. These projects cover a full range of services from planning through design, permitting, funding and implementation. He brings unique insight to this project, have recent relevant experience with community planning and downtown revitalization efforts throughout the midcoast region, Maine and New England including relevant recent projects in Wiscasset, Bath, Topsham, Rockland, Wilton, Eastport, Damariscotta, Standish and Gorham. His most

recent coastal revitalization projects have included sea level rise studies in Boothbay Harbor, Wiscasset and Pleasant Point, and implementation efforts in dozens of coastal communities from Eastport to Kittery.

Travis holds a Bachelor of Arts in Landscape Architecture from Virginia Polytechnic Institute & State University. Boards. In addition, Travis is on the board of Freeport Conservation Trust, is a member of the Maine Association of Planners and GrowsmartME, and is MaineDOT LPA certified and is a USGBC LEED Accredited Professional.

Project Experience

- WWTF Storm Surge and Sea Level Rise Impact Assessment, Boothbay Harbor, ME
- Coastal Maine Botanical Gardens Phase II Expansion, Boothbay, ME
- NASB Reuse Plan, Brunswick and Topsham, ME
- Village Master Plan, Hermon, ME
- Route 196 Corridor Master Plans, Lisbon and Topsham, ME
- Railroad Avenue Waterfront Improvements Plan, Wiscasset, ME
- Commercial and Recreational Pier Improvements, Wiscasset, ME
- Comprehensive Plan, Frenchboro, ME
- Comprehensive Plan Update, Old Town, ME
- Village Improvements Plan, Orrington, ME
- Downtown Revitalization Richmond, ME
- Waterfront Master Plan, Richmond, ME
- Downtown Streetscape Master Plan, Rockland, ME
- Harbor Master Plan, Kittery, ME
- Steep Falls Village Master Plan, Standish, ME
- Harbor Master Plan, Wells, ME
- Multiple CEI Housings Projects, Throughout, ME
- Coastal Estates II Capital Improvement Plan, Brunswick, ME
- CEI Market Square Commons Multi-Unit Housing, Houlton, ME
- Downtown Revitalization, Eastport, ME
- Harbor Master Plan, Wells, ME
- Downtown Master Plan, Fort Kent, ME
- Village Area Master Plan, Hermon, ME
- Coastal Infrastructure Improvements, Ogunquit, ME



Jeffrey D. Preble, PE

Civil Engineer

Jeff Preble is an **engineer** in the Civil Practice Group at Wright-Pierce. He has over 33 years of extensive experience community revitalization, stormwater infrastructure, street and highway design and reconstruction, site design, sewer separation, surface water treatment, water distribution systems, water system planning and analysis, sanitary landfills, transfer stations/recycling and wastewater systems. He is a technical civil engineer for oversight of the majority of Wright-Pierce's civil engineering, planning and landscape architecture projects.

Jeff holds a Bachelor of Science in Civil from the University of Maine, Orono and is an active member of multiple professional organizations including the Maine Chapter, American Public Works Association.

*Project Experience (*with previous employer)*

- Industrial Park Road, Boothbay, ME
- Back Narrows Road Culvert Replacement, Boothbay, ME
- Knickerbocker Lake Intake, Boothbay, ME
- East Boothbay Water Interconnection, Boothbay, ME
- Booster Pump Station, Boothbay, ME
- Murray Hill Road Water Replacement, E. Boothbay, ME
- Storage Building and Loading Dock Design and Construction, Boothbay, ME*
- Solid Waste Transfer Station, Boothbay, ME*
- Salt Shed, Boothbay, ME *
- Route 27 Utility Extension, Boothbay, ME
- Dora Highlands, Boothbay Harbor, ME
- Riverfront Redevelopment, Bangor, ME
- Front Street Improvements, Bangor, ME
- Heritage Crossing, Sanford, ME
- Waterfront Park Improvements, Richmond, ME
- Waterfront Park Improvements, Gardiner, ME
- Gateway Park, Sanford, ME
- Waterfront Park, Bangor, ME
- Waterfront Park, Rangeley, ME
- Little Andy Park, Auburn, ME
- Main Street Sidewalk, Rangeley, ME
- Park Street Sidewalk, Livermore Falls, ME
- Foundry Road Multi Use Trail, Livermore Falls, ME
- Multiple Roadway and Pedestrian Improvements Projects, Lewiston, ME
- Pedestrian and Streetscape Improvements, Gardiner, ME
- Village Center Relocation, Canton, ME
- Bottling Plant, Kingfield, ME



Kevin R. Obery, PE

Wastewater Engineer

Kevin Ober is an **engineer** in the Civil Practice Group at Wright-Pierce, specializing in wastewater infrastructure projects. His responsibilities include analysis and design of wastewater collection systems, pumping stations, treatment facilities, preparation of plans, specifications and permit applications; coordination with regulatory and funding agencies; and construction administration and review; conducting I/I and SSES studies; preparation of wastewater facilities plans; preparation of sewer user charge systems and sewer use ordinances. He also provides quality assurance and quality control services, including technical reviews, for Wright-Pierce sewer collection and pump station projects.

Kevin holds a Bachelor of Science in Civil from Tufts University and is an active member of multiple professional organizations including the Maine Water Environment Association.

Project Experience

- Wastewater collection systems – Town Wide
 - Bath, ME
 - Biddeford, ME
 - Boothbay Harbor, ME
 - Bucksport, ME
 - Falmouth, ME
 - Gardiner, ME
 - Kennebunkport, ME
 - Lincoln, ME
 - Old Town, ME
 - Portland, ME
 - Portland Water District, ME
 - Rockland, ME
 - Rangeley, ME
 - Skowhegan, ME
 - South Portland, ME
 - Westbrook, ME

Specific Projects

- Wastewater Facilities Planning, Brunswick, ME
- Inflow/Infiltration Study, Greater Augusta Utility District, Hallowell, ME
- Inflow/Infiltration Study, Camden, ME
- Inflow/Infiltration Study, Brunswick, ME
- Wastewater Facilities Study, Topsham, ME
- Sewer Evaluation and Replacement, North Haven, ME
- Wastewater Collection, Pumping, and Treatment Facilities Design, Thomaston, ME
- Wastewater Collection, Pumping, and Treatment Facilities Design, Damariscotta, ME



Daniel J. Flaig, PE

Water Engineer

Dan Flaig is an **engineer** in the Water Practice Group at Wright-Pierce. His responsibilities include design of water treatment processes and facilities, pump stations, water supply wells, water storage facilities, and water main infrastructure. In addition, his project experience includes developing hydraulic models for design and analysis of water distribution system infrastructure, master planning, water quality studies, water treatment process design and pilot studies, hydrogeology, environmental permitting, construction administration, and construction inspection. He has extensive experience with several engineering computer applications such as AutoCAD, ArcView, and hydraulic modeling software WaterCAD/GEMSTM and Info WaterTM. Mr Flaig has maintained the regions Water District hydraulic model and has completed their most recent master plan. He is also currently facilitating the construction of the Boothbay Country Club booster station as designed for the Water District.

Dan holds a Bachelor of Science in Civil from the University of Maine, Orono and is an active member of the New England Water Works Association and the American Water Works Association.

Project Experience

- Water Distribution System Design, Boothbay Region, ME
- Knickerbocker Lakes Pump Station and Intake Design, Boothbay Region, ME
- Chemical Feed System Conversion, Boothbay Region, ME
- Knickerbocker Pump Station, Boothbay Region, ME
- Booster Pump Station, Boothbay, ME
- Water System Master Plan and Consolidation Study, Boothbay Region, ME
- Water System Master Plan, Boothbay Region, ME
- Water System Master Plan, Southport, ME
- Water System Master Plan, Bath, ME
- Flocculator Upgrade and Water Main Bridge Crossing, Kittery, ME
- Water Treatment Facility Inspection, Lisbon, ME
- Raw Water Source and Treatment Plant Upgrade, Mars Hill, ME
- Water Treatment Plant Upgrade, Newport, ME
- Membrane Microfiltration Water Treatment Facility, Rockport, ME
- Hydraulic Model and Distribution System Analysis, Yarmouth, ME
- Groundwater Source and Water Supply Investigation, Eagle Lake, ME
- Water Source Evaluation, Auburn, ME
- Watershed Projection Plan, Carrabassett Valley, ME
- Pre-stressed Concrete Water Storage Tank, Bangor, ME
- Comprehensive Water Storage Planning Study, South Paris, ME
- Water Storage Planning Study, Madawaska ME
- Water Main Design, Auburn, ME
- Water Pump Station, Caribou, ME
- Booster Pump Station, Poland, ME



Linwood (Woody) Baily

GIS Mapping / CAD Technician

Woody Baily is a **senior technician** at Wright-Pierce. He has over 27 years of experience in both the public and private sectors. Woody has worked on most of the Boothbay Peninsula's water and wastewater infrastructure asset management and mapping projects over the past decades.

Mr. Baily where he has served several roles in both the office and the field, as a Drafter, Designer, Field Inspector and Laboratory Technician. He has served a lead role in the development of GIS water system maps for a number of water systems.

In addition to serving the Water Division, Mr. Bailey also performs similar services for the Environmental Division taking a lead coordination role developing plans for wastewater treatment plants and wastewater collection systems. His primary responsibilities as CAD Systems Coordinator are implementing CAD upgrades and improvements through programming, training and maintaining standards. He has received training on the use of, Autodesk Land Desktop and Map CADD software, ESRI GIS software, GPS mapping equipment, and Intellution SCADA software.

Project Experience

- Water and Wastewater Systems, and Environmental Studies
- Aqua Maine, Camden, Rockport, Rockland, Thomaston and others throughout, ME
- Boothbay Region Water District, ME
- Southport, ME
- Belfast, ME
- Great Salt Bay Sanitary District, Damariscotta, ME
- Kennebunk, Kennebunkport & Wells Water District, Kennebunk, ME
- Kittery, ME
- Water and Wastewater Study, Harpswell, ME
- Groundwater Protection Study, Islesboro, ME
- Corridor Study Route 1, ME
- GBS, Damariscotta, ME
- Maine Natural Gas
- Wells, ME
- Boothbay Harbor, ME
- Eastport, ME
- Tenants Harbor, ME
- South Berwick, ME
- York, ME
- North Haven, ME
- Portland Water District, ME
- Bowdoinham, ME
- Stonington, ME
- Poland Spring Bottling Company, Various Projects Throughout ME

Budget

Camoin Associates										
MRLD Landscape Architecture + Urbanism										
Wright-Pierce										
Budget: JEDC Master Plan Budget										
Tasks	Principal	PM	Staff	Principal	Designer	Principal	Proj. Mgr	Proj. Eng.	GIS	Subtotal
1. Project Kickoff	6	4		8	2		2			\$3,180
2. Review of Prior Materials		2	2	4	0		1	6		\$1,885
3. Inventory Assessment	4	8	12	12	16		2	12	16	\$9,450
4. JEDC Master Planworkshop	10	6	0	8	4		4			\$4,700
5. Draft Master Plan	6	14	10	12	8	1	4	24	8	\$11,055
6. Master Plan Review and Refinement	4	4	0	6	10		1	6	4	\$4,245
7. Final Plan and Presentation	8			8	10	1	2			\$3,855
Subtotal of hours per person	38	38	24	58	50	2	16	48	28	\$38,370
Rate per hour	\$205	\$145	\$105	\$120	\$80	\$205	\$125	\$130	\$105	
Subtotal of fee by employee	\$7,790	\$5,510	\$2,520	\$6,960	\$4,000	\$410	\$2,000	\$6,240	\$2,940	
Total Professional Fee										
Expenses										
Total Project Fee										
\$39,670										

\$38,370
\$1,300



Schedule

Camoin Associates’ has reviewed the schedule provided in the RFP and provided a project schedule in accordance with the project requirements. This schedule can be altered to accommodate JEDC schedules, meetings, and other conflicts but we are proposing to complete the work within 6 months.

Tasks		Planning					
		June	July	Aug	Sept	Oct	Nov
1.	Project Kickoff	*					
2.	Review of Prior Materials						
3.	Inventory Assessment		*				
4.	JEDC Master Planworkshop				*		
5.	Draft Master Plan						
6.	Master Plan Review and Refinement						
7.	Final Plan and Presentation						*

* Site Visit

Meet Camoin Associates

In today's marketplace of economic development service providers, including planners, site selectors, engineers, and architectural/design firms, how does Camoin Associates differentiate itself? Quite simply, our projects are measured solely by tangible metrics, namely job creation and capital investment. Across our service lines, the projects that we complete are intended to stimulate investment as the means of achieving the economic development objectives of our clients through strategy development, public policy evaluation, and project implementation.

Our service mix has been carefully designed so that we have the capability to offer start-to-finish economic development solutions for organizations and communities that do not have or need this capacity full-time. Our main service areas include:

- Economic Development Strategic Planning
- Workforce Development Planning & Analysis
- Economic & Fiscal Impact Analysis
- Market & Feasibility Analysis
- Program & Service Evaluation
- Economic Development Organization (EDO) Advisement
- Technology and Energy-led Economic Development

Robert Camoin founded Camoin Associates in 1999 with the conviction that successful development requires leadership, strategy informed by market intelligence that targets economic opportunities and addresses the needs of businesses, and communities and regions to leverage private investment. Since its inception, Camoin Associates has specialized in providing economic development solutions to both public and private sector clients. Through the services offered, Camoin Associates has had the opportunity to serve Economic Development Organizations and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus), and the New York Islanders; as well as private developers proposing projects in excess of \$4 billion.

Our reputation for detailed, place-specific, and accurate analysis has led to projects in 29 states and garnered firm attention from national media outlets including NPR's *Marketplace*, *Forbes Magazine*, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding.

We currently have offices in Saratoga Springs, NY; Scarborough, ME; and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociates).



Economic Development Navigator

A perfect place for understanding today and looking toward tomorrow.

Camoin's [Economic Development Navigator](#) is a highly regarded blog and eNewsletter about all things economic development.

The spirit of the Navigator is to exchange information and ideas with a community of engaged economic development practitioners and partners—all learning together for the betterment of our communities.

Check out recent issues:

February: <http://bit.ly/2mbczcu>

March: <http://bit.ly/2nDlGm8>

April: <http://bit.ly/2pIYVB5>



Data Sources

Excellent analysis begins with excellent data.

We inform our analysis with the best economic data available. These cutting-edge sources provide robust, highly useful, and comprehensive data on past, present, and future economic trends in every community we work in. Employing data from these top-notch providers and integrating them with local, regional, state, and national data guarantees that we supply our clients with strategy and analysis founded in market realities.



Economic Modeling Specialists, Intl. (EMSI) turns labor market data into useful information that helps organizations understand the connections between economies, people, and work, enabling them to improve economic conditions in their regions. *More at:* www.economicmodeling.com



ESRI BAO is a web-based solution that combines GIS technology with extensive demographic, consumer spending, housing and business data for the entire United States. *More at:* www.esri.com/software/businessanalyst



IBISWorld is one of the world's leading publishers of business intelligence, specializing in industry and procurement research. IBISWorld provides insight into market conditions for targeted industries, helps to identify major suppliers or supply chain, and provides an understanding of competitor activity. *More at:* www.ibisworld.com



The future is *now* with Shaping Tomorrow's Artificial Intelligence driven research and strategic planning tools. Drawing from a wide variety of industry materials, Shaping Tomorrow aggregates the latest projections for industry services and products, putting us a step ahead. *More at:* <https://www.shapingtomorrow.com/>



Analyze

Strategic decision-making grounded in data and analysis



Strategize

Action oriented strategies to stimulate your economy



Implement

Focusing on action through strategic doing



Measure

Evaluating programs and services to ensure success

It's what we do.

About MRLD

MRLD
Landscape Architecture + Urbanism

MRLD is an award-winning landscape architecture and urban design office based in Yarmouth, Maine. Mitchell Rasor, a landscape architect and urban designer, founded MRLD in 2000.

The office has been recognized by organizations such as the Congress for the New Urbanism, AIA New England, AIA Maine, The Maine Association of Planners, The New England Association of Planners, Friends of Midcoast Maine, The Environmental Protection Agency, The Museum of Modern Art, The American Society of Landscape Architects, The National Association of Homebuilders, The Rudy Bruner Foundation, The Environmental Protection Agency, and MaineBiz.

Our select, but broad client base includes institutions, municipalities, the private sector, and non-profit agencies. This range of work gives us a unique understanding of varying project types, market forces, group dynamics, and policy decisions.

The office is currently working on a range of public and private projects involving streetscapes, transportation / commercial corridors, civic spaces, the revitalization of downtowns and retail centers, location efficient development, master plans, green infrastructure, and stakeholder engagement.

Whether working at the scale of a 2,000-acre master plan or an urban plaza, the office emphasizes the quality of good design to create engaging, economically sustainable, and environmentally sensitive places meeting both short-term and long-term needs of our clients and the communities with whom we are fortunate to collaborate.

MRLD has developed specific expertise and is recognized in the areas of:

- Site / Landscape Design
- Streetscapes
- Master Planning
- Feasibility Studies
- Urban Design
- Public Participation and Stakeholder Engagement
- Context Sensitive Solutions
- Low Impact / Green Development
- Alternative Zoning and Implementation
- Visualizations
- Construction Documents
- Permitting

COMPANY PROFILE



Maine

Topsham
99 Main Street
Topsham, ME 04086
Phone 207.725.8721
Fax 207.729.8414

Portland
75 Washington Avenue, Suite 202
Portland, ME 04101

Connecting all offices
888.621.8156

New Hampshire

Manchester
The Ammon Center
175 Ammon Drive, Suite 208
Manchester, NH 03103

Portsmouth
230 Commerce Way, Suite 302
Portsmouth, NH 03801

Massachusetts

40 Shattuck Road, Suite 305
Andover, MA 01810

Connecticut

169 Main Street
700 Plaza Middlesex
Middletown, CT 06457

Rhode Island

The Westminster Square Building
10 Dorrance Street, Suite 840
Providence, RI 02903

Florida

1800 Pembroke Drive, Suite 300
Orlando, FL 32810

Wright-Pierce is an award-winning, multi-discipline engineering firm that has been providing wastewater, water and civil infrastructure services for 70 years.

Wright Pierce is employee-owned with a staff of over 200 engineers and support professionals located in 8 offices, including our office in Orlando, Florida. We successfully complete many water, wastewater and civil infrastructure projects each year, ranging in size from less than \$100,000 to more than \$100-million. While our prime area of operation has historically been in the northeast, we selectively provide services elsewhere in the United States and globally, and are actively working to establish our Florida presence.

An Award Winning Firm

Many engineering firms provide a wide range of services for diverse market segments. Wright-Pierce has been steadily growing by focusing on our core technical strengths of water, wastewater and civil infrastructure and offering them to an expanding client base. We provide complete engineering services from initial planning, to design, bidding, construction administration and operations.

Wright-Pierce has been recognized by several industry organizations for business performance and engineering excellence. We rank in Engineering-News-Record (ENR) "Top" lists including Top 500 Design Firms, Top 200 Environmental Design Firms and Top 25 Wastewater Firms in the country. Many of our projects receive regional ACEC Engineering Excellence Awards. One of our wastewater treatment projects recently received an ENR Best Regional Project Award and a National ACEC Engineering Excellence Award. In addition, PSMJ, a firm dedicated to business practices of architectural and engineering (A/E) firms worldwide, awarded us their "Circle of Excellence Award" for several years after assessing benchmarks for operations, management and sustainability. For two consecutive years, we received the Platinum Award – one of only six firms in North America. These awards speak to our focus on client service, successful business practices and technical excellence.



Responsive Service Focused on Your Success

As a most favored client, the success of your projects is our main concern and the only measure of our success. What sets us apart is our extensive expertise in developing practical, innovative and efficient water, wastewater and civil infrastructure solutions tailored to meet your current and future needs.

- We listen to our clients to understand the project issues and goals
- We stress practical, operator-friendly solutions
- We understand fiscal constraints and emphasize value-based solutions
- We involve and collaborate with our clients throughout the projects

We are about building long-standing relationships and delivering on our promise to help our clients succeed to improve their communities and protect public health and the environment for the future.

Wright-Pierce — innovative, reliable, sustainable solutions for your success today and tomorrow!

EXPERIENCE WITH MAINE FUNDING PROGRAMS

As one of Maine's leading municipal consultants, Wright-Pierce regularly works with a broad variety of funding programs. A sampling of our experience in this area follows:

Community Development Block Grants - Planning Grants, Downtown Revitalization Grants, Community Enterprise Grants, Infrastructure Grants and Non-Profit Grants

One of the most important grant funding programs available to municipalities in the state is the CDBG program as administered by the Maine Department of Economic and Community Development (DECD). At any given time, we are working with a dozen or so projects that have been funded through these programs. We also routinely assist our clients in preparing application materials for these grants.

Maine Department of Transportation - Locally Administered Projects: Enhancement Grants, Gateway 1 Funding and SHIP Funding

Over the years, the Maine Department of Transportation has administered a number of programs that have allowed for municipalities to undertake projects to improve transportation-related infrastructure. Wright-Pierce is presently working with several Maine communities on MeDOT-funded projects to design and construct sidewalks, bike paths, harbor facilities and other municipal facilities.

Maine Riverfront Community Development Bond Grants

Following approval of a bond issue by the state's voters, the Maine DECD established the Maine Riverfront Community Development Bond funding program to support eligible waterfront projects.

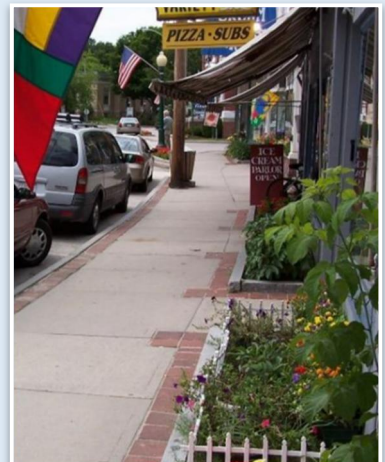
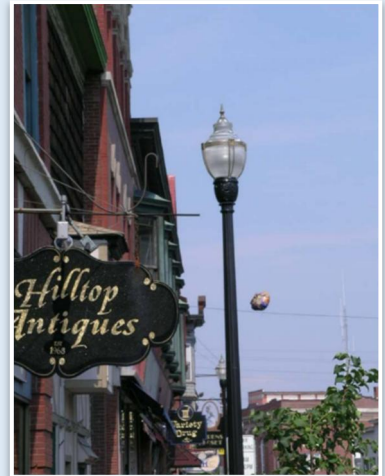
Wright-Pierce assisted several communities in application for the available funding and is presently engaged in implementing projects in Bangor, Richmond, Grand Isle and Biddeford.

Municipal Investment Trust Fund

When funding is available, the Maine DECD administers the MITF program as a mechanism to fund public improvements. Wright-Pierce has assisted communities, such as Eastport, Bath, Van Buren and Rockland in using these funds for a variety of applications.

U.S. Economic Development Administration Grant Funding

In cases where new employment will be created (or existing "at risk" employment will be preserved) the US EDA provides a mechanism for funding a range of improvements. Wright-Pierce recently assisted in obtaining a \$750,000 grant for the community of Kingfield to offset improvements to the public water system.



Maine Coastal Program / NOAA Grants

The Maine State Planning Office (SPO) provides funding through the Coastal program for a variety of projects that benefit coastal resources and communities. Wright-Pierce has assisted clients, such as the Winnegance Alewife Commission, in obtaining funding through this program for rehabilitation of a deteriorated fish ladder in Phippsburg.

USDA Natural Resource Conservation Service

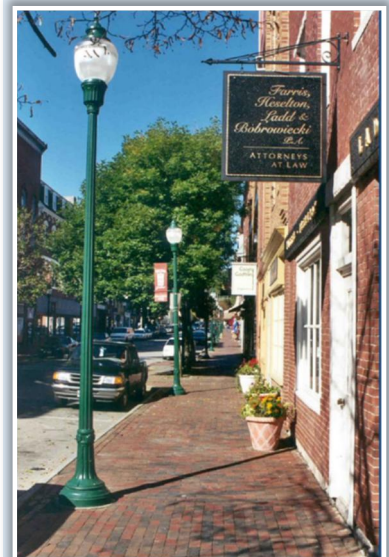
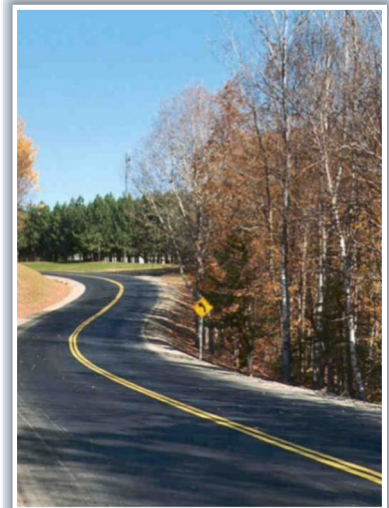
The Natural Resource Conservation Service (NRCS) provides funding for a variety of projects. Wright-Pierce has assisted clients, such as the Madawaska Water District, in obtaining funding through this program for the removal of a dam and restoration of the associated floodplain.

USDA Rural Development

Wright-Pierce staff routinely work with the USDA RD funding programs to underwrite improvements to water and sewer infrastructure, as well as other municipal facilities.

ARRA Funding

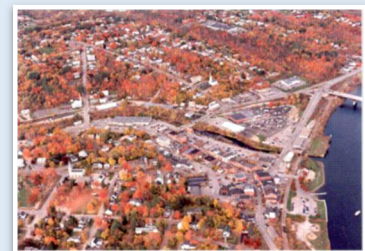
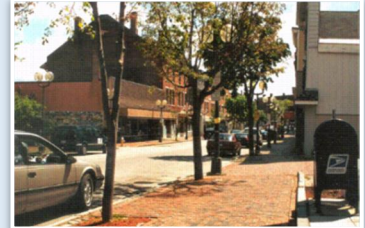
Wright-Pierce has assisted a number of our clients in obtaining and utilizing grant funding available through the American Recovery and Reinvestment Act (ARRA) of 2009. We have significant experience in addressing the paperwork and reporting aspects of administering projects with ARRA funding.



CIVIL / INFRASTRUCTURE SERVICES

From our beginning more than a half-century ago, Wright-Pierce has been known for its civil engineering services. Today we apply state-of-the-art technology and know-how to resolve our state, municipal, institutional, commercial and industrial clients' civil infrastructure needs.

- Dams and levees
- Streets and highways
- Sidewalks
- Bicycle and pedestrian trails
- Downtown revitalization
- Recreational and athletic facilities
- General utilities
- Sewer systems/CSO studies
- Sewers/pump stations
- Business/industrial parks
- Bridges and culverts
- Docks and piers
- Retaining walls
- Natural gas pipelines
- Stormwater management
- Site development
- Environmental assessments and permitting
- Geographic information systems (GIS) and mapping
- Asset management/ infrastructure inventory, management and maintenance databases/ GASB 34 compliance
- Municipal planning board project review services
- Residential



Project Profiles

The following profiles present the diverse range of work that our team has experience with. To view full samples of our work, please click on this [link](#).

3 Lincoln Street Market Analysis & Redevelopment Strategy

Client: City of Biddeford, ME | Study Area: 3 Lincoln Street Site (Former MERC Site)

For years, a waste-to-energy facility (MERC) located in the middle of downtown Biddeford made the Mill District and the city as a whole unattractive for development. Finally, in 2012 the City Council purchased the site, removed MERC, and began remediation. City leaders recognized the critical role this property has in transforming Biddeford's downtown and retained Camoin Associates and MRLD Landscape Architecture + Urbanism to complete a Market Analysis and Redevelopment Feasibility Study.

Following the removal of MERC, absorption of existing mill space picked up dramatically and vacancy rates in downtown Biddeford plummeted. Nothing in the historic data suggested this abrupt change, so our challenge was to help the City understand what was happening in the market and plan in an environment with increasing uncertainty. Our approach was not to set a path toward a single redevelopment objective but to create a framework of the City's vision that will guide the private sector in adapting emerging market opportunities to the City's desired development outcomes. We emphasized implementation by working with the city to envision what could be done AND how to do it.



Project Highlights

- Analysis of a dynamic real estate market undergoing transformation
- Development and assessment of redevelopment prototypes
- Public process through strategic messaging and public meetings
- Vision and actionable redevelopment strategy

Real Results

Findings from the analysis helped the City Council understand the significant level of public sector investment necessary to achieve their vision. Today, the City is using the findings from the market analysis to solicit development partners for the project. [Read the full report here.](#)

“The shutdown of a trash incinerator that dominated downtown Biddeford for decades already has been credited with helping fuel an economic resurgence, with new businesses along Main Street and in the city's historic mill district. Now, three years after the city bought the property and tore the incinerator down, Biddeford is hoping to take the next step and redevelop the riverfront land into a campus that could include shops, restaurants and housing.”

Portland Press Herald | July 15, 2015 | [Read the full article>>](#)





Economic Development Plan

Client: Town of Falmouth, ME | Study Area: Town of Falmouth, ME

Camoin led the development of the first ever town-wide economic development plan for the Town of Falmouth, Maine, in partnership with Innovation Policyworks LLC. This included working with a steering committee to develop the plan, utilizing past research reports, facilitating focus groups and interviews with business and community leaders, obtaining feedback from the public, and making presentations to the Falmouth Economic Improvement Committee. Targeted industry research centered on professional and technical services, business and financial services, healthcare and life sciences, and information technology. The outcome of the work was a strategic action plan that the Town can use to guide future development in a sustainable way.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Public Presentations
- Stakeholder Interviews
- Performance Measurements



Freeport Vision 2025

Client: Freeport Economic Development Corporation (FEDC) | Study Area: Town of Freeport, ME

Home of international retailer L.L. Bean, as well as dozens of other outlet stores, the Town of Freeport has seen many economic changes throughout its history. In 2000 and 2001 the Town of Freeport outlined their economic development goals and objectives in their plan entitled Vision 2010. Since that time, many of the key projects identified in Vision 2010 have been accomplished and have led to expanded economic opportunities in Freeport. In 2012, the Freeport Economic Development Corporation (FEDC) hired Camoin Associates to update that vision and plan to guide policies and practices over the next ten to fifteen years as part of their Vision 2025 plan.

As part of this project, Camoin Associates collected and analyzed updated economic data, conducted dozens of stakeholder interviews, revised and refined the overall vision for the community, and completed an economic development strategic plan. The focus of this process was to find ways to assist and support existing retailers and businesses, but also identify ways to expand and diversify the economy. The outcome of this project is an action plan that will lead the Freeport Economic Development Corporation through 2025 and direct economic development initiatives and efforts.

Project Highlights:

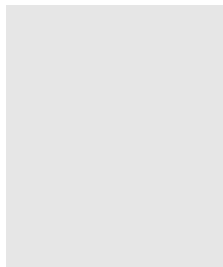
- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Measurement Plan
- Demographic and Socioeconomic Analysis



MRLD and TY Lin are working with Kittery on a comprehensive design study for the Foreside. Kittery Foreside has experienced tremendous growth and investment in recent years. The access points to the Portsmouth Naval Shipyard are in the Foreside, creating a dynamic situation in terms of vehicular and pedestrian circulation in addition to overflow parking. The success of Portsmouth, NH is also stressing the the narrow streets, tight-knit fabric of the mixed-use neighborhoods, and limited access points to the waterfront found in the Foreside.

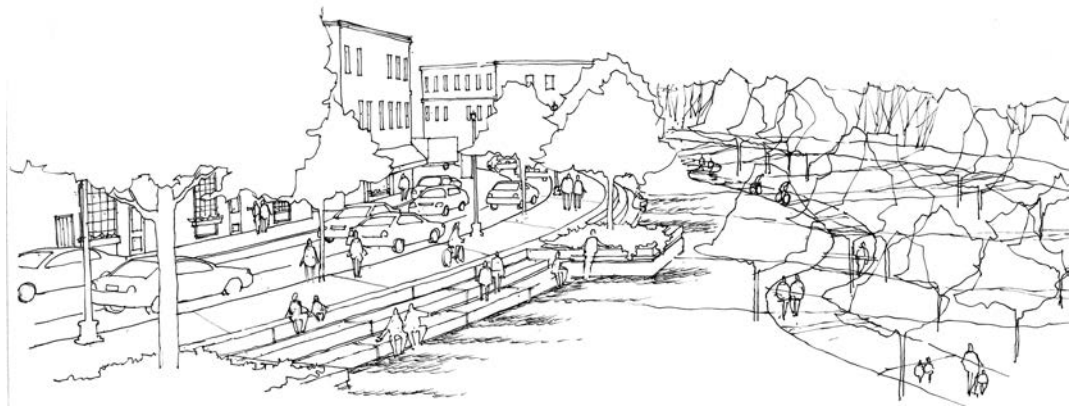
The project team is developing urban design, mobility, waterfront access, and economic development strategies to guide future growth at a pace and scale that is acceptable to the community. Kittery Foreside as with most waterfront areas is complex, but the challenges will result in practical, implementable, and creative solutions.

WATERFRONT MASTER PLAN | LINCOLNVILLE | ME



MRLD and Collins Engineers are in the final phases of collaborating with the Town of Lincolnville on a Harbor Master Plan. As with many waterfront sites, Lincolnville needs to maximize the efficient use of the space by a range of users. Lincolnville recognizes that landside and harbor uses and infrastructure are intertwined – and the infrastructure must be sized and maintained to meet future needs. In order to achieve this balance between users and infrastructure, the project team is carefully analyzing existing conditions, users, annual costs and revenues, and both the community and fiscal value of the waterfront. Lincolnville shares a municipal pier with the State of Maine ferry serving Islesboro. Lincolnville must continue to accommodate this critical access for Islesboro. Thus a key aspect of the project team's effort is to look at the big picture and help the community make informed decisions regarding issues that are often difficult to address at the local level. The final Master Plan will include recommendations for design, uses, funding, management of both the harbor and landside infrastructure, parking, and the interplay with the waterfront access and the economy of Lincolnville Beach.

NEW AUBURN VILLAGE CENTER STUDY | AUBURN | ME



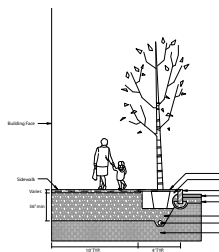
MRLD assisted Auburn with a complete urban design / mobility redevelopment plan for New Auburn Village Center and the mill district. The total study area is approximately 45 acres and includes frontage on both the Little Androscoggin and Androscoggin Rivers. The focus area for redevelopment is approximately 15 acres. This area has been severed from the 1873 New Auburn street grid by a series of planning decisions favoring the automobile over the pedestrian. It was not the goal of the Study to recreate the past, but instead craft an ideal future of economic recovery and demographic rebound through urban form, where streets are the framework for revitalization, not a barrier.

The process began with the drafting and adoption of a Value and Needs Statement, which includes a range of metrics for guiding the process. Metrics included establishing the right balance between the scale of development in relationship to the public realm and parking requirements, creating new development blocks responsive to the market and the future economy of the area. Particular attention was given to the location of new streets, open space, and the relationship between future development and river accessibility.

The Study resulted in detail street drawings, changes to zoning standards, implementation strategies, and illustrative perspectives.

The City purchased and removed several buildings to enable the vision of the Study. Funds have also been allocated to the CIP to implement specific infrastructure recommendations. The Riverway as shown above sketch is now in the preliminary engineering phase.

WATERFRONT AREA REDEVELOPMENT PLAN | ROCKLAND | ME



The Waterfront Area Redevelopment Plan completed with Woodard & Curran was based in a detailed analysis of existing conditions and the desired programming, leading to an ideal build-out. The Redevelopment Plan representing a seventy million dollar project – establishes a series of new streets and development of more efficient frontage parcels while maintaining the working waterfront, increased shore access, the integration of the Harbor Walk, and protecting and enhancing views of the harbor to the north and south. The underlying urban design principles include Form-Based architecture, a street / block system, green infrastructure, and well-defined street space that responsibly maximizes the economic, environmental, and civic capacities of the site. In light of the increasing demand to live in walkable / mixed-use communities, the Redevelopment Plan is a model for sustainable waterfront revitalization in Maine.

By adopting the Redevelopment Plan and planning for the recommended strategic infrastructures and land configurations, Rockland is demonstrating a long-term commitment to quality design and a vital public realm, which will ultimately leverage public / private partnerships and generate a positive feedback loop by increasing evaluations in the TIF District. The Redevelopment Plan includes the enabling codes, technical requirements for infrastructures, detailed drawings, recommendations for phasing, identification of tipping points, cost estimates, and numerous diagrams and illustrations.

MRLD recently completed the redesign of Winter Street as part of the new CMCA and is now working on zoning implementation for the Waterfront Area

DOWNTOWN REVITALIZATION

Eastport, Maine

Wright-Pierce was retained to assist with implementation of a variety of initiatives for revitalization of the Eastport downtown area. Wright-Pierce has worked with the City on a number of previous projects.

The revitalization initiative included elements related to landscaping and lighting improvements along the harbor walk; rehabilitation of sidewalks and the installation of period lighting along Water Street; and creating new and improved public spaces at Bank Square and Overlook Park.

These improvements are a key component in the City's overall downtown revitalization program and they complement related efforts associated with the recognition of Eastport by the Maine Downtown Center and the National Main Street Program.

The project was funded through a combination of municipal funds and a grant from the Maine Department of Economic and Community Development.

Client

City of Eastport

Project at a Glance

- Wright-Pierce was retained by the City of Eastport to assist in the revitalization of the downtown area.
- The downtown revitalization included landscaping and lighting improvements along the Harbor Walk, sidewalk rehabilitation, and the creation of improved public spaces at Bank Square and Overlook Park.



HARBOR MASTER PLAN

Kittery, Maine

The Town of Kittery is responsible for maintaining at least four piers (most with float systems), several mooring fields, boat launches and a number of public parks with water frontage. Commercial fishing and tourism are mainstays of the local economy. The town-owned marine facilities include the piers and floats at Pepperrell Cove, Government Street and Traip Academy. The Port Authority manages approximately 560 moorings located in six distinct mooring fields within the adjacent tidal waters. The parks commission is responsible for the beaches at Seapoint and Crescent on the Atlantic waterfront, and the Fort Foster Park which includes beaches and a pier on Portsmouth Harbor.

Faced with the need to effectively manage and allocate capital and maintenance funding for all of these facilities, the Town retained Wright-Pierce to work with an ad hoc committee in facilitating a public process to develop a new comprehensive harbor master plan.

The completed plan will address the full range of issues associated with recreational and commercial activities in the harbor, as well as balancing the impacts of use and future development upon the ecosystems existing within the Piscataqua River estuary.

Client

Town of Kittery

Project at a Glance

Background

The Town of Kittery retained Wright-Pierce to lead a comprehensive public process to develop a master plan for the harbor.

Requirements

The planning process included development of goals and strategies for addressing issues in the following categories:

- Harbor facilities
- Harbor infrastructure
- Commercial fishing
- Shellfish/aquaculture
- Recreational boating
- Existing estuary ecosystem
- Dredging



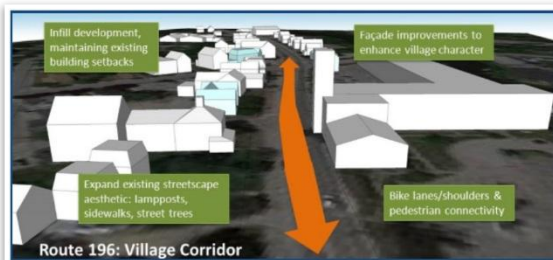
ROUTE 196 CORRIDOR MASTER PLAN

Lisbon, Maine

Wright-Pierce was retained to provide master planning services for the Route 196 corridor and surrounding growth area. The corridor includes Lisbon's three villages and two highway commercial areas, with direct connections to the town's civic buildings, schools, and major neighborhoods. The corridor is also part of a significant regional transportation connector between Lewiston/Auburn and Topsham/Brunswick, which means both economic opportunity and significant traffic pressures.

The master plan process focused on developing a vision specifically for the future of the Route 196 Corridor, building off the broad vision and policies of the comprehensive plan. The Town's struggles with image and economic development, combined with tight funding, necessitated a strategic planning effort that would not only provide the vision, but include priorities and an achievable set of actions for the Town. During this process, the community identified important visual character and economic development issues for each section of the corridor. For villages, historic architecture, façade improvements, streetscape, walkability, and neighborhood connectivity are critical planning elements, while for commercial highway areas, access management and visual character for development were important.

Design standards for new and redevelopment, and traffic and transportation issues remained a high priority throughout the corridor. During the five-month public participation process, which included several public forums, meetings and outreach programs, visualization tools such as hand sketches, photo-simulations and three-dimensional computer models were used to illustrate concepts and gain public input.



LEFT: 3D modeling visualization.

BELOW LEFT: Hand sketch study.

BELOW RIGHT: Photo-simulation of potential roadside development.



Client

Town of Lisbon

Project at a Glance

Project Tasks

- Facilitate master planning process for Route 196 corridor, including overall assessment and identification of community priorities and strategic actions for implementation
- Develop a plan to aid in municipal decision-making and in encouraging private partnerships and investment

Project Goals

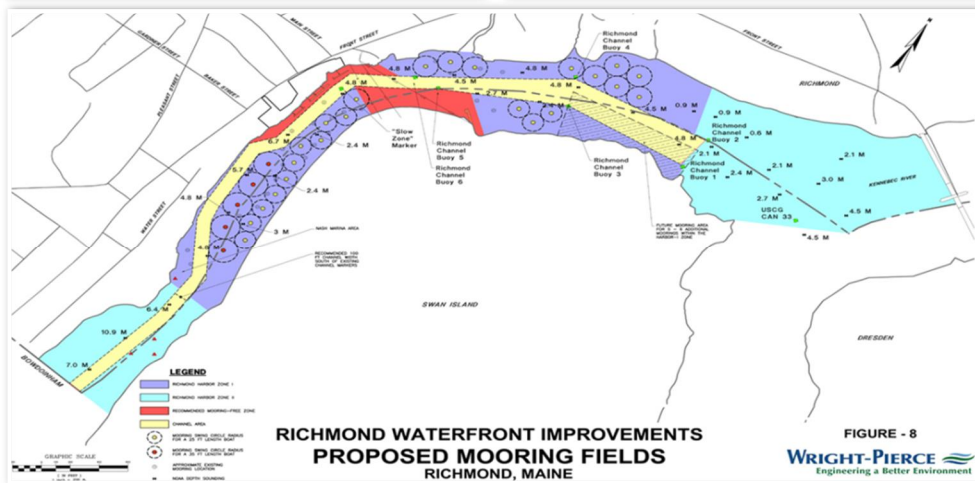
- Incorporate plans and resources already developed by the Town
- Outreach to businesses, landowners and residents to build support and develop partnerships
- Address the overarching issues of community image and visual character
- Explore possible land use and zoning changes, including consideration of form-based codes
- Identify non-regulatory tools to achieve the community vision, including new programs and initiatives, creative partnerships, marketing and promotion, and public improvements/investment

WATERFRONT MASTER PLAN

Richmond, Maine

The Richmond Waterfront committee identified waterfront improvements within the downtown area and along the Kennebec River. The committee obtained a Shore and Harbor Planning Grant from the Maine Department of Conservation to assist in developing a comprehensive waterfront master planning effort. Wright-Pierce worked with the committee facilitating a public input process to establish a list of community supported waterfront improvements goals including provision of a permanent restroom facility; shoreline stabilization; expansion of the floating dock system; expansion of designated boat trailer parking; reorganization of mooring fields; and pedestrian-scale site amenity improvements.

Planning efforts gave particular consideration to sustainable design measures that allowed for a phased implementation and adhered to federal, state and local environmental regulations including those of the U.S Coast Guard and U.S Army Corps of Engineers; FEMA restrictions within the floodway and 100-year floodplain; the Maine Department of Environmental Protection and the Maine Department of Conservation; and local regulatory ordinances. Wright-Pierce provided assistance in procuring funding to implement the master plan in phases.



Client

Town of Richmond

Project at a Glance

Background

- Planning services to revitalize Richmond's downtown waterfront
- Review of earlier downtown revitalization efforts
- Facilitation of public process to gather input prior to formulation of improvement recommendations
- Procurement of over \$375,000 in state Riverfront Community Development Bond and Small Harbor Improvement Project funds
- MaineDEP NPPA permitting
- Final design, bidding and construction administration support

Challenges

- Physical site constraints
- Visual compatibility
- Determination of adequate utility infrastructure
- Federal, state and local regulations
- Identification of funding sources
- Pedestrian accessibility in compliance with ADA guidelines

References

Camoin Associates

David Cole, Manager

Town of Gorham, Maine

Phone: (207) 222-1650

Email: dcole@gorham.me.us

Projects: Town of Gorham TIF projects

Nathan Poore, Town Manager

Town of Falmouth, Maine

Phone: (207) 699-5335

Email: [npore@falmouthme.org](mailto:npoore@falmouthme.org)

Projects: Town of Falmouth Economic Development Plan

Keith McBride, Executive Director

Freeport Economic Development Corporation

Phone: (207) 865-4743

Email: kmcbride@freeportmaine.com

Projects: Freeport Vision 2025

MRLD Landscape Architecture + Urbanism

Rod Melanson, Town Planner

Town of Topsham

Phone: (207) 725 1724

Email: rmelanson@topshammaine.com

Projects:

- Main Street Village Master Plan
- Topsham Fair Mall Road Master Plan

Terry Pinto, Project Manager

City of Rockland, ME

Phone: (207) 594 0324

Email: tpinto@rocklandmaine.gov

Projects:

- Waterfront Area Redevelopment Plan
- Downtown Revitalization Plan
- Tillson District Market Feasibility Study
- Winter Street Shared Space Redesign
- Pleasant Street Transportation and Streetscape Study

John Bubier, Interim City Manager, Auburn, ME, Former City Manager, Biddeford, ME

Phone: (207) 846 1515



Email: john.bubier@gmail.com

Projects:

- Biddeford Square Shared Space Design
- 3 Lincoln Street Redevelopment Market and Feasibility Study
- Vinalhaven Downtown and Complete Streets Revitalization Study

Wright-Pierce

The following references are existing clients familiar with our team's experience.

Please contact them and ask specifically about our:

- responsiveness and sensitivity to local goals and objective
- adherence to scope, project schedule, and budgets
- attention to detail
- ability to work with committees and stakeholder groups
- knowledge of state and federal regulatory agencies
- experience with a variety of local, state federal and private funding programs
- technical knowledge

John Egan, CEI Housing Inc., SVP Senior Loan & Investment Officer

30 Federal Street

Brunswick, ME 04011

E-Mail: john.egan@ceimaine.org

Telephone: 207-504-5869

Thomas Brubaker, MRRA, Public Works Utility Manager

15 Terminal Road

Brunswick, ME 04011

E-Mail: tomb@mrta.us

Telephone: (207) 607-4189

Ron Harriman, Ron Harriman Associates, Economic Development Director

61 Main Street, Suite 61

Bangor, ME 04401

E-Mail: ronharriman5@gmail.com

Telephone: (207) 947-8595

Steve Pelletier Town of Fort Kent, Director, Planning and Economic Development

416 West Main Street

Fort Kent, ME 04743

E-Mail: steve.pelletier@fortkent.org

Telephone: (207) 834-3507

Additional references available upon request.



Leading action to
grow your economy

Camoin Associates, Inc.
120 West Avenue, Suite 303
Saratoga Springs, NY 12866

518.899.2608
www.camoinassociates.com
[@camoinassociate](#)

