



AGENDA
COUNCIL MEETING
SEPTEMBER 7, 2021
LISBON TOWN OFFICE
7:00 P.M.

Town Council
Allen Ward, Chair
Don Fellows, Vice Chair
Norm Albert
Greg Garrison
Kasie Kolbe
Fern Larochelle
Mark Lunt

1. CALL TO ORDER & PLEDGE TO FLAG
2. ROLL CALL
___ Councilor Albert ___ Councilor Fellows ___ Councilor Garrison ___ Councilor Kolbe
___ Councilor Larochelle ___ Councilor Lunt ___ Councilor Ward
Town Clerk reading of meeting rules
3. GOOD NEWS & RECOGNITION
2021-188 ORDER – Proclamation Recognizing Constitution Week
4. PUBLIC HEARINGS
A. Bond Ordinance for Ferry Road
5. AUDIENCE PARTICIPATION & RESPONSE FOR AGENDA ITEMS
6. CONSENT AGENDA
2021-189 ORDER –
 - A. Municipal Accounts Payable Warrants – \$ 1,023,937.58
 - B. Municipal Payroll Warrants – \$ 194,649.46
 - C. School Accounts Payable Warrants– \$539,820.60
 - D. School Payroll Warrants – \$ 338,822.61
 - E. Minutes of August 17, 2021
 - F. Set Public Hearings on September 21 for Business Licenses
7. COUNCIL ORDERS, RESOLUTIONS, & ORDINANCES
2021-190 ORDER – 20-Ton Tilt Trailer Bid Award
2021-191 ORDER – Market Study Bid Award
2021-192 ORDINANCE – Bond Ordinance for Ferry Road (*second reading*)
2021-193 ORDINANCE – GA Ordinance & Appendices Amendments (*first reading*)
2021-194 ORDINANCE – Remote Participation Ordinance (*first reading*)
2021-195 ORDER – Non-binding Referendum Question for November 2, 2021 Ballot
8. OTHER BUSINESS
 - A. Council Committee Reports:
 1. School (Councilor Albert)
 2. Planning Bd (Councilor Fellows)
 3. LDC (Councilor Albert)
 4. Conservation Comm. (Councilor Ward)
 5. Recreation (Councilor Albert)
 6. County Budget (Councilor Ward)
 7. Library (Councilor Lunt)
 8. Water Commission (Councilor Fellows)
 9. Finance Committee (Councilor Albert)
 - B. Town Manager's Report
10. APPOINTMENTS
11. COUNCIL COMMUNICATIONS
12. AUDIENCE PARTICIPATION & RESPONSE NEW ITEMS
13. EXECUTIVE SESSION
14. ADJOURNMENT
2021-196 ORDER – To Adjourn

SUMMARY OF LISBON COUNCIL MEETING RULES

This summary is provided for guidance only. The complete council working rules may be found on the town website www.lisbonme.org on the Town Officials, Town Council page.

The meeting agenda is available from the town website under Council Agendas and Minutes.

1. Please note the order that agenda items may be acted upon by the Council, however, if necessary, the Council may elect to change the order of the agenda.
2. The Council Chairman presides over the meeting. When the Chairman is not present, the Vice Chairman serves that function. The chair shall preserve decorum and decide all questions of order and procedure subject to appeal to the town council.
3. Public comment is not typically allowed during Council workshops. There may be occasions where public comment may be recruited, but normally, workshops are reserved for Council members to discuss and educate themselves on a variety of issues facing the Town. Prior to the conclusion of a workshop, if time permits, the chair may allow questions from the public.
4. During audience participation, anyone wishing to address council will wait to be recognized by the chair before beginning any remarks. Audience members will move to the lectern to address council, and shall provide name and address prior to addressing the council.
5. Note that "Consent Agenda" items (if there are any) are acted upon first, voted upon as a group, and will most often be voted on without discussion as these items often involve "housekeeping" issues (such as minor parking changes). On occasion "Consent Agenda" items are separated out as stand-alone action items by the Council to allow for more discussion.
6. Public comment on agenda items. General comments on agenda items should be made during audience participation. After introduction of an agenda item, appropriate motions, and time for explanation and council questions, the public may be allowed to comment on that agenda item at the discretion of the chair. During that period of time, the public comment shall address only the agenda item before council.
7. Action on agenda items. As each item on the agenda for any meeting is brought to the floor for discussion:
 - a. The town clerk reads the agenda item and the action being requested of council.
 - b. The sponsor of each item or, if there is no council sponsor, the town manager, or town staff, shall first be allowed to present their initial comments for consideration by the public and councilors.
 - c. Following this introduction of the issue, there will be time devoted to any questions of the sponsor or the town manager or staff regarding the agenda item which any councilor may have which would help to clarify the question presented by the agenda item. The chair may allow questions from the public during this time however; no debate or discussion of collateral issues shall be permitted.
 - d. When authorized by the chair, any additional public comment shall be no longer than two minutes per person and must be to request or furnish new or undisclosed information or viewpoints only.
 - e. Once an agenda item has been explained and clarified by any questioning, the discussion on the specific agenda item will remain with the council. Additional public comment, prior to final council vote; will only be allowed at the chairman's discretion.
8. New business is for the council to receive input on town matters not on the agenda for that meeting. It is not intended, nor shall it be construed as an opportunity for debate of previous agenda items or reinforcement of a point made by another speaker. Comments shall be to furnish new or undisclosed information or viewpoints and limited to a time period of two minutes or less and shall be directed through the chair.
9. If an "Executive Session" is conducted by the Council, State Statute prohibits public attendance for any discussion of the action to be addressed by the Council. Any action taken by the Council on any "Executive Session" matter must be acted upon in a public meeting, and may occur at the end of the "Executive Session" (which has no time element relative to the length of the discussion involved in the "session").



Town of Lisbon

Diane Barnes
Town Manager

Town Council
Allen Ward, Chairman
Norm Albert
Donald Fellows, Vice Chair
Gegg Garrison
Kasie Kolbe
Fernand Larochele, Jr.
Mark Lunt

MEMO

To: Town Council
From: Diane Barnes, Town Manager
Subject: Recommendations
Date: September 7, 2021

Consent Agenda Items 2021 – A to F

- F. Set Public Hearings on September 21 for the following Businesses:**
- Victualers, Liquor License, & Special Entertainment Permit for Olive Pit Brewing Co., LLC,
 - Victualers License for Extreme Energy & Nutrition
 - Liquor License and Special Entertainment Permit for Lisbon Left Hand Club

Agenda Item 2021 – 190 20-Ton Tilt Trailer Bid Award

Bid 2021-007 is for a 20-Ton Tilt Trailer for Public Works. Bids were solicited from four (4) different companies, and publicly opened on Wednesday, September 01, 2021. The following bids were opened and reviewed:

Maine Trailer Inc.	20 Ton Tilt Trailer	\$31,171.00
Rampant Trailers, LLC	20 Ton Tilt Trailer	\$24,082.00

The Public Works Director recommends awarding the bid trailer bid to Rampant Trailers LLC for \$24,082.00. The budget to purchase a trailer was \$24,000. The difference between our budget and the lowest bid is \$82.00. This recommendation is being presented to the Town Council for consideration.

Recommendation

To award the bid for a 20-Ton Tilt Trailer for Public Works to Rampant Trailers, LLC for an amount not to exceed \$24,082.00.

Agenda Item 2021 – 191 Market Study Bid Award

The Economic Development Director reports on June 22nd, the Lisbon Town Council approved a Lisbon Market Analysis to identify feasible residential, retail, and service opportunities for private development throughout the Town of Lisbon, with a special focus on mixed-use development at the former Worumbo Mill Site. The Council also allocated an additional \$5,500 in Downtown TIF funds via the Worumbo community visioning process to retain a qualified consultant to execute the Market Analysis. ECD’s request to complete the Market Analysis was based on input gathered during a community visioning process coordinated by the Lisbon Development Committee (LDC) to guide future redevelopment of the Town-owned Worumbo parcel.

Findings from the Market Analysis will add important, objective data to inform the Lisbon community's ongoing visioning process for the Worumbo site. As an additional benefit, the Market Analysis will provide a valuable tool for property owners throughout town who are exploring development options.

Findings from the Market Analysis will enhance the community's knowledge in four important areas:

1. Emerging Business Opportunities ~ Identify high-potential retail and service sector opportunities throughout Lisbon to advance new business development and support entrepreneurship.
2. Population Trends ~ Update local understanding of demographic and economic trends within Lisbon, including population trends by age, income, education, and employment by industry.
3. Regional Housing Needs ~ Understand current housing stock, price points and vacancy rates, and the role that a diversity of housing options plays in talent retention and attraction.
4. Financial Feasibility for two Worumbo Redevelopment Options ~ Present for community review financial analyses of two redevelopment options, including required capital investment, operating expenses, price points for commercial and residential uses, and revenues and cash flow, and potential lease or ownership structures most advantageous to the Town.

ECD received the four attached proposals from four different states in response to the attached RFP for the Lisbon Market Analysis. The RFP was open from mid-July through August 20, 2021. During the week of August 23, ECD interviewed all four bidders. A member of the LDC participated in two interviews, including the interview of the bidder recommended below.

Based on credentials, successful project examples, strong references, the lowest cost to the Town, and an interview on July 26 with Principal Howard Kohn, the proposal submitted by The Chesapeake Group, Inc. (TCG) of Baltimore, Maryland represents the best value to the Town of Lisbon.

Recommendation

Award the Lisbon Market Analysis bid to The Chesapeake Group, Inc. a/k/a TCG for \$10,000 using Downtown TIF funds, authorize the Town Manager to execute the contract as enclosed in the RFP packet, and endorse TCG to execute the scope of work with Town staff support.

Agenda Item 2021- 193 GA Ordinance & Appendices Amendments

Chapter 14 General Assistance Maximum & Appendices as Presented; The State of Maine has adopted new General Assistance Maximums that our municipality will now have to adopt. Enclosed is Appendices A-H that have been revised to reflect the State's new maximum levels. The law requires that the municipal officers adopt the local GA Ordinance and yearly Appendices after notice and hearing.

Recommendation

Schedule and Public Hearing for the GA Ordinance & Appendices for September 21, 2021.



Town of Lisbon

Diane Barnes
Town Manager

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Proclamation

Recognizing Constitution Week 2021

Whereas, September 17, 2021 marks the two hundred and thirty-fourth anniversary of the drafting and signing of the Constitution of the United States of America by the delegates at the Constitutional Convention in 1787; and

Whereas, It is fitting and proper to accord official recognition to this magnificent document and its memorable anniversary; and to the patriotic celebrations which will commemorate the occasion; and

Whereas, Public Law 915 guarantees the issuing of a proclamation each year by the President of the United States of America designating September 17 through 23 as Constitution Week;

Now, Therefore, We the Lisbon Town Council encourage all Americans to observe this important day in our nation’s history and ask our citizens to reflect on the privilege of being an American with all the rights and responsibilities which that privilege involves.

In Witness Whereof, We the Lisbon Town Council have set our hand and caused the great Seal of the Town of Lisbon to be affixed this 7th day of September, 2021.

Allen Ward, Chairman

Don Fellows, Vice Chairman

Norm Albert

Greg Garrison

Kasie Kolbe

Fern Larochele

Mark Lunt

Attest: _____
Twila D. Lycette, Town Clerk



TOWN OF LISBON
300 Lisbon Street, Lisbon, ME 04250

Twila D. Lycette, Town Clerk
Lisa Smith, Deputy Clerk

PUBLIC HEARING

The Municipal Officers of the Town of Lisbon have considered and approved in concept appropriating an amount not to exceed \$2,800,000 to finance the reconstruction of a portion of the Ferry Road and related improvements (the “Project”), and have determined that the most efficient way to finance that appropriation would be through the issuance of one or more bonds of the Town.

Pursuant to the Charter of the Town of Lisbon (the “Charter”), approval of the financing of this purchase requires that a public hearing be conducted prior to the issue of an order calling for a referendum. Therefore, pursuant to the authority conferred by Section 8.21(b), and the requirements of Sections 6.09 and 8.11(b)(2) of the Charter, a public hearing shall be held on September 7, 2021 at 7:00 PM at the Lisbon Town Office, 300 Lisbon Street, in the Town of Lisbon, for the purpose of hearing public comment on the Order providing for the issuance of such bonds and securing the financing described above, intended to raise \$2,800,000 for the Project.

Copies of the proposed text may be viewed or obtained at the Town Clerk’s office, 300 Lisbon Street, Lisbon, or online at www.lisbonme.org.

The public is invited to attend.

Twila Lycette, CMC/CCM
Lisbon Town Clerk

21-7792

Constable's
Return Of Posting
State Of Maine

Lisbon,

Androscoggin, ss.

Pursuant to the within notice, I have posted said notice at the Lisbon Center Post Office and the Town Office Building, these being in District 1, and the Lisbon Falls Post Office, this being in District 2, all being conspicuous and public places within the Town of Lisbon.

Date: 8/19/21

Brianne Harvey
Constable, Town of Lisbon

Sherman took Savannah in January 1865, he and Secretary of War John Stanton met with local Black ministers to discuss what might be done to aid emancipated slaves. The advice was to give them land, so they could become self-sufficient and enjoy the fruits of their labor. After consulting with the White House, Sherman issued his Order Number 15, setting aside a huge tract of coastal land from Charleston, South Carolina, to northern Florida to provide 40 acres of tillable land to each emancipated family. The oft-mentioned mule was loaned to the Black settlers by the occupying Union Army, on Sherman's authorization. Tens of thousands of freedmen moved to the reserved land by the summer of 1865.

President Andrew Johnson — one of those 13 slave owning presidents — rescinded Sherman's order in the fall of 1865. The land reverted to its prior owners.

If the illiterate, penniless emancipated slaves had been given a stake, given the capital to have a go at

tion. It has been introduced in every congress since 1989. The latest version is pending now in the 117th Congress. The bill has never progressed further than referral to a subcommittee. It has never had a vote on the floor of the House.

Congress has created hundreds of commissions to study and make recommendations on issues, some important, some not. Why are our elected representatives so unwilling to talk about slavery; perhaps the most profound issue in American politics? Is it denial, guilt, selfish concern over losing some advantage gained under the banner of white superiority; or is it something else? Whatever the reason, not talking about it hasn't solved the problem for 400 years.

Reparation is the making of amends for a wrong one has done, by paying money to or otherwise helping those who have been wronged.

Reparation by governments is not uncommon, but not evenly applied.

Germany gave billions to Israel for resettlement



The Town of Turner is now accepting bids for the sale of the former Natural History Club Building, located at 442 Turner Center Road. This bid is for the sale of the building only, which the successful bidder shall remove from the property. No land is offered as part of this bid. The 1.5 story building measures 30 feet by 40 feet, plus front porch/steps. The building must be removed from the site by January 1, 2022, including repair of grounds damaged in the course of moving. The successful bidder must either post a performance bond in the amount of \$10,000, or provide a \$10,000 refundable deposit to ensure compliance with moving and site repair requirements by the deadline. Bids are due at the Turner Town Office, 11 Turner Center Road, Turner, ME 04782, no later than 12:00 Noon on Tuesday, September 7, at which time they will be opened and read aloud. The Board of Selectmen are expected to award the bid during their regular meeting at 6:30 p.m. that day. Prospective bidders are invited to inspect the building during an open house to be held from 3:00 p.m. to 5:00 p.m. on Tuesday, August 31 at the building. Bid forms are available at <https://www.turnermaine.com/bids-contracts>.

**NOTICE OF PUBLIC HEARING
TOWN OF LISBON**

The Municipal Officers of the Town of Lisbon have considered and approved in concept appropriating an amount not to exceed \$2,800,000 to finance the reconstruction of a portion of the Ferry Road and related improvements (the "Project"), and have determined that the most efficient way to finance that appropriation would be through the issuance of one or more bonds of the Town. Pursuant to the Charter of the Town of Lisbon (the "Charter"), approval of the financing of this purchase requires that a public hearing be conducted prior to the issue of an order calling for a referendum. Therefore, pursuant to the authority conferred by Section 8.21(b), and the requirements of Sections 6.09 and 8.11(b)(2) of the Charter, a public hearing shall be held on September 7, 2021 at 7:00 PM at the Lisbon Town Office, 300 Lisbon Street, in the Town of Lisbon, for the purpose of hearing public comment on the Order providing for the issuance of such bonds and securing the financing described above, intended to raise \$2,800,000 for the Project. Copies of the proposed text may be viewed or obtained at the Town Clerk's office, 300 Lisbon Street, Lisbon, or online at www.lisbonme.org.

Twila Lycette, Lisbon Town Clerk

legislature.maine.gov/ops/goc-meetings or by calling (207) 287-1901.

Those wishing to comment are encouraged to do so in writing. For those who wish to submit testimony go to the GOC's website at: <http://legislature.maine.gov/ops/goc-meetings> Written testimony can also be submitted to the GOC at: 82 State House Station, Room 104, First Floor, Cross Office Building, Augusta, ME 04333-0082

Written testimony should be submitted before September 8, 2021.

The Committee will also be hearing public testimony on the Report during its Committee meeting for those who wish to comment in person. Those testifying should bring 20 copies of their testimony in writing for distribution to Committee members

The meeting is September 8, 2021 at 10:00 a.m. in Room 220 of the Cross Office Building. Persons with special needs who wish to attend and require accommodations should notify the Government Oversight Committee as soon as possible.

Telephone: (207) 287-1901
TTY: (207) 287-4826
FAX: (207) 287-1906

Public Notices are a permanent and independent record of government and court actions. These include state and local government meetings, rule making, available contracts, zoning changes, and many more, as required by law. In addition, parties to some court proceedings, such as foreclosures, probate, and estate actions are required to publish notices to ensure notification of affected parties, as well as the general public. These notices also alert business owners, large and small, to potential government contractual jobs, helping to ensure economic activity across a level playing field. Public notices have existed to ensure transparency in all levels of government since the founding of the United States. State and local notices are published in Maine newspapers and are also recorded at mainenotices.com, where anyone can browse or search notices, and sign up to receive email alerts when relevant notices appear.

Agenda Date: 09-07-2021

Date	Brenda Martin	Municipal Accts Payable	
8/24/2021	8172021	\$	1,001,662.39
8/24/2021	8182021	\$	9,624.92
8/25/2021	8252021	\$	12,650.27
		\$	<u>1,023,937.58</u>

Date	Megan Lavigne	Municipal Payroll Warrants	
8/25/2021	210826	\$	174,346.16
8/25/2021	2108W2	\$	20,303.30
		\$	<u>194,649.46</u>

Date	Louise Levesque	School Accts Payable	
9/2/2021	2204	\$	<u>539,820.60</u>

Date	Eva Huston	School Payroll Warrants	
8/23/2021	1022	\$	12,385.58
8/23/2021	1023	\$	25.00
8/31/2021	1024	\$	294,187.04
8/31/2021	1025	\$	10,320.81
8/31/2021	12	\$	21,904.18
		\$	<u>338,822.61</u>



**TOWN COUNCIL
MEETING MINUTES
AUGUST 17, 2021**

Normand Albert 2021
Kasie Kolbe 2021
Allen Ward 2021
Mark Lunt 2022
Donald Fellows 2022
Jeffrey Ganong 2022
Fern Larochelle 2023

CALL TO ORDER. The Chairman, Allen Ward, called the meeting to order and led the pledge of allegiance to the flag at 7:00 PM.

ROLL CALL. Members present were Councilors Ward, Albert, Lunt, Larochelle, Ganong (arriving at 7:02 PM), and Fellows. Also present were Diane Barnes, Town Manager, Randy Cyr, Public Works Director; Mark Stevens, Parks & Recreation Director; Steve Aievoli, Sewer Superintendent; William Kuhl, Planning Board Chairman, Richard Main, Conservation Commission Chairman; Traci Austin, School Committee Chairman; and approximately 10 citizens in the audience.

VOTE (2021-164) Councilor Larochelle, seconded by Councilor Albert moved to excuse Councilor Kolbe’s absence. **Order passed – Vote 5-0.**

EXECUTIVE SESSION

VOTE (2021-165A) Councilor Albert, seconded by Councilor Lunt moved to go into Executive Session at 7:01 PM per 1 MRSA Section 405 (6) (A) Personnel and Section 405 (6) (D) Labor Negotiations. **Order passed – Vote 5-0.**

Councilor Ganong arrived as the doors to the Executive Session closed. The Council came out of executive session at 7:41 PM and the meeting resumed.

GOOD NEWS & RECOGNITION

Mrs. Barnes said the good news is that the mil rate went down one mil this fiscal year. She explained there was a glitch sending out the bills in the MUNIS system, which put all the homestead and veteran exemptions into the category labeled “other,” which was the wrong category, but they did all get credited into the billed amount.

Councilor Albert commended the events coordinator and those who have worked tirelessly on the Moxie Plaza events this year. He said it’s so nice to see the buzz and activity downtown.

PUBLIC HEARINGS

A. POSITIVE CHANGE LISBON – MASS GATHERING PERMIT

The Chairman opened the Public Hearing. There were no comments. The Chairman closed the public hearing.

B. CHAPTER 70 ZONING, ARTICLE VIII. PROPOSED GROUND MOUNTED SOLAR ENERGY SYSTEMS ORDINANCE

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

C. CHAPTER 10 BUSINESSES, PROPOSED ORDINANCE FOR ADULT USE MARIJUANA ESTABLISHMENTS

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

D. AMEND CHAPTER 10 BUSINESSES,
ARTICLE XI. MEDICAL MARIJUANA ESTABLISHMENTS

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

E. AMEND CHAPTER 70 ZONING ORDINANCE,
ARTICLE IV. DISTRICT REGULATIONS,
DIVISION 13. DISTRICT USES, SECTION 70-530 LAND USES

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

F. AMEND CHAPTER 70 ZONING ORDINANCE,
ARTICLE IV. DISTRICT REGULATIONS,
DIVISION 13. DISTRICT USES, SECTION. 70-531 TABLE OF LAND USES

The Chairman opened the Public Hearing. There were no comments. The Chairman closed the public hearing.

G. AMEND APPENDIX C - FEE SCHEDULE

The Chairman opened the Public Hearing. There were no comments. The Chairman closed the public hearing.

AUDIENCE PARTICIPATION & RESPONSE FOR AGENDA ITEMS - NONE

CONSENT AGENDA

VOTE (2021-167) Councilor Larochelle, seconded by Councilor Lunt, moved to approve the consent agenda items as follows:

- A. Municipal Accounts Payable Warrants - \$1,193,970.66
- B. Municipal Payroll Warrants - \$ 363,147.79
- C. School Accounts Payable Warrants - \$ 1,530,099.87
- D. School Payroll Warrants - \$ 1,305,734.35
- E. Minutes for July 13, 2021
- F. Mass Gathering Permit for Positive Change Lisbon
- G. Road Name Requests for Elderberry Lane in the Subdivision off Upland Road and Rockin T Lane off Edgecomb Road, and
- H. Ratifying the Teamsters Local 340 Union Contract for the Public Works Unit for the period 2020 to 2023.

Order passed - Vote 6-0.

VOTE (2021-165B) Councilor Albert, seconded by Councilor Fellows moved to retain Tiner Consulting to conduct a workplace environment survey for the Town of Lisbon. **Order passed – Vote 6-0.**

VOTE (2021-165C) Councilor Ganong, seconded by Councilor Albert, moved to accept Councilor Ganong's resignation from the Town Council effective at the end of this meeting. **Order passed – Vote 6-0.**

VOTE (2021-165D) Councilor Fellows, seconded by Councilor Ward moved to appoint Greg Garrison to the vacated Council seat until the next election, and since this term is under 6 Months the Council will not hold a Special Election. **Order passed - Vote 6-0.**

COUNCIL ORDERS, RESOLUTIONS, & ORDINANCES

SCHOOL CAPITAL RESERVE REQUEST FOR ATHLETIC FIELD LIGHTS

INTRODUCTION: Mrs. Austin reported that on April 29, 2019, the Lisbon School Committee voted 4-0 to request Council permission to spend \$57,000.00 from the Capital Reserve Fund to pay for the final phase installation of the Athletic Field Lights. The School Committee is requesting permission to expend this 57,000.00 from the Capital Reserve Fund now that these lights are ready to be purchased and installed. The remainder of the equipment and labor will be donated by Enterprise Electric.

VOTE (2021-168) Councilor Albert, seconded by Councilor Larochelle, moved to grant permission to the School Department to utilize an amount not to exceed \$57,000 to cover the cost of purchasing and installing Athletic Field Lights. **Order passed - Vote 6 - 0.**

RAILS TO TRAILS RESOLUTION AS FOLLOWS:

INTRODUCTION: Dick Woodbury, an advisory board member of the Eastcoast Greenway Network and co-founder of the Casco Bay Trail Alliance. He mentioned he attended the Lisbon Conservation Commission meeting recently and approached them to have the Council endorse a new resolution supporting the creation of the 25-mile Casco Bay Rail Trail. He indicated Maine has 34 rail lines totaling 399 miles, according to the National Rails-to-Trails Conservancy. He reported his proposed resolution requesting an evaluation of Lisbon's section of trail between Lisbon and Lewiston on our inactive rail line.

Mr. Woodbury said the first step by the legislature created a 9 to 15 member Rail Corridor Advisory Council who reports to the Maine Department of Transportation. The Rail Advisory Council would have one or more local officials appointed to it from along this corridor. The Council was designed to evaluate prospective future uses of state-owned rail corridors and directs the Maine Department of Transportation to establish a statewide active Transportation Plan. He said this resolution, along with the many other resolutions he hopes to obtain, should support this project and kick off that review process. He indicated this trail could certainly be built within our region with a fair amount of private contributions together with anticipated Federal and State funds.

Richard Main, Lisbon's Conservation Commission Chair, thanked Mr. Woodbury for his presentation and opening himself up for questions. He encouraged the development of this trail to allow individuals to move around in our area without using a car and without having to use a motorized vehicle. He pointed out how much safer it would be riding a bike from Lisbon to Lewiston on a trail instead of on the highway with such heavy traffic. He encouraged the Town Council support for this project.

VOTE (2021-169) Councilor Don Fellows, seconded by Councilor Fern Larochelle and Councilor Lunt moved to adopt the Rails to Trails Resolution as follows:

WHEREAS, the Lisbon Town Council on December 17, 2013 voted unanimously to support a Regional Rail to Trail Committee and to work with Lewiston, Auburn, Androscoggin Land Trust and other non-profit organizations on a plan to construct a multi-use trail from Lisbon to Lewiston on the inactive rail line.

AND WHEREAS, the 2013 resolution states that the Lisbon Town Council "supports any legislative effort that will result in the development and completion of a multi-use trail for recreational and wellness activities. The effect of the completion of this trail will allow all citizens of the State of Maine and its visitors to have access to all that Maine has to offer in terms of recreation and area to encourage healthy lifestyles. It will also optimize and develop regional cooperation that would enhance economic development opportunities for the Androscoggin County region."

AND WHEREAS, the Casco Bay Trail network envisions an interconnected system of trails connecting Portland, Lewiston-Auburn, and Brunswick, Maine, and includes the multi-use trail between Lisbon and Lewiston referenced in the 2013 resolution.

AND WHEREAS, the Casco Bay Trail network plan includes the Lisbon Papermill Trail, a multi-use trail on the inactive rail line between Lisbon and Lewiston, and a multi-use trail on the disused rail corridor (hereinafter "Casco Bay and Royal River SLA Corridor") from Portland to Falmouth, Cumberland, Yarmouth, North Yarmouth, Pownal, New Gloucester, and Auburn, currently known as the St Lawrence and Atlantic rail corridor, that was acquired by the State of Maine in 2007 and 2010.

AND WHEREAS, the Lisbon-to-Lewiston rail trail plan, the Casco Bay and Royal River SLA Corridor plan, and the broader Casco Bay Trail network plan together enhance the regional impact of its component

projects on recreation, wellness, transportation, and economic development opportunities for the Town of Lisbon.

AND WHEREAS, the Maine legislature enacted two bills in 2021, one of which establishes a Rail Corridor Advisory Council process within the Maine Department of Transportation, designed to evaluate prospective future uses of state-owned rail corridors, and one of which directs the Maine Department of Transportation to establish a statewide active transportation plan.

BE IT THEREFORE RESOLVED that the Lisbon Town Council hereby petitions the Maine Department of Transportation to consider in its active transportation plan the Lisbon to Lewiston rail trail, the Casco Bay and Royal River SLA Corridor rail trail, and the larger Casco Bay Trail network.

BE IT FURTHER RESOLVED, that the Town of Lisbon petitions the Maine Department of Transportation to create a Rail Corridor Use Advisory Council to consider future use of the Casco Bay and Royal River SLA Corridor as a multi-use trail.

IN WITNESS WHEREOF, We have here unto set our hands and caused the Seal of the Town of Lisbon, Maine to be affixed at Lisbon, Maine this 17th day of August, 2021.

Order passed - Vote 6-0.

MDOT UTILITY AGREEMENT

INTRODUCTION: Mr. Aievoli reported MDOT and the Town of Lisbon have entered into a transportation project for highway improvements along Route 125 beginning at the intersection of Route 196 and extending toward Huston Street. In connection with the Project, the Lisbon Sewer Department has expressed an interest in installing new facilities within the limits of the public highway right-of-way and the impact limits of the Project. He said the Lisbon Sewer Department provided MDOT with the scope of work to be included in MDOT’s construction contract for the Project. This agreement outlines the “Parties” responsibilities and establishes a process for including the utility work in the department’s construction contract for the project. Work is anticipated to begin in the spring of 2023.

VOTE (2021-170) Councilor Larochelle, seconded by Councilor Ganong, moved to authorize the Town Manager to sign the MDOT Utility Agreement as presented. **Order passed - Vote 6-0.**

AWARD BID FOR PUBLIC WORKS EXCAVATOR

INTRODUCTION: Mr. Cyr reported bid 2021-005 was for one excavator and one 20-Ton Tilt Trailer for Public Works. Bids were solicited from eight (8) different companies, and publicly opened on Wednesday, August 4, 2021 at 10:00am in the Council Chambers. Diane Barnes, Town Manager; Ray Soucy, PW Admin; Brent Davis, Milton CAT; Ryan Kennard, Whited Equipment and Glenn Connell, Nortrax were present at the bid opening. The following bids were opened and reviewed by Mrs. Barnes and Mr. Soucy:

Ahearn Equipment	Excavator	\$95,399.00
Whited Equipment	Excavator	\$95,485.00
Nortrax	Excavator	\$119,250.00
	20-Ton Tilt Trailer	\$34,220.00
Milton CAT	Excavator	\$119,900.00
	20-Ton Tilt Trailer	\$24,900.00

Mr. Cyr recommended awarding the bid for an excavator to Whited Equipment for \$95,485. Although not the lowest bid, Mr. Cyr confirmed that this machine meets the specifications required set forth by our bid request. He pointed out Whited is local and Ahearn is based in Massachusetts. He indicated Whited would be easier for warranty work or maintenance items. The difference between the lowest bid from Ahearn and Whited was \$86.00. He indicated the budget for the excavator was \$111,000.

Mr. Cyr recommended not awarding the bid for the 20-Ton Tilt Trailer because each bid was over budget at that point.

VOTE (2021-171) Councilor Ward, seconded by Councilor Fellows moved to award the excavator bid to Whited Equipment in an amount not to exceed \$95,485.00. **Order passed - Vote 6-0.**

REQUEST TO PURCHASE ONE (1) 20-TON TILT TRAILER

INTRODUCTION: Mr. Cyr requested permission to purchase a 20-Ton Tilt Trailer for the Public Works Department. The desired equipment will be utilized by the Public Works Department, for both summer and winter work. The Council approved the director's original request that was to solicit bids for an Excavator and Trailer with a budget of \$24,000. He explained that the RFP was sent out via email to our vendor list and we received bids from four companies for an excavator and two bids for a trailer: Nortrax for \$34,220 and Milton Cat for \$24,900. Trailers are popular right now and companies have already filled their orders so trailers are being backordered and come with a lengthy delivery time from 6 months to some exceeding 8 months. Jessi Mitchel at Rampant Trailers, LLC out of Raleigh, NC indicated he had one for \$24,089, which included the delivery fee.

Mr. Cyr recommended going with the 20-Ton Tilt Trailer from Milton Cat, a local firm, although over the budgeted \$24,000, he explained that the total of both items would still be under the total budget allotted for both items and this trailer meets our specifications.

VOTE (2021-172) Councilor Ward, seconded by Councilor Lunt moved to authorize the Town Manager to purchase a 20-Ton Tilt Trailer in an amount not to exceed 24,900 from Milton Cat. **Order passed - Vote 6-0.**

AWARD BIDS FOR TOWN VEHICLES

INTRODUCTION: Mrs. Barnes reported Bid 2021-006 is for one 2020 or newer Truck for Public Works, Waste Water Treatment Plant, and Parks & Recreation. We requested bids on a total of four trucks. Bids were solicited from sixteen different companies, and publicly opened. Present were Randy Cyr, Ray Soucy, Steve Aievoli, and Josh Tracy from Bessey Motors. All bids received had a truck price and additional pricing for all extras needed on the truck for operation. The following bids were received and reviewed:

PUBLIC WORKS:

DEPARTMENT	COMPANY NAME	EQUIPMENT TYPE	COSTS
Public Works	Emerson Chevrolet	Chevy 3500 - Truck Only	\$32,241.00
		All Extras	25,370.47
		Power Inverter	<u>\$1,509.99</u>
			\$59,121.46
	Bessey Motor Sales	Ram 2500 - Truck & Extras	\$61,942.47
		Power Inverter	\$1,509.99
			\$63,452.46

Mr. Cyr recommended Council award the bid for a Chevy 3500 with all extras to Emerson Chevrolet for \$59,121.46 for the Public Works Department. The budget for Public Works to purchase a truck was \$50,000. The difference between our budget and the lowest bid is \$9,121.46, however there will be available funds after purchasing the excavator and trailer, which came in lower than our budgeted amount.

VOTE (2021-173A) Councilor Fellows, seconded by Councilor Lunt moved to award the Public Works truck bid to Emerson Chevrolet in an amount not to exceed \$59,121.46 for a Chevy 3500 truck with all extras for the Public Works Department. **Order passed – Vote 6-0.**

WASTE WATER TREATMENT PLANT:

DEPARTMENT	COMPANY NAME	EQUIPMENT TYPE	COSTS
Waste Water Treatment Plant	Emerson Chevrolet	Chevy 2500 - Truck Only	\$31,560.00
		All Extras	\$18,630.32
			\$50,190.32
	Bessey Motor Sales	Ram 2500 - Truck & Extras	\$55,294.32

Mr. Aievoli recommended Council award the bid to Emerson Chevrolet in an amount not to exceed \$50,190.32 for a Chevy 2500 truck with all extras for the Waste Water Treatment Plant. The budget for the Waste Water Treatment Plant to purchase a truck is \$50,000. The difference between our budget and the lowest bid is \$190.32.

VOTE (2021-173B) Councilor Larochele, seconded by Councilor Albert moved to award the Waste Water Treatment Plant truck bid to Emerson Chevrolet in an amount not to exceed \$50,190.32 for a Chevy 2500 truck with all extras for the Waste Water Treatment Plant. **Order passed – Vote 6-0.**

PARKS AND RECREATION:

DEPARTMENT	COMPANY NAME	EQUIPMENT TYPE	COSTS
Recreation Department (1)	Emerson Chevrolet	Chevy 1500 -Truck Only	\$30,978.00
		All Extras	\$4,155.00
			\$35,133.00
	Bessey Motor Sales	Ram 1500 - Truck & Extras	\$36,058.99

DEPARTMENT	COMPANY NAME	EQUIPMENT TYPE	COSTS
Recreation Department (2)	Emerson Chevrolet	Chevy 2500 -Truck Only	\$33,081.00
		All Extras	\$4,155.00
			\$37,236.00
	Bessey Motor Sales	Ram 2500 - Truck & Extras	\$40,086.99

Mr. Stevens explained that the budget for Parks & Recreation to purchase two (2) trucks was \$20,000 for each vehicle. However, all bids exceed that budgeted amount. Although not the lowest bid, he recommended the Council award one truck bid to Emerson Chevrolet for a Chevy 2500 with all extras in the amount of \$37,236, which is a larger truck and better for operational needs at this point. The difference between the lowest bid from Emerson for a Chevy 1500 and the second truck for Chevy 2500 from Emerson is \$2,103. Mr. Stevens explained that the proceeds from the two vehicles in Parks that are ready to be sold would go back into the Sewer Department, since these came from the Sewer Department.

VOTE (2021-173) Councilor Larochele, seconded by Councilor Ganong moved to award the Parks & Recreation truck bid to Emerson Chevrolet in an amount not to exceed \$37,236.00 for a Chevy 2500 truck with all extras for the Parks & Recreation Department. **Order passed - Vote 6-0.**

15 ANN STREET – PROPERTY TAX ABATEMENT

INTRODUCTION: Mrs. Barnes reported the owner of 15 Ann Street is unknown. Real estate may be taxed to the person in possession, even when the owner is unknown per 36 M.R.S. § 553. The Town's assessment records contain a note that, on April 2, 2019, that the owner lived with her daughter and that no one lived in the house at 15 Ann Street. On July 9, 2021, the daughter told the town that her mother now resides in a nursing home (as of July 13, 2015+/-). Taxes for 15 Ann Street assessed to that owner were paid through FY 19, which were committed on August 13, 2018. While that owner lived at 15 Ann Street, taxes were properly assessed to that owner as the person

in possession; however, from available data today, it appears that this owner was no longer in possession of 15 Ann Street when the FY 19, FY 20 and FY 21 taxes were assessed. Per 36 M.R.S. § 557-A provides an assessment procedure to be used for “real property for which no owner is known to the assessors for at least the preceding 20 tax years and for which the assessor has, with reasonable diligence, attempted to determine ownership.” The town has not established who holds record title. Accordingly, FY 22 taxes for 15 Ann Street should be assessed to an unknown owner, and notice given to the unknown owner by publication and to abutting property owner, as required by 36 M.R.S. § 557-A.

Mrs. Barnes indicated the town’s attorney advises the Town Manager notify the assessor in writing of the name of the proper party to be assessed, if known, and the reason why such tax is believed to be invalid, in order that a supplemental assessment may be made and have the Council approve an abatement for taxes assessed as invalid by reason of error.

VOTE (2021-174) Councilor Larochelle, seconded by Councilor Fellows moved to authorize the tax abatement of the 2020 Tax Lien \$623.70 and write off interest of \$90.43 and costs of \$60.90 on bill # 20200073 and the 2019 Tax Lien \$413.58 and write off interest of \$80.52 and costs of \$70.70 on bill # 1000179 assessed to Arlene Baud, 15 Ann Street, Map U06, Lot 004. **Order passed - Vote 6-0.**

NOVEMBER 2, 2021
ANNUAL ELECTION WARRANT

INTRODUCTION: Mrs. Lycette presented the warrant with the following offices to be determined: Councilor – At Large (Vote for Three) 3 Year Terms, Council – At Large (Vote for One) 1 Year Term, School Committee – (Vote for Two) 3 Year Terms, and Water Commission – (Vote for One) 3 Year Term. Along with the following referendum question to be determined:

BOND ORDER – QUESTION 1

QUESTION: “SHALL A BOND ORDER APPROVED BY THE TOWN COUNCIL AUTHORIZING THE ISSUANCE OF GENERAL OBLIGATION SECURITIES OF THE TOWN OF LISBON IN AN AMOUNT NOT TO EXCEED \$2,800,000 FOR THE PURPOSE OF FINANCING RECONSTRUCTION OF A PORTION OF THE FERRY ROAD AND RELATED IMPROVEMENTS, FOR A TERM NOT TO EXCEED 15 YEARS BE APPROVED AND RATIFIED?”

YES
NO

COUNCILOR COMMENTS: Mrs. Barnes explained that the Finance Director presented options for a 10 year, 15 year, and 20 year bond. The Finance Committee recommended going with the 15 year option. She indicated their recommendation for the warrant would be going with the 15 year option so there would be a favorable recommendation from both the Council and the Finance Committee on the ballot. Otherwise, the Finance Committee recommendation for the other two options would be no.

VOTE (2021-175) Councilor Ward, seconded by Councilor Larochelle moved to approve the warrant presented as a 15 year bond along with adding the one year recently vacated Town Council seat. **Order passed - Vote 6-0.**

RECOMMENDATION ON BALLOT
FOR REFERENDUM QUESTION

VOTE (2021-176) Councilor Fellows, seconded by Councilor Albert moved a YES recommendation on the ballot for November 2, 2021’s bond referendum question. **Order passed - Vote 6-0.**

BOND ORDINANCE FOR FERRY ROAD & PUBLIC NOTICE
SETTING THE PUBLIC HEARING FOR SEPTEMBER 7 at 7:00 PM
First Reading

VOTE (2021-177) Councilor Laroche, seconded by Councilor Fellows moved to approve the following Bond Order and Public Hearing Notice for September 7 at 7:00 PM as presented.

FINANCE THE RECONSTRUCTION OF A PORTION OF THE FERRY ROAD AND RELATED IMPROVEMENTS.

BE IT ORDERED, pursuant to Articles 6.09 and 8.11(b)(2) of the Charter of the Town of Lisbon and section 5772 of Title 30-A of the Maine Revised Statutes,

(1) That the Town of Lisbon (the "Town") be authorized to issue general obligation bonds in an amount not to exceed \$2,800,000 and notes in anticipation thereof (collectively, the "Bonds"), to fund the reconstruction of approximately 2.5 miles of the Ferry Road from the intersection of Ferry and Marshall Roads extending to the river bend area, and related improvements (the "Project");

(2) That the proceeds of the Bonds, including any investment earnings on the Bonds, be appropriated for the costs of the Project;

(3) That the Finance Director be authorized to arrange for the sale of the Bonds at public or private sale to such parties as the Finance Director determines to be in the Town's best interest, to execute and deliver loan agreements and other contracts, certificates and instruments as the Finance Director shall determine prudent in connection with the issuance and sale of the Bonds, to approve the date(s), maturity or maturities, denomination(s), interest rate(s), place(s) of payment, form(s) and other terms, provisions, and details of such Bonds, and to provide for the sale and delivery against payment thereof, to provide that the Bonds may be redeemable or callable, with or without premium, prior to their maturity, and to hire such financial advisors and other consultants, if any, as the Finance Director deems necessary to assist with the sale of the Bonds, all on such terms (not inconsistent with this Order) as the Finance Director shall approve;

(4) That the Bonds be issued in registered form in the name of the Town, executed and delivered by the Finance Director and countersigned by the Chairman of the Town Council and the Town Manager under the official seal of the Town attested by the Town Clerk;

(5) That the Municipal Officers, being the Town Council, Town Manager, Finance Director and Clerk of the Town of Lisbon are each authorized to do or cause to be done all such acts, including but not limited to the execution and delivery of any and all contracts, agreements, certificates and other documents as may be necessary or advisable in order to carry out the provisions of this Order in connection with the issuance and delivery by the Town of the Bonds;

(6) That if any Municipal Officer whose signature may be required in connection with the issuance and sale of the Bonds is for any reason unavailable to approve and execute the required documents, the persons then acting in such capacity on behalf of such Municipal Officer, whether an assistant, a deputy or in some other capacity, is authorized to act on behalf of such Municipal Officer and to perform such acts themselves;

(7) That if any of the Municipal Officers who have signed, attested, or sealed the Bonds shall cease to be such officers before the Bonds so signed, attested and sealed shall have been actually authenticated and delivered by the Town, such Bonds nevertheless may be authenticated, delivered and issued with the same force and effect as though the person or persons who signed, attested or sealed the Bonds had not ceased to be such Municipal Officer;

(8) That any short-term notes issued in anticipation of the completion of the Project shall be and hereby are designated "Qualified Tax-Exempt Obligations" within the meaning of Section 265(b)(c)(3) of the Internal Revenue Code.

(9) That it shall be a condition to the foregoing authority conferred by this Order that the voters of the Town, pursuant to Article 8.11(b)(2) of the Town Charter, ratify the adoption of this Order;

(10) That the Town Clerk file an attested copy of this Order with the minutes of this meeting and in accordance with section 8.25(b) of the Town Charter make attested copies of this Order available to the public;

(11) That a referendum election question regarding the ratification of this Order be placed on the ballot for the November 2, 2021 municipal election, and that the Town Clerk is hereby authorized to take all actions required of

the Town Clerk for that referendum question to be considered by the voters, and that a ballot title and referendum question in the following form appear in the warrant for and on the ballot at said election, accompanied by a statement of the Town's Finance Director with respect to said indebtedness in accordance with section 5772 of Maine Revised Statutes Title 30-A:

ORDER AUTHORIZING THE ISSUANCE OF GENERAL OBLIGATION SECURITIES OF THE TOWN OF LISBON IN AN AMOUNT NOT TO EXCEED \$2,800,000 FOR THE PURPOSE OF FINANCING RECONSTRUCTION OF A PORTION OF THE FERRY ROAD AND RELATED IMPROVEMENTS, FOR A TERM NOT TO EXCEED 20 YEARS.

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Ganong and Fellows. Nays - None. Order passed – Vote 6-0.

NEW REMOTE PARTICIPATION ORDINANCE

INTRODUCTION: Councilor Fellows said the legislature passed legislation to allow towns to adopt a policy or ordinance in our case in order to hold a hybrid meeting. He reported he had wanted the town to establish remote meetings two years prior to COVID-19, that remote meetings went well during COVID-19, and that remote meetings were only allowed during the Governor's Emergency Executive Order so to continue remote meetings the Council would need to adopt a Remote Participation Ordinance. They have to be able to hear and see everything so we do not have all that technology to do that yet.

VOTE (2021-178A) Councilor Fellows, seconded by Councilor Ganong moved to adopt the new Remote Participation Ordinance.

COUNCILOR COMMENTS: Councilor Albert requested a laundry list of items needed to be able to do this and asked the Council what amount they wanted to spend. He recommended the Chair and Vice-Chair be present in-person always. He advised taking this slower and thoroughly mapping out all the requirements. He indicated he supported a majority being present in-person.

Councilor Larochelle said remote meetings were unique to COVID-19. Participating remotely could be distracting and hard to get your point across if you are participating by phone and not sitting in your seat in person in the Council room. There are more unknowns than knowns here. He indicated he would like to see a quorum present in-person always. He said more guidelines need to be discussed before adoption. He asked how this would work with Department Head presentations or for public hearings.

Councilor Ward said one Council cannot bind the hand of another. Once you open the door it may not be closed. He remarked this ordinance is premature and should be voted down, that the town does not have the capacity, or even the staff level needed to accomplish this. He said remote and in-person meetings should be the exception, not the rule. He explained that once the door is open some Councilors might not want to be bothered by attending in-person.

Councilor Lunt said he agreed with having a quorum physically present in-person always so four Councilors should always be present in the room.

Councilor Fellows asked for recommendations for revisions prior to the next Council meeting or by September 1 and for staff to find out how we can do this and what we need to purchase to accomplish this. Councilor Albert pointed out that texting into to the chairman during the meeting is not the best way to communicate because most services are not instantaneous.

VOTE (2021-178B) Councilor Ward, seconded by Councilor Fellows move to table the first reading of this Remote Participation Ordinance to the next meeting. **Order passed – Vote 6-0.**

CHAPTER 70 ZONING, ARTICLE VIII PROPOSED GROUND MOUNTED SOLAR ENERGY SYSTEMS ORDINANCE *Second Reading*

VOTE (2021-179) Councilor Fellows, seconded by Councilor Lunt moved to adopt the proposed Ground Mounted Solar Energy Systems Ordinance as follows striking out under Section 4 Definitions, section (c) that is not directly connected to a Residential Structure, which was agreeable with the Planning Board as follows:

New Ordinance (Code Company to reassign Section numbers)

Chapter 70 - Zoning Ordinance

Article VIII. Ground Mounted Solar Energy System Ordinance:

Section 1. Purpose - The purpose of this Ordinance is to allow ground mounted solar energy systems in certain districts subject to setback, height, screening, maintenance, safety, and decommissioning requirements and Planning Board review. Refer to Sec. 70-531 Table of Land Uses. The Zoning district designation for a particular site shall be determined from the Zoning Map of Lisbon, Maine.

Section 2. Applicability - This Ordinance shall apply to Ground Mounted Solar Energy Systems applications filed with the Planning Board for site plan review pursuant to Chapter 62. Site Plans.

Section 3. Authority and Validity –

A. This Ordinance is adopted pursuant to the enabling provisions of Article VIII, Part 2, Section 1 of the Maine Constitution, provisions of 30-A M.R.S. § 3001, Ordinance Power, and the provisions of 30-A M.R.S. § 4352, Zoning.

B. To the extent that any provision of this Ordinance is deemed invalid by a court of competent jurisdiction, such provision shall be removed from the Ordinance and the balance of the Ordinance shall remain valid.

C. Whenever a provision of this Ordinance conflicts with or is inconsistent with other provisions of this Ordinance, or of any other ordinance, regulation or standard, the more restrictive provision shall apply.

Section 4. Definitions –

Ground Mounted Solar Energy System: for purposes of this Ordinance: (a) a solar energy system that is structurally mounted to the ground; (b) has a physical size based on total airspace projected over the ground that is greater than 20,000 square feet; and (c) that is not directly connected to a Residential Structure.

Section 5. Dimensional Requirements –

A. Ground Mounted Solar Energy Systems in residential zoning districts shall not exceed twelve (12) feet in height when oriented at maximum tilt. Ground Mounted Solar Energy Systems shall not exceed twenty-five (25) feet in height when oriented at maximum tilt in Commercial, Industrial and Diversified Development zoning districts.

B. Minimum front setback shall be 50 feet, minimum side setback shall be 50 feet and minimum rear setback shall be 50 feet.

C. Lot coverage for Ground Mounted Solar Energy Systems shall be calculated based on the area of the supporting structure that is in contact with the ground and not the area of the panels, as long as the area under the panels remains vegetated and there is sufficient space between the panels to allow sunlight necessary to sustain live growth.

Section 6. Screening, Security, Maintenance and Regulatory Compliance –

A. Subject to the approval of the Lisbon Planning Board, the lots on which Ground Mounted Solar Energy Systems are located shall be buffered from roads and residences by plantings, berms, and natural topographical features.

B. Subject to the approval of the Lisbon Planning Board, the lots on which Ground Mounted Solar Energy Systems are located shall be protected by a perimeter fence designed to allow for passage of wildlife. One or more signs shall be affixed to the fence identifying the owner of the facility and 24-hour emergency contact

information. A KnoxBox, or other system agreed to by the Fire Chief, that provides emergency access inside the security gate shall be installed.

C. For purposes of emergency services, the owner or operator of a Ground Mounted Solar Energy Systems shall provide a copy of the project summary, electrical schematic, and site plan to the Lisbon Fire Chief. All means of shutting down the system shall be clearly marked on the plan. The owner or operator shall identify a responsible person to the Fire Chief for public inquiries throughout the life of the installation.

D. The owner or operator of a Ground Mounted Solar Energy System shall maintain the facility in good condition. Maintenance shall include but not be limited to, painting, structural repairs, vegetation control and integrity of security measures. Site access shall be maintained to a level acceptable to the Lisbon Fire Chief. The owner or operator shall be responsible for the cost of maintaining the access road(s).

E. The owner or operator of a Ground Mounted Solar Energy System shall build and maintain it in compliance with all relevant Federal, State and Local Laws, Regulations, and Ordinances.

Section 7. Performance Guarantee - After the plan is approved but before a permit is issued, the applicant for a Ground Mounted Solar Energy System shall submit to the Town of Lisbon a performance guarantee in the amount of 150% of the applicant's estimated decommissioning cost of the system, subject to a review of such cost by the Code Enforcement Officer. The applicant may apply to the Code Enforcement Officer for release of the guarantee at such time that it or its assignees remove the system and associated abandoned structures, and such completed removal is found to be satisfactory by the Code Enforcement Officer.

Section 8. Decommissioning and Removal –

A. Any Ground Mounted Solar Energy System that has reached the end of its useful life, ceases to generate power or has been abandoned shall be removed pursuant to a plan approved by the Lisbon Planning Board during the application process. The owner or operator shall physically remove the installation no more than 180 days after the date of discontinued operations. The owner or operator shall notify the Code Enforcement Officer by certified mail, return receipt requested, of the proposed date of the discontinued operations and plans for removal.

B. Decommissioning shall consist of:

(1) physical removal of all solar energy systems, structures, equipment, security barriers and transmission lines from the site;

(2) disposal of all solid and hazardous waste in accordance with Local, State and Federal waste disposal regulations; and

(3) stabilization or re-vegetation of the site as necessary to minimize erosion. The Code Enforcement Officer may allow the owner or operator to leave landscaping or designated below-grade foundations to minimize erosion and disruptions to vegetation.

C. Absent a notice of a proposed date of decommissioning or written notice of extenuating circumstances, Ground Mounted Solar Energy Systems shall be considered abandoned when it fails to generate electricity for more than one year without having first obtained the written consent of the Code Enforcement Officer. Determination of abandonment shall be made by the Code Enforcement Officer.

D. If the owner or operator of a Ground Mounted Solar Energy System fails to remove the installation in accordance with the requirements of this section within 180 days of abandonment or the proposed date of decommissioning, the Town of Lisbon retains the right to use the performance guarantee and any and all legal or available means necessary to cause an abandoned, hazardous or decommissioned solar energy system to be removed.

Section 9. Effective Date and Duration - This Ordinance shall take effect 21 days after enactment by the Town of Lisbon unless otherwise provided and shall remain in effect until it is amended or repealed.

Section 10. Enforcement Violations and Penalties - This Ordinance shall be enforced by the municipal officers or their designee. Violation of this Ordinance shall be subject to the enforcement and penalty provisions of 30-A, M.R.S. § 4452, Enforcement of Land Use Laws and Ordinances.

Roll Call Vote: Yeas – Lunt, Ward, Ganong and Fellows. Nays – Albert, Larochele. Order passed – Vote 4-2.

CHAPTER 10 BUSINESSES, PROPOSED ORDINANCE
FOR ADULT USE MARIJUANA ESTABLISHMENTS
Second Reading

VOTE (2021-180) Councilor Albert, seconded by Councilor Ganong moved to adopt the proposed ordinance for Adult Use Marijuana Establishments as follows:

Chapter 10. BUSINESS LICENSES

Article XII.- ADULT USE MARIJUANA ESTABLISHMENTS

Sec. 70-701.-Authority.

This article is enacted pursuant to authority granted under 30-A M.R.S. § 3001 and 22 M.R.S. § 2429-D.

Sec. 70-702. -Purpose.

The purpose of this article is to provide procedures and standards relating to the operation of adult use marijuana establishments and to require their annual licensing.

Sec. 70-703.-Definitions.

As used in this article, unless the context otherwise indicates, the following terms have the following meanings:

Cultivation of marijuana for adult use. "Cultivation of marijuana for adult use" means all cultivation of marijuana for adult use must comply with state rules and state statutes.

Cultivation facility. "Cultivation facility" means a facility authorized under state law to purchase marijuana plants and seeds from other cultivation facilities; to cultivate, prepare and package adult use marijuana; to sell adult use marijuana to products manufacturing facilities, to marijuana stores and to other cultivation facilities; and to sell marijuana plants and seeds to other cultivation facilities and immature marijuana plants and seedlings to marijuana stores.

Disqualifying drug offense. "Disqualifying drug offense" means a conviction for a violation of a state or federal controlled substance law that is a crime punishable by imprisonment for one year or more, but does not include (1) An offense for which the sentence, including any term of probation, incarceration or supervised release, was completed 10 or more years earlier; or (2) An offense that consisted of conduct that would have been permitted under Chapter 3 of Title 28-B of the Maine Revised Statutes.

Extraction. "Extraction" means a process of extracting marijuana concentrate from marijuana using water, lipids, gases, solvents or other chemicals or chemical processes. The use of inherently hazardous substances in marijuana extraction is restricted by state rule.

Marijuana product. "Marijuana product" means a product composed of marijuana, or marijuana concentrate and other ingredients that is intended for adult use. "Marijuana product" includes, but is not limited to, an edible marijuana product, a marijuana inhalant, a marijuana ointment and a marijuana tincture. "Marijuana product" does not include marijuana concentrate.

Manufacture or manufacturing. "Manufacture" or "manufacturing" means the production, blending, infusing, compounding or other preparation of marijuana concentrate and marijuana products as authorized under 28-B M.R.S. chapter 1. Manufacturing includes, but is not limited to, marijuana extraction or preparation by means of chemical synthesis. "Manufacturing or manufacture" does not include cultivation or testing.

Marijuana store. "Marijuana store" means a facility authorized under state law to purchase adult use marijuana, immature marijuana plants and seedlings from a cultivation facility, to purchase adult use marijuana and

adult use marijuana products from a products manufacturing facility and to sell adult use marijuana, adult use marijuana products, immature marijuana plants and seedlings to consumers.

Marijuana testing facility "Marijuana testing facility" means an entity licensed by the Department of Administrative and Financial Services to develop, research and test marijuana, marijuana products and other substances in accordance with 28-B M.R.S. chapter 1.

Adult use marijuana establishment. "Adult use marijuana establishment" means a marijuana store, a cultivation facility, a products manufacturing facility or a marijuana testing facility.

Products manufacturing facility. "Products manufacturing facility" means a facility authorized under state law to purchase adult use marijuana from a cultivation facility or another products manufacturing facility; to manufacture, label and package adult use marijuana and adult use marijuana products; and to sell adult use marijuana and adult use marijuana products to marijuana stores and to other products manufacturing facilities.

Registration certificate. "Registration certificate" means a Department of Administrative and Financial Services document containing a unique registry identification number that permits the manufacturing of marijuana and marijuana products for adult use.

Registry identification card. "Registry identification card" means a photographic identification card issued by the Department of Administrative and Financial Services to an individual who is licensed to cultivate, sell, manufacture or test marijuana or marijuana products for adult use as an owner, officer, managers, contractor, employee or other support staff. For the purposes of state rules, the Department of Administrative and Financial Services may issue a registry identification card to any person who holds an active and valid Individual Identification Card issued under Maine's Adult Use Marijuana Program authorized by 28-B M.R.S., chapter 1.

State registration authority. "State registration authority" means the authority created or designated by the state for the purpose of regulating and controlling registration for adult use marijuana establishments.

Sec. 70-704. - License required.

No person shall operate an adult use marijuana establishment, nor shall any property owner permit the use of his or her premises to be operated as an adult use marijuana establishment, without a valid license issued by the town. Each license shall be for a period of one year from the date of its issuance. A license must be obtained prior to the opening of an adult use marijuana establishment. Applications for renewal licenses shall be submitted at least ninety (90) days prior to expiration of the existing term. Any licensee that fails to submit a renewal application by the applicable deadline shall not have authority to operate until a license is granted.

Sec. 70-705.-Application.

Each applicant for an adult use marijuana establishment license shall complete and file an application on the form provided by the town clerk, together with the applicable nonrefundable license fee, as well as the following supporting materials:

- (1) Copy of the applicant's state registration application and supporting documentation, as submitted to the state registration authority, if applicable.
- (2) Copies of all state approvals or conditional approvals required to operate an adult use marijuana establishment, including, but not limited to, state registry identification card, state registration certificate, state application for registration or renewal along with approval certifications as applicable.
- (3) If not included in the applicant's state registration application, a description of the form of ownership of the business enterprise together with attested copies of any articles of incorporation, bylaws, operating agreement, partnership agreement or articles of association that govern the entity that will own and/or operate the adult use marijuana establishment.
- (4) If not included in the applicant's state registration application, an affidavit that identifies all owners, officers, members, managers or partners of the applicant, their ownership interests, and their places of residence at the time of the application and for the immediately preceding three (3) years. Supporting documents, including but not limited to motor vehicle operator's license, motor vehicle registration, voter registration or utility bills shall be provided.
- (5) A release for each applicant and for each officer, owner, member, manager or partner of the applicant seeking a license allowing the Town of Lisbon to obtain criminal records and other background information related to the individual.

- (6) A statement as to the precise nature of the business with a description of the nature of all products and services offered to its customers.
- (7) A description of the premises for which the license is sought, including a plan of the premises and a list of all equipment, parts and inventory used in the operation of the adult use marijuana establishment.
- (8) Evidence of an interest in the premises in which the adult use marijuana establishment will be located, together with the form of interest, along with the written consent of the owner of the premises for such use if the applicant is not the owner.
- (9) Evidence of all land use approvals or conditional land use approvals required to operate the adult use marijuana establishment, or applications that have been filed and are pending for the required approvals, including but not limited to building permit, conditional or special use approval, change of use permit and/or certificate of occupancy.
- (10) Copies of all other approvals or conditional approvals required to operate the adult use marijuana establishment, including any applicable state food or local victualer's license as applicable.
- (11) Copies of compliance with the requirements of section 11 including, but not limited to Department of Administrative and Financial Services licensing, registration, and certification and evidence that the standards listed in section 10 have been met including but not limited to copies of Department of Administrative and Financial Services licensing, registration, and certification as applicable.

If the town clerk determines that a submitted application is not complete, the clerk shall notify the applicant of the additional information required to process the application. If such additional information is not submitted within thirty (30) days of the clerk's request, the application may be denied.

Sec. 70-706 - Investigation of applicant, officers, etc.

Upon receipt of an application or of a notice of a change of any of the individuals listed in subsection 5(4) above, the town shall provide copies of the completed application to the following staff members for purposes of conducting the investigations and issuing reports as listed below:

- (1) The building inspector shall verify that the premises at which the establishment will be located complies with all applicable town ordinances including, but not limited to, the building code, electrical code, plumbing code, and section 11, and shall report findings in writing to the town clerk.
- (2) The code officer shall inspect the location or the proposed location to determine whether the applicable ordinances relating to land use issues and building and safety codes issues have been satisfied and shall report findings in writing to the town clerk.
- (3) The health officer shall inspect the location or proposed location to determine whether all applicable ordinances relating to health and safety have been satisfied and shall report findings in writing to the town clerk.
- (4) The fire chief or his/her agent shall inspect the location or proposed location to determine if all town ordinances and any other applicable regulations concerning fire and safety have been satisfied and shall report findings in writing to the town clerk.
- (5) The police chief or his/her agent shall investigate the application, including the criminal history record information authorized under subsection 5(5) and under section 10 and shall report findings in writing to the town clerk.

Sec. 70-707.-Action on application.

- (1) Public hearing. The town clerk upon receipt of a completed application and upon receipt of the reports required under section 6 above, shall schedule a public hearing at a regular or special meeting of the town council and shall arrange for public notice of the public hearing to appear in the newspaper of general circulation within the Town of Lisbon at least seven days prior to the date of the scheduled public hearing. Costs of the hearing notice shall be paid out of the license and processing fee.
- (2) Town council action. The council, after notice and public hearing, shall determine whether the applicant complies with the requirements of this article. Upon such determination by the council, the town clerk shall be authorized to issue the license.

Sec. 70-708.-Status of license—Display.

No license issued under this article may be assigned or transferred to another entity. Any change in ownership or change in the officers of an owner shall require a new license. Licenses are limited to the premises for which they are issued and are not transferable to another location. The license shall be displayed in a conspicuous place in the adult use marijuana establishment for which the license is issued.

Sec. 70-709.-Duty to update information.

Any licensee issued a license under this article shall have the duty to maintain updated and accurate information regarding all of the information provided pursuant to the application process and as required in section 5 within ten days of any change of status. Failure to provide and maintain current and accurate information may result in revocation of the applicant's license.

Sec. 70-710.-Standards for approval, denial, revocation.

A license application for an adult use marijuana establishment shall be denied by the town council, and an existing license may be suspended or revoked by the town council after notice and hearing, if the applicant, or any owner of the applicant or licensee:

- (1) Fails to meet the requirements of this ordinance.
- (2) Is not at least twenty-one (21) years of age.
- (3) Is not a resident of the state of Maine.
- (4) Has had a license for a marijuana establishment revoked by a municipality or by the state.
- (5) Has not acquired all necessary state and local approvals prior to issuance of the license.
- (6) Has been convicted of a disqualifying drug offense.
- (7) Has provided false or misleading information in connection with the license application.

Sec. 70-711.-Operating requirements.

In order to obtain a license pursuant to this ordinance, the applicant shall demonstrate to the town council that the following requirements will be met. A licensee shall comply with all of these requirements during the term of the license.

- (1) *Fixed location.* All licensed premises shall be fixed, permanent locations. Licensees shall not be permitted to operate adult use marijuana establishments in other than the licensed premises, such as at farmer's markets, farm stands or kiosks.
- (2) *Security.*
 - (a) The licensed premises shall have lockable doors and windows and shall be served by an alarm system that includes automatic notification to the Lisbon Police Department.
 - (b) The licensed premises shall have video surveillance capable of covering the exterior and interior of the facility. The video surveillance system shall be operated with continuous recording twenty-four hours per day, seven days per week and video shall be retained for a minimum duration of thirty (30) days. Such records shall be made available to law enforcement agencies when investigating a criminal complaint.
 - (c) The licensed premises shall have exterior spot lights with motion sensors covering the full perimeter of the building(s).
- (3) *Ventilation.*
 - (a) The licensed premises shall comply with all odor and air pollution standards established by ordinance.
 - (b) All adult use marijuana establishments that cultivate, manufacture or extract marijuana shall have an odor mitigation system installed that has been approved by a Maine licensed engineer, indicating that the system will provide odor control sufficient to ensure that no odors are perceptible off the premises.
- (4) *Loitering.* The facility owner/operator shall make adequate provisions to prevent patrons or other persons from loitering on the premises. It shall be the licensee's obligation to ensure that anyone found

to be loitering or using marijuana or marijuana products in the parking lot or other outdoor areas of a licensed premises is ordered to leave.

- (5) Compliance with requirements of state and local law. An adult use marijuana establishment shall meet all operating and other requirements of state and local law. To the extent the state has adopted or adopts in the future any law or regulation governing adult use marijuana establishments that conflicts in any way with the provisions of this article, the more restrictive shall control.

Sec. 70-712.-Violations; penalties.

In addition to revocation or suspension of an adult use marijuana establishment license as provided in this article, the violation of any provision of this article shall be punished by a fine of not less than \$500.00 nor more than \$2,500.00 for each offense. Each act of violation and every day upon which any such violation shall occur shall constitute a separate offense. In addition to such penalty, the town may enjoin or abate any violation of this article. All fines and penalties, together with costs of prosecution of violations, which shall include the town's cost and attorney's fees, shall inure to the benefit of the town. This section shall be enforced by the Lisbon police chief, the Lisbon codes enforcement officer, and/or their designees. Notice of violations by adult use marijuana establishment licensees of other provisions of this Code shall be provided to the police chief, town officers, and town attorney.

Sec. 70-713.-License fee. (25% of the license fees and license renewal fees go to the local D.A.R.E program)

For annual license fees See Appendix C – Fee Schedule

Sec. 70-714.-Severability.

If any section, phrase, sentence or portion of this article is for any reason held invalid by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

Sec. 15.-Appeals.

An appeal from any final decision of the town council under this article may be taken by any party to Superior Court within thirty (30) days of the decision being appealed in accordance with the provisions of Rule 80B of the Maine Rules of Civil Procedure.

Roll Call Vote: Yeas – Albert, Lunt, Larochele, Ward, Ganong and Fellows. Nays - None. Order passed - Vote 6-0.

AMEND CHAPTER 10 BUSINESSES,
ARTICLE XI. MEDICAL MARIJUANA ESTABLISHMENTS
Second Reading

VOTE (2021-181) Councilor Albert, seconded by Councilor Fellows moved to amend Chapter 10 Businesses, Article XI. Medical Marijuana Establishments as follows:

ARTICLE XI. - MEDICAL MARIJUANA ESTABLISHMENTS

Sec. 10-601. - Authority.

This article is enacted pursuant to authority granted under 30-A M.R.S.A. § 3001, ~~22 M.R.S.A. § 2423~~ and 22 M.R.S.A. § 2429-D.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-602. - Purpose.

The purpose of this article is to provide procedures and standards relating to the operation of medical marijuana establishments and to require their annual licensing.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-603. - Definitions.

As used in this article, unless the context otherwise indicates, the following terms have the following meanings:

Cultivation of marijuana for medical use. "Cultivation of marijuana for medical use" means all cultivation of marijuana for medical use must comply with state rules and state statutes.

Disqualifying drug offense. "Disqualifying drug offense" means a conviction for a violation of a state or federal controlled substance law that is a crime punishable by imprisonment for one year or more, but does not include (1) An offense for which the sentence, including any term of probation, incarceration or supervised release, was completed 10 or more years earlier; or (2) An offense that consisted of conduct that would have been permitted under the Maine Medical Use of Marijuana Act.

Extraction. "Extraction" means a process of extracting marijuana concentrate from marijuana using water, lipids, gases, solvents or other chemicals or chemical processes. The use of inherently hazardous substances in marijuana extraction is restricted by state rule.

Marijuana product. "Marijuana product" means a product composed of marijuana, or marijuana concentrate and other ingredients that is intended for medical use. "Marijuana product" includes, but is not limited to, an edible marijuana product, a marijuana inhalant, a marijuana ointment and a marijuana tincture. "Marijuana product" does not include marijuana concentrate.

Manufacture or manufacturing. "Manufacture" or "manufacturing" means the production, blending, infusing, compounding or other preparation of marijuana concentrate and marijuana products by a registered manufacturing facility or by a patient, caregiver or dispensary as authorized under 22 MRS, chapter 558-C. Manufacturing includes, but is not limited to, marijuana extraction or preparation by means of chemical synthesis. "Manufacturing or manufacture" does not include cultivation.

Manufacturing facility. "Manufacturing facility" means a manufacturing facility authorized under state law to manufacture marijuana products for medical use or to engage in marijuana extraction for medical use.

Marijuana testing facility. "Marijuana testing facility" means an entity licensed by the ~~State~~-Department of Administrative and Financial Services and certified to test medical use marijuana, including concentrates and products containing marijuana, for research and development purposes and to analyze contaminants in, and the potency and cannabinoid profile of, marijuana samples and products containing marijuana cultivated in accordance with 22 MRS, chapter 558-C.

Medical marijuana establishment. "Medical marijuana establishment" means a registered caregiver retail store, registered dispensary, marijuana testing facility, or manufacturing facility.

Registered caregiver retail store. "Registered caregiver retail store" means a registered caregiver authorized under state law to ~~cultivate medical marijuana for qualifying patients~~ that operates a retail store to sell medical marijuana to qualifying patients.

Registered caregiver cultivation facility. "Registered caregiver cultivation facility" means a registered caregiver authorized under state law to cultivate medical marijuana for qualifying patients.

Registered dispensary. "Registered dispensary" means a dispensary authorized under state law to cultivate and dispense medical marijuana to qualifying patients and caregivers.

Registration certificate. "Registration certificate" means a ~~State~~-Department of Administrative and Financial Services document containing a unique registry identification number that permits the manufacturing of marijuana and marijuana products for medical use.

Registry identification card. "Registry identification card" means a photographic identification card issued by the ~~State~~ Department of Administrative and Financial Services to an individual who is authorized to manufacture marijuana or marijuana products for medical use, in the capacity of or in the employ of a patient, caregiver, dispensary or manufacturing facility. For the purposes of state rules, the ~~State~~-Department of Administrative and Financial Services may issue a registry identification card to any person who holds an active and valid Individual Identification Card issued under Maine's Adult Use Marijuana Program authorized by 28-B MRS, chapter 1.

State registration authority. "State registration authority" means the authority created or designated by the state for the purpose of regulating and controlling registration for medical marijuana establishments.

Sec. 10-604. - License required.

No person shall operate a medical marijuana establishment, nor shall any property owner permit the use of his or her premises to be operated as a medical marijuana establishment, without a valid license issued by the town. Each license shall be for a period of one year from the date of its issuance. A license must be obtained prior to the opening of a medical marijuana establishment. Applications for renewal licenses shall be submitted at least ninety (90) days prior to expiration of the existing term. Any licensee that fails to submit a renewal application by the applicable deadline shall not have authority to operate until a license is granted.

[\(C.M. of 11-13-2018, V. 2018-247](#); C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-605. - Application.

Each applicant for a medical marijuana establishment license shall complete and file an application on the form provided by the town clerk, together with the applicable nonrefundable license fee, as well as the following supporting materials:

- (1) Copy of the applicant's state registration application and supporting documentation, as submitted to the state registration authority, if applicable.
- (2) Copies of all state approvals or conditional approvals required to operate a medical marijuana establishment, including, but not limited to, state registry identification card, state registration certificate, state application for registration or renewal manufacturing facility tier 1 or 2 along with approval certification, and state application for registration or renewal testing facility and dispensary facility along with approval certifications as applicable.
- (3) If not included in the applicant's state registration application, a description of the form of ownership of the business enterprise together with attested copies of any articles of incorporation, bylaws, operating agreement, partnership agreement or articles of association that govern the entity that will own and/or operate the medical marijuana establishment.
- (4) If not included in the applicant's state registration application, an affidavit that identifies all owners, officers, members, managers or partners of the applicant, their ownership interests, and their places of residence at the time of the application and for the immediately preceding three (3) years. Supporting documents, including but not limited to motor vehicle operator's license, motor vehicle registration, voter registration or utility bills shall be provided.
- (5) A release for each applicant and for each officer, owner, member, manager or partner of the applicant seeking a license allowing the Town of Lisbon to obtain criminal records and other background information related to the individual.
- (6) A statement as to the precise nature of the business with a description of the nature of all products and services offered to its customers.
- (7) A description of the premises for which the license is sought, including a plan of the premises and a list of all equipment, parts and inventory used in the operation of the medical marijuana establishment.
- (8) Evidence of an interest in the premises in which the medical marijuana establishment will be located, together with the form of interest, along with the written consent of the owner of the premises for such use if the applicant is not the owner.
- (9) Evidence of all land use approvals or conditional land use approvals required to operate the medical marijuana establishment, or applications that have been filed and are pending for the required approvals, including but not limited to building permit, conditional or special use approval, change of use permit and/or certificate of occupancy.
- (10) Copies of all other approvals or conditional approvals required to operate the medical marijuana establishment, including any applicable state food or local Victualer's license as applicable.
- (11) Copies of compliance with the requirements of section 10-611 including, but not limited to State Department licensing, registration, and certification and evidence that the standards listed in section 10-610 have been met including but not limited to copies of Department of Administrative and Financial Services licensing, registration, and certification as applicable.

If the town clerk determines that a submitted application is not complete, the clerk shall notify the applicant of the additional information required to process the application. If such additional information is not submitted within thirty (30) days of the clerk's request, the application may be denied.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#) ; C.M. of 2-18-2020, V. [2020-40](#))

Sec. 10-606. - Investigation of applicant, officers, etc.

Upon receipt of an application or of a notice of a change of any of the individuals listed in subsection 10-605(4) above, the town shall provide copies of the completed application to the following staff members for purposes of conducting the investigations and issuing reports as listed below:

- (1) The building inspector shall verify that the premises at which the establishment will be located complies with all applicable town ordinances including, but not limited to, the building code, electrical code, plumbing code, and section 10-611, and shall report findings in writing to the town clerk.
- (2) The code officer shall inspect the location or the proposed location to determine whether the applicable ordinances relating to land use issues and building and safety codes issues have been satisfied and shall report findings in writing to the town clerk.
- (3) The health officer shall inspect the location or proposed location to determine whether all applicable ordinances relating to health and safety have been satisfied and shall report findings in writing to the town clerk.
- (4) The fire chief or his/her agent shall inspect the location or proposed location to determine if all town ordinances and any other applicable regulations concerning fire and safety have been satisfied and shall report findings in writing to the town clerk.
- (5) The police chief or his/her agent shall investigate the application, including the criminal history record information authorized under subsection 10-605(5) and under section 10-610 and shall report findings in writing to the town clerk.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#) ; C.M. of 2-18-2020, V. [2020-40](#))

Sec. 10-607. - Action on application.

- (1) *Public hearing.* The town clerk upon receipt of a completed application and upon receipt of the reports required under section 10-606 above, shall schedule a public hearing at a regular or special meeting of the town council and shall arrange for public notice of the public hearing to appear in the newspaper of general circulation within the Town of Lisbon at least seven days prior to the date of the scheduled public hearing. Costs of the hearing notice shall be paid out of the license and processing fee.
- (2) *Town council action.* The council, after notice and public hearing, shall determine whether the applicant complies with the requirements of this article. Upon such determination by the council, the town clerk shall be authorized to issue the license.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-608. - Status of license—Display.

No license issued under this article may be assigned or transferred to another entity. Any change in ownership or change in the officers of an owner shall require a new license. Licenses are limited to the premises for which they are issued and are not transferable to another location. The license shall be displayed in a conspicuous place in the medical marijuana establishment for which the license is issued.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-609. - Duty to update information.

Any licensee issued a license under this article shall have the duty to maintain updated and accurate information regarding all of the information provided pursuant to the application process and as required in section 10-605 within ten days of any change of status. Failure to provide and maintain current and accurate information may result in revocation of the applicant's license.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-610. - Standards for approval, denial, revocation.

A license application for a medical marijuana establishment shall be denied by the town council, and an existing license may be suspended or revoked by the town council after notice and hearing, if the applicant, or any owner of the applicant or licensee:

- (1) Fails to meet the requirements of this ordinance.
- (2) Is not at least twenty-one (21) years of age.
- (3) Is not a resident of the state of Maine.
- (4) Has had a license for a marijuana establishment revoked by a municipality or by the state.
- (5) Has not acquired all necessary state and local approvals prior to issuance of the license.
- (6) Has been convicted of a disqualifying drug offense.
- (7) Has provided false or misleading information in connection with the license application.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-611. - Operating requirements.

In order to obtain a license pursuant to this ordinance, the applicant shall demonstrate to the town council that the following requirements will be met. A licensee shall comply with all of these requirements during the term of the license.

- (1) *Fixed location.* All licensed premises shall be fixed, permanent locations. Licensees shall not be permitted to operate medical marijuana establishments in other than the licensed premises, such as at farmer's markets, farm stands or kiosks.
- (2) *Security.*
 - (a) The licensed premises shall have lockable doors and windows and shall be served by an alarm system that includes automatic notification to the Lisbon Police Department.
 - (b) The licensed premises shall have video surveillance capable of covering the exterior and interior of the facility. The video surveillance system shall be operated with continuous recording twenty-four hours per day, seven days per week and video shall be retained for a minimum duration of thirty (30) days. Such records shall be made available to law enforcement agencies when investigating a criminal complaint.
 - (c) The licensed premises shall have exterior spot lights with motion sensors covering the full perimeter of the building(s).
- (3) *Ventilation.*
 - (a) The licensed premises shall comply with all odor and air pollution standards established by ordinance.
 - (b) All medical marijuana establishments that cultivate, manufacture or extract marijuana shall have an odor mitigation system installed that has been approved by a Maine licensed engineer, indicating that the system will provide odor control sufficient to ensure that no odors are perceptible off the premises.
- (4) *Loitering.* The facility owner/operator shall make adequate provisions to prevent patrons or other persons from loitering on the premises. It shall be the licensee's obligation to ensure that anyone found to be loitering or using marijuana or marijuana products in the parking lot or other outdoor areas of a licensed premises is ordered to leave.
- (5) *Compliance with requirements of state and local law.* A medical marijuana establishment shall meet all operating and other requirements of state and local law. To the extent the state has adopted or adopts in the future any law or regulation governing medical marijuana establishments that conflicts in any way with the provisions of this article, the more restrictive shall control.

([C.M. of 11-13-2018, V. 2018-247](#) ; [C.M. of 12-18-2018, V. 2018-272](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-612. - Violations; penalties.

In addition to revocation or suspension of a medical marijuana establishment license as provided in this article, the violation of any provision of this article shall be punished by a fine of not less than \$500.00 nor more than \$2,500.00 for each offense. Each act of violation and every day upon which any such violation shall occur shall constitute a separate offense. In addition to such penalty, the town may enjoin or abate any violation of this article. All fines and penalties, together with costs of prosecution of violations, which shall include the town's cost and attorney's fees, shall inure to the benefit of the town. This section shall be enforced by the Lisbon police chief,

the Lisbon codes enforcement officer, and/or their designees. Notice of violations by medical marijuana establishment licensees of other provisions of this Code shall be provided to the police chief, town officers, and town attorney.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-613. - License fee.

~~For The annual license fees shall be as follows: see Appendix C – Fee Schedule~~

~~Registered caregiver retail store: \$250.00~~

~~Registered caregiver cultivation facility: \$250.00~~

~~Registered dispensary: \$250.00~~

~~Manufacturing facility: \$250.00~~

~~Marijuana testing facility: \$250.00~~

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-614. - Severability.

If any section, phrase, sentence or portion of this article is for any reason held invalid by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Sec. 10-615. - Appeals.

An appeal from any final decision of the town council under this article may be taken by any party to Superior Court within thirty (30) days of the decision being appealed in accordance with the provisions of Rule 80B of the Maine Rules of Civil Procedure.

([C.M. of 11-13-2018, V. 2018-247](#) ; C.M. of 1-15-2019, V. [2019-13](#))

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Ganong and Fellows. Nays - None. Order passed - Vote 6-0.

AMEND CHAPTER 70 ZONING,
ARTICLE IV. DISTRICT REGULATIONS,
DIVISION 13. DISTRICT USES, SECTION 70-530 LAND USES
Second Reading

VOTE (2021-182) Councilor Fellows, seconded by Councilor Ganong moved to amend Chapter 70 Zoning, Article IV. District Uses, Section 70-530 Land Uses as follows:

Sec. 70-530. - LAND USES.

All land use activities, as indicated Sec. 70-531 Table of Land Uses, shall conform to all of the applicable performance standards. The district designation for a particular site shall be determined from the Zoning Map of Lisbon, Maine.

Note: Businesses dealing with Adult Use (Recreational) or with Medical Use of Marijuana are included in the Commercial/Business Uses category and are specifically titled "Medical Marijuana Businesses" and "Adult Use (Recreational) Marijuana Businesses." No marijuana business shall be considered under any other section or subsection of this Table of Land Uses.

(1) Key to Table of Land Uses:

P	Permitted by right if they comply with all applicable federal, state and town laws and regulations and the performance standards in article VI of this chapter. Uses may also require Subdivision and/or Site Plan Review approvals pursuant to other provisions of this Code.
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C	Permitted upon authorization of a conditional use permit by the planning board in accordance with Article III of this Chapter. {May also required Site Plan Review and/or Subdivision approval}
No	Prohibited

(2) Abbreviations:

RP	Resource Protection
LR	Limited Residential
GR	General Residential
RO-I	Rural Open Space I
RO-II	Rural Open Space II
RR	Rural Residential
LRR	Limited Rural Residential
V	Village
C	Commercial
I	Industrial
DD	Diversified Development

(C.M. of 11-15-2011, V. 2011-208; [C.M. of 10-30-2018, V. 2018-238](#))

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Ganong and Fellows. Nays - None. Order passed - Vote 6-0.

AMEND CHAPTER 70 ZONING,
ARTICLE IV. DISTRICT REGULATIONS,
DIVISION 13. DISTRICT USES, SECTION 70-531 TABLE OF LAND USES
Second Reading

VOTE (2021-183) Councilor Fellows, seconded by Councilor Ganong moved to amend Chapter 70 Zoning, Article IV. District Regulations, Division 13. District Uses, Section 70-531 Table of Land Uses as follows:

Sec. 70-531. - TABLE OF LAND USES.

<i>Commercial/Business Uses</i>	RP	LR	GR ¹²	RO-I	RO-II	RR	LRR	V	C	I	DD ₈
Medical Marijuana Businesses (See footnote 14 for definitions) Marijuana: Retail Store											
• Registered Caregiver Retail Store	NO	NO	NO	NO	NO	NO	NO	C	C	NO	C
• <u>Registered Caregiver Cultivation Facility</u>	<u>NO</u>	<u>NO</u>	<u>NO</u>	<u>C14</u>	<u>C14</u>	<u>C14</u>	<u>NO</u>	<u>NO</u>	<u>C14</u>	<u>C14</u>	<u>C14</u>
• Registered Dispensaries	NO	NO	NO	NO	NO	NO	NO	C	C	C	C
• Marijuana Testing Facilities	NO	NO	NO	NO	NO	NO	NO	C	C	C	C
• Manufacturing Facilities	NO	NO	NO	NO	NO	NO	NO	NO	C	C	C
Adult Use (Recreational) Marijuana Businesses (See footnote 15 for definitions)											
• Marijuana <u>Retail</u> Stores	NO	NO	NO	NO	NO	NO	NO	NO <u>C</u>	NO <u>C</u>	NO	NO <u>C</u>

• Cultivation Facilities	NO	NO	NO	NO <u>C</u>	NO <u>C</u>	NO <u>C</u>	NO	NO	NO <u>C</u>	NO <u>C</u>	NO <u>C</u>
• Products Manufacturing Facilities	NO	NO	NO	NO	NO	NO	NO	NO	NO <u>C</u>	NO <u>C</u>	NO <u>C</u>
• Testing Facilities	NO	NO	NO	NO	NO	NO	NO	NO <u>C</u>	NO <u>C</u>	NO <u>C</u>	NO <u>C</u>

Notes:

14. **Medical Marijuana Businesses:**

- Registered caregiver retail stores - authorized to ~~cultivate medical marijuana for qualifying patients, and operating~~ operate a retail store to sell medical marijuana to qualifying patients.
- ~~Registered caregiver cultivation facilities - authorized to cultivate medical marijuana for qualifying patients except that the facility must be organized as a legal business entity recognized under the laws of the state and that the business must operate its cultivation area solely as an indoor operation.~~
- Registered dispensaries - authorized to cultivate and dispense medical marijuana to qualifying patients and caregivers.
- Marijuana testing facilities - authorized to test medical marijuana for contamination, potency and cannabinoid profile.
- Manufacturing facilities - authorized to manufacture marijuana products and marijuana concentrate for medical use.
- Signs, advertising and marketing used by or on behalf of Medical Marijuana business may not be placed within 500 feet of the property line of a pre-existing public or private school.

15. **Adult Use (Recreational) Marijuana Businesses:**

- Marijuana stores - authorized to sell marijuana, marijuana products, immature marijuana plants and seedlings directly to consumers.
- Cultivation facilities - authorized to grow, prepare and package marijuana for sale to other marijuana businesses.
- Products manufacturing facilities - authorized to blend, infuse or extract components of the marijuana plant to make marijuana products such as ointments, tinctures or edibles, for sale to marijuana stores or other marijuana products manufacturing facilities.
- Testing facilities - authorized to conduct research, analysis and testing of marijuana and marijuana products for contamination, potency and safety.
- Signs, advertising and marketing used by or on behalf of an Adult Use Marijuana business may not be placed within 500 feet of the property line of a pre-existing public or private school.

<i>Industrial Uses</i>	RP	LR	GR	RO-I	RO-II	RR	LRR	V	C	I	DD ⁸
Junkyards	NO	NO	NO	C	NO	C	NO	NO	NO	C	NO
Transmission facilities-radio, television, power, telephone	NO	NO	NO	C	C	C	C	NO	C	P	NO
Sawmills	NO	NO	NO	C	C	C	NO	NO	NO	P	NO
Truck Terminal	NO	NO	NO	NO	NO	NO	NO	NO	P	P	NO
Bottling & beverages	NO	NO	NO	NO	NO	NO	NO	NO	P	P	NO
Manufacturing, processing, assembly of products or Goods	NO	NO	NO	NO	NO	NO	NO	NO	P	P	NO
Above ground storage of propane or flammable petroleum fuel products stored in accordance with rules promulgated by the state fire marshal	NO	NO	NO	NO	NO	NO	NO	C	C	P	NO
Commercial & industrial uses and facilities not meeting criteria for permitted uses	NO	NO	NO	NO	NO	NO	NO	NO	C	C	NO
Temporary construction, excavation, fabrication or Processing	NO	NO	NO	C	C	C	NO	NO	C	P	NO
Accessory Uses & Structures	NO	NO	NO	P	P	C	C	P	P	P	P
<u>Ground Mounted Solar Energy System</u>	<u>C</u>	<u>C</u>	<u>NO</u>	<u>C</u>	<u>C</u>	<u>C</u>	<u>C</u>	<u>NO</u>	<u>C</u>	<u>C</u>	<u>C</u>

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Ganong and Fellows. Nays - None. Order passed - Vote 6-0.

AMEND APPENDIX C - FEE SCHEDULE TO ADD NEW FEES
Second Reading

VOTE (2021-184) Councilor Larochelle, seconded by Councilor Fellows moved to adopt and add the new fees to Appendix C Fee Schedule as follows:

Section this Code	Description	Fee/Rate
BUSINESSES		
10-613	Marijuana licensing fees:	
	Registered caregiver retail store	250.00
	<u>Registered caregiver cultivation facility</u>	<u>250.00</u>
	Registered dispensary	250.00
	Manufacturing facility	250.00
	Marijuana testing facility	250.00
<u>11-713</u>	<u>Marijuana store</u> <u>(25% go to the local D.A.R.E program)</u>	<u>5,000.00</u>
	<u>Cultivation facility</u> <u>(25% go to the local D.A.R.E program)</u>	<u>5,000.00</u>
	<u>Manufacturing facility</u> <u>(25% go to the local D.A.R.E program)</u>	<u>5,000.00</u>
	<u>Marijuana testing facility</u> <u>(25% go to the local D.A.R.E program)</u>	<u>10,000.00</u>

Section this Code	Description	Fee/Rate
PLUMBING FEES		
<p><u>The LPI is the official charged with carrying out the duties required by 30-A M.R.S.A. 4221-4223. The fees were set by DHHS/CDC State Rule as of 11/13/2021. See Fees Below – Municipal Fee is 75% / State Fee is 25%.</u></p>		
	<u>Disposal System Components</u>	<u>Total Fee</u> <u>State Share</u> <u>DEP Surcharge</u>
		<u>25%</u>
	<u>Complete Non-Engineered System</u>	<u>\$250.00</u> <u>\$62.50</u> <u>\$15.00</u>
	<u>Primitive / Limited System (graywater & alt toilet)</u>	<u>\$100.00</u> <u>\$25.00</u> <u>\$15.00</u>
	<u>Alternative Toilet</u>	<u>\$50.00</u> <u>\$12.50</u> <u>n/a</u>
	<u>Non-Engineered Treatment Tank</u>	<u>\$150.00</u> <u>\$37.50</u> <u>n/a</u>
	<u>Holding Tank</u>	<u>\$100.00</u> <u>\$25.00</u> <u>\$15.00</u>
	<u>Non-Engineered Disposal Field</u>	<u>\$150.00</u> <u>\$37.50</u> <u>n/a</u>
	<u>Separated Laundry System</u>	<u>\$35.00</u> <u>\$8.75</u> <u>\$15.00</u>
	<u>Complete Engineered System</u>	<u>\$200.00</u> <u>\$50.00</u> <u>n/a</u>
	<u>Engineered Treatment Tank (only)</u>	<u>\$80.00</u> <u>\$20.00</u> <u>n/a</u>

	<u>Engineered Disposal Field (only)</u>	<u>\$150.00</u>	<u>\$37.50</u>	<u>n/a</u>
	<u>Pre-Treatment</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	<u>Miscellaneous Components</u>	<u>\$30.00</u>	<u>\$7.50</u>	<u>n/a</u>
	<u>First-Time System Variances</u>	<u>\$20.00</u>	<u>\$5.00</u>	<u>n/a</u>
	<u>Replacement System Variances</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	<u>Seasonal Conversion Permit</u>	<u>\$50.00</u>	<u>\$12.50</u>	<u>n/a</u>
	<u>Internal Plumbing Permits</u>			
	<u>Minimum fee, Includes up to 4 fixtures/hook-ups</u>	<u>\$40.00</u>	<u>\$10.00</u>	<u>n/a</u>
	<u>Individual fixtures, each, over 4</u>	<u>\$10.00</u>	<u>\$2.50</u>	<u>n/a</u>
	<u>Mobile or Modular Home–factory components</u>	<u>\$40.00</u>	<u>\$10.00</u>	<u>n/a</u>
	<u>Hook up to public sewer</u>	<u>\$10.00</u>	<u>\$2.50</u>	<u>n/a</u>
	<u>Hook up to existing subsurface system</u>	<u>\$10.00</u>	<u>\$2.50</u>	<u>n/a</u>
	<u>Piping relocation with no new fixtures</u>	<u>\$10.00</u>	<u>\$2.50</u>	<u>n/a</u>
	<u>Permit transfer</u>	<u>\$10.00</u>	<u>\$2.50</u>	<u>n/a</u>

Roll Call Vote: Yeas – Lunt, Larochelle, Ward, Ganong and Fellows. Nays - Albert. Order passed - Vote 5-0.

OTHER BUSINESS

A. COUNCIL COMMITTEE REPORTS

1. School: Councilor Albert indicated he had nothing to report.
2. Planning: Councilor Fellows indicated he had nothing to report. William Kuhl mentioned the Planning Board is doing its homework trying to get ahead of anticipated items.
3. LDC: Councilor Albert indicated he had nothing to report.
4. Conservation Commission: Richard Main reported his committee hosted a meeting with the Casco Bay Trail Alliance’s co-founder Dick Woodbury. He said he was pleased the Council approved the Resolution tonight.
5. Recreation: Councilor Albert indicated he had nothing to report.
6. County Budget: Councilor Ward reported their first meeting will be September 7 and the public hearing is scheduled for September 30.
7. Library: Councilor Lunt said the “Tails & Tales” Summer Reading Program is going very well with lots of feathers being added onto Percy the peacock, the Library Summer’s Reading Mascot.



8. Water Commission: Councilor Fellows indicated the department recently hired a new superintendent, Chuck Harrison. Mr. Alexander will be do some training until the end of December.
9. Finance Committee: Councilor Albert said the committee has been challenged with researching Transfer Station options. They meet again the end of this month.

B. TOWN MANAGER'S REPORT

Mrs. Barnes said if you have not noticed at the Worumbo site work has been started for the Electrical Vehicle Charging Stations going in downtown.

Mr. Stevens updated the Council on the progress being made at Graziano Square. He indicated benches should be installed in two weeks, landscaping for the sign will get started soon, picnic tables from Main Street are going to be moved to this site once Moxie Plaza closes, which will be one week earlier than scheduled, and the fence should be installed by the end of September.

Councilor Larochelle suggested fall events for Graziano Square should be added to the Event Calendar, which is another way the town can promote them. Councilor Albert mentioned the ribbon cutting ceremony for the new business located at the old Lisbon Library building on Village Street could be coordinated with events happening at Graziano Square.

C. DEPARTMENT HEAD WRITTEN REPORTS

APPOINTMENTS

See vote taken to appoint Greg Garrison to Vacant Council Seat prior to Consent Agenda

MMA ELECTION FOR VICE PRESIDENT AND EXECUTIVE COMMITTEE MEMBERS

Council unanimously decided not to cast a ballot since there were no contested positions and Councilors did not know any of these candidates.

COUNCILOR COMMUNICATIONS

Councilor Ward mentioned it would be nice if Councilors could attend the Ribbon Cutting Ceremony on Friday, August 20, for Unbreakable Health located downstairs in the Big Dipper building.

Councilor Fellows explained that the coverage for the Worumbo site in the newspaper was not accurate. He said the town is not pursuing businesses yet. Councilor Lunt suggested the Council place a non-binding referendum question to voters to see if they prefer a park or development.

Councilor Albert said he would not vote for any one of the three public renderings previously presented for ideas on how the site might look.

Councilor Larochelle said abutters came to that meeting and expressed their concerns to Council. The Council moved to go forward with that.

Councilor Albert said Council did approve the market analysis, parking study, and regardless of how we do the design the Council indicated they wanted to move forward with obtaining an RFQ (request for qualifications). Councilor Ward said the Council did want to see the survey, parking study, and applauded the efforts being done.

AUDIENCE PARTICIPATION & RESPONSE FOR NEW ITEMS

Jeff Blouin of 190 Summer Street reported noise violations created by contractors working next door. He said the pulp trucks and chain saws are just too loud. No one has addressed the problem and he had talked to the Code Enforcement Office, Planning Board, and Police Department. The Police Department showed up to measure the

noise level but their equipment would not work. He said it is too loud for his children to play outside or for the family to sit outside on the deck out back.

Councilor Ward thanked Mr. Blouin for making the Council aware of this situation. Councilor Lunt said this business owner could have moved his operations back further on his 50 acres, which the Planning Board had asked him to do. Councilor Ward suggested the new Code Enforcement Officer follow up on this complaint when he arrives. Mrs. Barnes said she created a folder for the new individual to review once they start and this complaint has already been placed in that file.

Richard Main suggested the Council look at solar energy for some of the town buildings. Councilor Ward mentioned that Council approved a solar contract and is evaluating solar energy as it evolves; he thanked Mr. Main and said the Council will take this under advisement.

EXECUTIVE SESSION

See votes taken at the beginning of this meeting.

ADJOURNMENT

VOTE (2021-186) Councilor Lunt, seconded by Councilor Ganong moved to adjourn at 10:22 PM. **Order passed - Vote 5-1. (Against: Ganong)**

Twila D. Lycette, Council Secretary
Town Clerk, Lifetime CCM/MMC
Date Approved: September 7, 2021

MEMORANDUM FROM THE PUBLIC WORKS DIRECTOR

DATE: SEPTEMBER 01, 2021
TO: DIANE BARNES, TOWN MANAGER
FROM: RANDY CYR, PUBLIC WORKS DIRECTOR
SUBJECT: 2021-007 / 20-TON TILT TRAILER

Bid 2021-007 is for a ONE (1) 20-Ton Tilt Trailer for Public Works.

Bids were solicited from four (4) different companies, and publicly opened on Wednesday, September 01, 2021 at 10:00am in the Town Clerks Office.

Lisa Smith, Deputy Town Clerk; Ray Soucy, PW Admin were present at the bid opening.

The following bids were opened and reviewed by Lisa Smith and Ray Soucy:

Maine Trailer Inc	20 Ton Tilt Trailer	\$31,171.00
Rampant Trailers LLC	20 Ton Tilt Trailer	\$24,082.00

I recommend awarding the bid for ONE (1) 20 Ton Tilt Trailer to Rampant Trailers LLC for \$24,082.00.

Budget expense for Public Works to purchase ONE (1) trailer is \$24,000. The difference between our budget and lowest bid is \$82.00.

This recommendation is being presented to the Town Council for consideration.

TOWN OF LISBON, MAINE



**REQUEST FOR PROPOSAL AND CONTRACT DOCUMENTS
FOR
TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007**

**PREPARED BY
TOWN OF LISBON
TOWN MANAGER'S OFFICE
300 LISBON STREET
LISBON, ME 04250**

TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007

REQUEST FOR PROPOSAL

Bid #2021-007
PUBLIC WORKS 20-TON TILT TRAILER

August 18, 2021

Sir/Madam:

Sealed bids will be received in the office of the Town Manager until **Wednesday, September 1, 2021 until 10:00 a.m.**, at which time they will be publicly opened and read aloud on the enclosed specifications for the **PUBLIC WORKS ONE-TON TRUCK.**

The Town Council reserves the right to accept or reject any and all proposals.

Please use a sealed envelope clearly marked with the bid name and number when submitting your bid. Only sealed bids will be accepted. Faxed bids will not be considered.

Respectfully,

Diane Barnes
Town Manager

TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007

Bid Due Date: Wednesday, September 1, 2021 at 10:00am

The Town of Lisbon is accepting sealed proposals for **One (1) 20-Ton Tilt Trailer** for the Public Works Department.

Bids will be received at the office of the Town Manager until **10:00 a.m. on September 1, 2021**, and then, at said office, publicly opened and read aloud.

Each bidder is required to state in his/her Proposal his/her name and place of residence and the names of all persons or parties interested as principals with him/her; and that the proposal is made without any connection with any other bidder making any proposal for the same work; and that no person acting for or employed by the Town of Lisbon is directly or indirectly interested in the proposal or in any contract which may be entered into to which the proposal relates, or in any portion of the profits therefrom, except as provided by the City Charter.

The proposal must be signed by the bidder with his/her full name and address and be enclosed in a sealed envelope. The sealed envelope shall be marked with the name and address of the bidder and entitled:

PROPOSAL FOR

One (1) Public Works 20-Ton Tilt Trailer

and addressed to: "Town Manager, Town Office, Lisbon, Maine". If the proposal is forwarded by mail, the sealed envelope containing the proposal and marked as above must be enclosed in a second envelope which shall be addressed to: "Town Manager, Town Office, 300 Lisbon Street, Lisbon, Maine 04250." All mailed proposals should be sent by registered mail to ensure delivery.

Any bidder may withdraw his/her proposal prior to the scheduled time for the opening of proposals upon presentation to the Town Manager of a request, in writing, to do so. Any bidder who withdraws his/her proposal within thirty (30) days after the actual opening thereof shall be considered to have abandoned his/her proposal. Any proposal received after the scheduled opening time will not be considered.

Bids and Proposals are considered public documents and may be reviewed by others including competitors.

The Town Council shall have the authority to accept or reject any and all proposals when proposals are deemed non-responsive, toke, collusive or otherwise non-acceptable, and such action is in the best interest of the Town.

The following specification shall be the minimum requirements and the bid shall be of the manufacture's latest model and design. The bid item must also comply with all applicable Federal and Maine laws. All items appearing in the bidders regular published specifications are assumed to be included in the bidder's proposal.

Detailed specifications for **One (1) Public Works 20-Ton Tilt Trailer** for the Lisbon Public Works Department. All items appearing in the bidder's published specifications are assumed to be included in the bidder's proposal. The following specifications shall be the minimum requirements and the bid items shall comply with all Federal and Maine laws.

REQUIREMENTS

Specification requested for ONE (1) new 20-Ton Tilt Trailer is as followed:

COMPONENT	DESCRIPTION	YES	NO
GVWR	50,000 lbs, 10,000 lb Light Weight, 40,000 lbs Load Capacity		
Axles	22,500 lb Oil bath Brake Axles on 49" Spacing		
Brakes	12 ¼" x 7 ½" Air, with Haldex ABS, Outboard Mount Drums		
Deck	24' Flat + 6' Wood Dovetail, 102" Wide 35" tall w/ Steps		
Ramps	34" x 96" Wood Lined Self-Contained Hydraulic Ramps		
Hitch	Adjustable Pintle 3 Positions: 24" / 27" / 30"		
Suspension	Hutchens Slipper Springs		
Tie Downs	HD D-Rings Every 5'		
Tongue	Cold Formed Head Board to Center of Pintle Hook 63"		
Side Rail	8" Channel		
Safety Chains	Heavy Duty		
Wheels	Heavy Duty 17.5"		
Tires	215/75R17.5 Load Range H 4,540#		
Jack	Dual 25,000 lb 2 Speed		
Main Frame	14" Pierced I Beam @ 22 lbs per Foo		
Cross Members	4" Channel 16" on Center		
Decking	White Oak Fastened @ All Cross Members		
Light Plug	7 Pin Round		
Lights/Wiring	LED Lights & Sealco Modular Harness		
Toolbox	Lockable in Tongue		
Paint	Primed + 2 Coats Enamel		
Spring Brakes	Both Axles		

NOTE: ANY EQUIPMENT NOT SPECIFIED BUT REQUIRED BY LAW WILL BE INCLUDED

TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007
PROPOSAL FORM

To receive consideration, the Proposal Form must be filled in and signed.

The undersigned hereby declares that he has carefully examined the specifications and that he/she proposes and agrees, if this proposal is accepted, to provide the items identified in his/her proposal in accordance with the specifications listed; and that he/she will accept full payment therefor the following sum:

Year		
Make/Model		
		Total
TOTAL BID PRICE:		\$

Terms		
Delivery Terms		
Warranty		
Extended Warranty Available		
If yes, COST:	\$	
Exceptions to Specifications		

If yes, list exceptions:

FIRM	
TAX ID/ DUNS #	
SIGNED BY	
PRINTED OR TYPED NAME	
PRINTED OR TYPED TITLE	
ADDRESS	
E-MAIL ADDRESS	
TELEPHONE #	
DATE	

2021-007 20-Ton Tilt Trailer
Wednesday, September 01, 2021
Town Clerk Office
10:00am

Present: Lisa Smith, Deputy Town Clerk
Ray Soucy, Public Works Admin

Bids were solicited from four (4) different companies. The following bids were received for a 20-Ton Tilt Trailer and publicly opened:

Maine Trailer Inc	\$31,171.00
101 Coldbrook Rd	
Hampden, ME 04401	

Rampant Trailers LLC	\$24,082.00
2023 Wendell Blvd	
Wendell, NC 27591	

TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007
PROPOSAL FORM

To receive consideration, the Proposal Form must be filled in and signed.

The undersigned hereby declares that he has carefully examined the specifications and that he/she proposes and agrees, if this proposal is accepted, to provide the items identified in his/her proposal in accordance with the specifications listed; and that he/she will accept full payment therefor the following sum:

Year	2021	
Make/Model	40 DLA	
		Total
TOTAL BID PRICE: \$ 31,171.00		

Terms	C.O.D or 30 days	
Delivery Terms	F.O.B Lisbon @ N/C	
Warranty	1 year	
Extended Warranty Available	N/A	
If yes, COST:	\$	
Exceptions to Specifications		

If yes, list exceptions:

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FIRM	Maine Trailer Inc
TAX ID/ DUNS #	06-1605344 / 074591736
SIGNED BY	Kevin Miller
PRINTED OR TYPED NAME	Kevin Miller
PRINTED OR TYPED TITLE	Sales
ADDRESS	101 Coldbrook Rd, Hampden ME 04401
E-MAIL ADDRESS	Kmiller@mainetrailer.com
TELEPHONE #	207-404-5196
DATE	

Spring Brakes	Both Axles	X	
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NOTE: ANY EQUIPMENT NOT SPECIFIED BUT REQUIRED BY LAW WILL BE INCLUDED

TOWN OF LISBON
PUBLIC WORKS 20-TON TILT TRAILER
BID NO. 2021-007
PROPOSAL FORM

To receive consideration, the Proposal Form must be filled in and signed.

The undersigned hereby declares that he has carefully examined the specifications and that he/she proposes and agrees, if this proposal is accepted, to provide the items identified in his/her proposal in accordance with the specifications listed; and that he/she will accept full payment therefor the following sum:

Year:	2022	
Make/Model:	Rampant 20 Ton Paver Special	
		Total \$24,082
TOTAL BID PRICE:		\$24,082

Terms	Net 30 days	
Delivery Terms	Must have equipment to unload trailer upon arrival.	
Warranty	1 Year	
Extended Warranty Available	N/A	
If yes, COST:	\$	
Exceptions to Specifications		

If yes, list exceptions:

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FIRM	Rampant Trailers LLC
TAX ID/ DUNS #	475587180
SIGNED BY	Angelina Hartline
PRINTED OR TYPED NAME	Angelina Hartline
PRINTED OR TYPED TITLE	Sales
ADDRESS	2023 Wendell Blvd. Wendell, NC 27591
E-MAIL ADDRESS	Angelina@newtrailer.us
TELEPHONE #	919-365-5111
DATE	08/18/2021



MEMORANDUM

TO: Diane Barnes, Town Manager
 FROM: Brett Richardson, Economic & Community Development Director (ECD)
 SUBJECT: Bid Award for Lisbon Market Analysis
 DATE: September 7, 2021

On June 22nd, the Lisbon Town Council approved a Lisbon Market Analysis to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on mixed-use development at the former Worumbo Mill Site at 1 Canal Street. The Council also allocated an additional \$5,500 in Downtown TIF funds via the Worumbo community visioning process to retain a qualified consultant to execute the Market Analysis. ECD's request to complete the Market Analysis was based on input gathered during a community visioning process coordinated by the Lisbon Development Committee (LDC) to guide future redevelopment of the Town-owned Worumbo parcel.

Findings from the Market Analysis will add important, objective data to inform the Lisbon community's ongoing visioning process for the Worumbo site. As an additional benefit, the Market Analysis will provide a valuable tool for property owners throughout Town who are exploring development options.

Findings from the Market Analysis will enhance the community's knowledge in four important areas:

1. Emerging Business Opportunities ~ Identify high-potential retail and service sector opportunities throughout Lisbon to advance new business development and support entrepreneurship.
2. Population Trends ~ Update local understanding of demographic and economic trends within Lisbon, including population trends by age, income, education, and employment by industry.
3. Regional Housing Needs ~ Understand current housing stock, price points and vacancy rates, and the role that a diversity of housing options plays in talent retention and attraction.
4. Financial Feasibility for two Worumbo Redevelopment Options ~ Present for community review financial analyses of two redevelopment options, including required capital investment, operating expenses, price points for commercial and residential uses, and revenues and cash flow, and potential lease or ownership structures most advantageous to the Town.

ECD received the four attached proposals from four different states in response to the attached RFP for the Lisbon Market Analysis. The RFP was open from mid-July through August 20, 2021. During the week of August 23, ECD interviewed all four bidders. A member of the LDC participated in two interviews, including the interview of the bidder recommended below.

Based on credentials, successful project examples, strong references, an interview on July 26 with principal Howard Kohn, and the lowest cost to the Town, the proposal submitted by The Chesapeake Group, Inc. (TCG) of Baltimore, Maryland represents the best value to the Town of Lisbon.

We therefore request that Council award the Lisbon Market Analysis to TCG for \$10,000 using Downtown TIF funds, authorize the Town Manager to execute the contract as enclosed in the RFP packet, and endorse TCG to execute the scope of work with Town staff support.

TOWN OF LISBON, MAINE



REQUEST FOR PROPOSAL AND CONTRACT DOCUMENTS

LISBON MARKET ANALYSIS

BID NO. 2021-002

**PREPARED BY
TOWN OF LISBON
ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT
300 LISBON STREET
LISBON, ME 04210**

**TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002**

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**TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002**

NOTICE TO CONTRACTORS: REQUEST FOR PROPOSAL

Bid #2021-002
LISBON MARKET ANALYSIS

July 16, 2021

Sir/Madam:

Sealed bids will be received in the office of the Town Manager until **Friday, August 20, 2021 until 12:00 p.m.**, at which time they will be publicly opened and read aloud. Specifications for the **LISBON MARKET ANALYSIS** project are enclosed.

The Town Council reserves the right to accept or reject any and all proposals.

Please use a sealed envelope clearly marked with the bid name and number when submitting your bid. Only sealed bids will be accepted. Faxed bids will not be considered.

E.O.E

Respectfully,

Brett Richardson
Economic and Community Development Director

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

Bid Date: **August 20, 2021 @ 12:00 p.m.**

The Town of Lisbon is seeking qualified bids from contractors to provide all aspects of the LISBON MARKET ANALYSIS project for the municipality.

SCOPE OF WORK

The purpose of the Lisbon Market Analysis (LMA) is to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on mixed-use development at the former Worumbo Mill Site at 1 Canal Street. Background materials detailing Worumbo site considerations and public input via a local community visioning process are available at: <https://www.lisbonme.org/lisbon-development-committee/webforms/worumbo-redevelopment-visioning>.

The selected bidder (hereinafter “Contractor”) will base findings on current and anticipated future market conditions using economic and demographic data. The LMA Deliverable will specify space types within each market category based on an analysis of trends within Lisbon’s residential, retail, and service market to identify gaps between supply and demand.

In addition to informing future plans for the former Worumbo Mill site, it is the Town’s goal that the LMA Deliverable will be useful for property owners throughout the Town who are exploring redevelopment options for privately owned parcels.

Project Management

- **Project Management Remote Meetings or Calls:** 2 hours total at minimum
- **In-Person Evening Presentation in Lisbon:** 1 hour

Deliverable

The deliverable for the LMA will include a report and financial pro forma that presents the research, analysis, and recommendations for the market and financial feasibility analysis in a final report, which will include an executive summary. An electronic copy of the report will be provided by email.

1. DEMOGRAPHIC AND ECONOMIC PROFILE

Contractor will develop a demographic and economic profile of the town and relevant market areas that will be used for reference throughout the study. Data will be collected at the appropriate level for each market sector (town, county, region, etc.). The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, etc. Contractor will also compile information on labor market size and commuter trends to identify inflow-outflow.

Demographic Profile. Indicators within the demographic and socioeconomic profile will include, but are not limited to:

- Existing, historic, and projected population trends

- Population distribution and characteristics: age, income, education, diversity
- Household characteristics and trends

Economic Profile. Contractor will detail job growth trends and projections at the sub-industry level to help identify future commercial and residential demand. The analysis will examine historic and projected employment trends, industry concentration (location quotient analysis), and industry competitiveness (shift-share analysis).

RESIDENTIAL REAL ESTATE ANALYSIS.

Contractor will assess the supply and demand by residential space type (rental apartments, for-sale units, etc.). The housing profile will explore the role that housing plays in talent attraction and retention and supporting economic activity locally and in the broader region.

Contractor will create a housing profile for the region, which will include:

- Housing characteristics: home value, age of the housing stock, etc.
- Vacancy rates and price points
- Recent and planned development activity

RETAIL AND SERVICES MARKET ANALYSIS.

Contractor will identify what people are spending on retail goods and services, and where they are spending it. Key findings will include:

- Retail/Services categories with strong potential to expand within the region, and how many additional establishments and/or square feet of space can be supported.
- Emerging opportunities for post-pandemic transitioning retail niches to determine what uses will drive economic activity.
- Restaurant and services opportunities.

Retail data will include:

- Sales at local retail and services businesses
- Spending by local consumers
- Sales leakage/surplus gap
- Demand by sector (potential new businesses or space)

The Retail and Services Market Analysis will present a clear picture of the opportunities in the Lisbon market area as well as any challenges and barriers that might inhibit investment. The market analysis will also identify new development that the market can absorb in terms of square feet or number of units of new development now and into the future.

WORUMBO REDEVELOPMENT OPTIONS & FINANCIAL FEASIBILITY ASSESSMENT

Based on the market assessments outlined above and existing available information regarding site conditions for the property, Contractor will prepare a memo detailing two redevelopment options for the Worumbo site. During a project management call with the Town, the Contractor will review the two scenarios with Town representatives to refine the scope.

Contractor will prepare a financial analysis of the two Worumbo redevelopment scenarios to be considered. The financial feasibility study will include projections on price/rental points, construction costs and required capital investment, operating expenses, market capture, and other key economic and financial information for each scenario. Estimates for construction costs

will be based on site condition information provided by the Town, and average construction rates for the region.

The analysis will estimate pre-tax cash flows to the development partners (public and/or private) that will reflect possible leasing and ownership options, and investment requirements.

Contractor will present the findings of the financial feasibility testing to Town representatives during a video conference call. During this call, we will work with the Town to identify the preferred alternative.

DESIRED TIMELINE TO COMPLETE PROJECT: September 13- November 5, 2021 (8 weeks)

Proposal Content and Organization Requirements:

The proposal submitted should include the following information in the format and order described below:

- **Letter of Transmittal:** The letter of transmittal should exhibit the Proposer's understanding and approach to the services requested in the RFP. It should contain a summary of Proposer's ability to perform the services described in the RFP and confirm that Proposer is willing to perform those services and enter into a contract with the Town of Lisbon. By signing the letter and/or the proposal, the proposer certifies compliance with the signature authority to bind. The letter of transmittal should also identify the following:
 - **Contractor Information:**
 - Submitting organization, its legal structure, location and primary telephone number;
 - Brief History of Organization
 - Identify the name, title, address, telephone number, and email address of each person authorized by the Proposer to contractually obligate the Proposer;
 - Identify the name, address, telephone number, and email address of the primary contact person for technical and contractual clarifications throughout the proposal evaluation period.
 - **Qualifications and Experience:** To be considered as qualified to perform the requested services, the Proposer's personnel must meet the following minimum qualifications:
 - 5+ Years of relevant experience
 - 3+ examples of similar projects successfully completed
 - **References:** Proposals should include references for the proposer, and the Town of Lisbon will contact references. The statement of references should include:
 - The name and address of at least four references
 - Phone number & email address of the contacts
 - Brief Description of Environment and Services Provided

It is preferred that the references be similarly sized public entities and/or entities for whom the proposer has or is providing similar services to those being requested in this RFP.

- **Availability for Pre-Award Interview during week of 8/23:** As part of the selection process the Town anticipates interviewing each bidder during the week of August 23, 2021.
- **Availability to Commence & Complete Project:** Proposals should include the date on which the bidder is available to commence work and the anticipated number of weeks to complete the scope of work.
- **Bid Price:** The proposal should include a flat rate quote to complete the scope of work.

Reservation of Rights: The Town of Lisbon reserves the right to accept or reject any and all proposals without right of recourse by proposers.

Questions: Questions relating to the proposal should be submitted to Brett Richardson (brichardson@lisbonme.org) before end of business day on August 11, 2021. Answers to questions will be shared with all prospective bidders by end of business day on August 13, 2021.

Pre-Bid Meeting:	None
Bids Due:	12:00 p.m. on August 20, 2021
Pre-Award Bidder Interviews:	Week of August 23, 2021
Bid may be Awarded:	On September 8, 2021
Start date:	After receipt of the Notice to Proceed

The proposal must be signed by the bidder with his/her full name and address and be enclosed in a sealed envelope. The sealed envelope shall be marked with the name and address of the bidder and entitled: **LISBON MARKET ANALYSIS**, and be addressed to: Economic and Community Development Director, Lisbon Town Offices, 300 Lisbon Street, Lisbon, ME 04250. All mailed proposals should be sent by registered mail to ensure delivery.

Any bidder may withdraw his/her proposal prior to the scheduled time for the opening of proposals upon presentation to the Town Manager of a request, in writing, to do so. Any bidder who withdraws his/her proposal within thirty (30) days after the actual opening thereof shall be considered to have abandoned his/her proposal. Any proposal received after the scheduled opening time will not be considered. The Lisbon Town Council reserves the right to waive any formality and may consider as informal any proposal not prepared and submitted in accordance with these provisions. The Lisbon Town Council reserves the right to accept any proposal or reject any or all proposals if it is deemed to be in the Town's best interest to do so.

INSURANCE:

The Bidder shall furnish proof of coverage with adequate insurance of the types and to the limits specified below naming the Town of Lisbon as additional insured. Certificate of such insurance shall be filed with the Town Manager.

WORKERS' COMPENSATION:

Workers' Compensation, coverage with Statutory Limits and Employers Liability for all employees with limits of \$400,000 per incident; and in case any work is sublet, the Contractor shall require the sub-contractor similarly to provide coverage for the latter's employees unless such employees are covered by the protection afforded the Contractor.

AUTOMOTIVE LIABILITY INSURANCE:

Automotive Liability insurance with minimum limits of liability for bodily injury in the amount of \$400,000 for each occurrence and minimum limits of liability for property damage in the amount of \$50,000/\$100,000 aggregate.

GENERAL LIABILITY INSURANCE:

General Liability insurance with minimum limits of liability for bodily injury in the amount of \$500,000 for each occurrence and minimum limits of liability for property damage in the amount of \$50,000/\$100,000 aggregate, or a combined single limit of \$500,000 for each occurrence, including completed operations shall be required.

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

PROPOSAL FORM

To: Economic and Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

The undersigned hereby declares that he/she has carefully examined the proposed Scope of Work, the proposed Contract Form and the Contract Documents therein referred to and that he/she proposes and agrees, if this Proposal is accepted, that he/she will contract with the Town of Lisbon, by its Town Manager to provide all aspects of **LISBON MARKET ANALYSIS** for the municipality, in accordance with the conditions and requirements set forth in the Contract Documents and the requirements of the Town Manager as provided for therein; and that he/she will accept in full payment therefore the following sums to wit:

#	Description
1	<p>SCOPE OF WORK</p> <p>The purpose of the Lisbon Market Analysis (LMA) is to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on the former Worumbo Mill Site at 1 Canal Street. Background materials detailing site considerations and a local community visioning process are available at: https://www.lisbonme.org/lisbon-development-committee/webforms/worumbo-redevelopment-visioning.</p> <p>Contractor will base findings on current and anticipated future market conditions using economic and demographic data. The LMA Deliverable will specify space types within each market category based on an analysis of trends within Lisbon’s residential, retail, and service market to identify gaps between supply and demand.</p> <p>In addition to informing future plans for the former Worumbo Mill site, it is the Town’s goal that the LMA Deliverable will be useful for property owners throughout the Town who are exploring redevelopment options for privately owned parcels.</p> <p><u>Project Management</u></p> <ul style="list-style-type: none"> ➤ Project Management Remote Meetings or Calls: 2 hours total at minimum ➤ In-Person Evening Presentation in Lisbon: 1 hour <p><u>Deliverable</u></p> <p>The deliverable for the LMA will include a report and financial pro forma that presents the research, analysis, and recommendations for the market and financial feasibility analysis in a</p>

final report, which will include an executive summary. An electronic copy of the report will be provided by email.

DEMOGRAPHIC AND ECONOMIC PROFILE

Contractor will develop a demographic and economic profile of the town and relevant market areas that will be used for reference throughout the study. Data will be collected at the appropriate level for each market sector (town, county, region, etc.). The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, etc. Contractor will also compile information on labor market size and commuter trends to identify inflow-outflow.

Demographic Profile. Indicators within the demographic and socioeconomic profile will include, but are not limited to:

- Existing, historic, and projected population trends
- Population distribution and characteristics: age, income, education, diversity
- Household characteristics and trends

Economic Profile. Contractor will detail job growth trends and projections at the sub-industry level to help identify future commercial and residential demand. The analysis will examine historic and projected employment trends, industry concentration (location quotient analysis), and industry competitiveness (shift-share analysis).

RESIDENTIAL REAL ESTATE ANALYSIS

Contractor will assess the supply and demand by residential space type (rental apartments, for-sale units, etc.). The housing profile will explore the role that housing plays in talent attraction and retention and supporting economic activity locally and in the broader region.

Contractor will create a housing profile for the region, which will include:

- Housing characteristics: home value, age of the housing stock, etc.
- Vacancy rates and price points
- Recent and planned development activity

RETAIL AND SERVICES MARKET ANALYSIS

Contractor will identify what people are spending on retail goods and services, and where they are spending it. Key findings will include:

- Retail/Services categories with strong potential to expand within the region, and how many additional establishments and/or square feet of space can be supported.
- Emerging opportunities for post-pandemic transitioning retail niches to determine what uses will drive economic activity.
- Restaurant and services opportunities.

Retail data will include:

- Sales at local retail and services businesses
- Spending by local consumers
- Sales leakage/surplus gap
- Demand by sector (potential new businesses or space)

The Retail and Services Market Analysis will present a clear picture of the opportunities in the Lisbon market area as well as any challenges and barriers that might inhibit investment. The market analysis will also identify new development that the market can absorb in terms of square feet or number of units of new development now and into the future.

WORUMBO REDEVELOPMENT OPTIONS & FINANCIAL FEASIBILITY ASSESSMENT

Based on the market assessment outline above and existing available information regarding site conditions for the property, Contractor will prepare a memo detailing two redevelopment options for the Worumbo site. During a project management call with the Town, Contractor will review the two scenarios with Town representatives to refine the scope.

Contractor will prepare a financial analysis of the two Worumbo redevelopment scenarios to be considered. The financial feasibility study will include projections on price/rental points, construction costs and required capital investment, operating expenses, market capture, and other key economic and financial information for each scenario. Estimates for construction costs will be based on site condition information provided by the Town, and average construction rates for the region.

The analysis will estimate pre-tax cash flows to the development partners (public and/or private) that will reflect possible leasing and ownership options, and investment requirements.

Contractor will present the findings of the financial feasibility testing to Town representatives during a video conference call. During this call, we will work with the Town to identify the preferred alternative.

Proposal Content and Organization Requirements:

The proposal submitted should include the following information in the format and order described below:

- **Letter of Transmittal:** The letter of transmittal should exhibit the Proposer's understanding and approach to the services requested in the RFP. It should contain a summary of Proposer's ability to perform the services described in the RFP and confirm that Proposer is willing to perform those services and enter into a contract with the Town of Lisbon. By signing the letter and/or the proposal, the proposer certifies compliance with the signature authority to bind. The letter of transmittal should also identify the following:
- **Vendor Information:**
 - Submitting organization, its legal structure, location and primary telephone number;
 - Brief History of Organization
 - Identify the name, title, address, telephone number, and email address of each person authorized by the Proposer to contractually obligate the Proposer;
 - Identify the name, address, telephone number, and email address of the primary contact person for technical and contractual clarifications throughout the proposal evaluation period.
- **Qualifications and Experience:** To be considered as qualified to perform the requested services, the Proposer's personnel must meet the following minimum qualifications:
 - 5+ Years of relevant experience
 - 3+ examples of similar projects successfully completed

	<ul style="list-style-type: none"> • References: The proposal will include references for the proposer, and the Town of Lisbon will contact references. The statement of references should include: <ul style="list-style-type: none"> ○ The name and address of at least four references ○ Phone number& email address of the contacts ○ Brief Description of Environment and Services Provided <p>It is preferred that the references be similarly sized public entities and/or entities for whom the proposer has or is providing similar services to those being requested in this RFP.</p> • Availability for Pre-Award Interview during week of 8/23: As part of the selection process the Town anticipates interviewing each bidder during the week of August 23, 2021. • Availability to Commence & Complete Project: Proposals should include the date on which the bidder is available to commence work and the anticipated number of weeks to complete the scope of work. • Bid Price: The proposal should include a flat rate quote to complete the scope of work
	Total Bid Price \$

The undersigned hereby further declares that the only persons or parties interested in this Proposal, as principals, are named below; that the Proposal is made without any connection with any other person or party making any proposal for the same work; and that no person acting for or employed by the Town of Lisbon is directly or indirectly interested in this Proposal or in any contract which may be made under it or in profits expected to arise therefrom, except as provided by the Town Ordinance. The full names and addresses of all persons and parties interested in this Proposal, as principals, are as follows (Give first and last names in full; and in the case of a Corporation, give names and addresses of President, Treasurer and Manager; and in case of a Partnership, give names and addresses of members):

Company Name	
Signature	
Title	
Printed Name	
Physical Address	
Mailing Address	
IRS ID # /DUNS#	
Date	
Phone #	
E-Mail Address	

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

CONTRACT

This Agreement, made and entered into the date listed below, in the year two thousand and twenty ONE between the Town of Lisbon, Maine, a municipal corporation existing under the laws of the State of Maine, hereinafter called "Owner", by its Town Manager, party of the first part, and

Hereinafter called "Contractor", with legal address and principal place of business at:

Party of the second part.

WITNESSETH:

That the parties to these presents, each in consideration of the covenant and agreements on the part of the other herein contained, have covenanted and agreed and do hereby covenant and agree, the party of the first part for itself and the party of the second part for himself/herself and his/her heirs, executors, administrators and assigns as follows:

That this Agreement includes the following documents, hereinafter referred to as Contract Documents, which are attached hereto and incorporated by reference into this Agreement:

- A. Notice to Contractors
- B. Proposal
- C. Contract
- D. Notice of Award
- E. Notice to Proceed

That the party of the second part will do all the work, furnish all the materials, tools and equipment, except as otherwise specified, and do everything necessary and proper for performing and faithfully completing the work required by the Contract Documents in strict conformity with the provisions of the Contract Documents. That the party of the first part will pay the party of the second part as full compensation for well and faithfully completing the whole work according to the Contract Documents as follows:

#	Description	Total \$
1	Perform Lisbon Market Analysis Scope of Work as described in Town of Lisbon Bid Packet 2021-002	\$

The party of the second part represents and warrants:

- A. That he/she is financially solvent; and is experienced in and competent to perform the work; and is able to furnish the plant, materials, supplies, labor, and equipment to be furnished by him/her; and,
- B. That he/she is familiar with all Federal, State, Municipal and Departmental laws, ordinances and regulations which may in any way affect the work or those employed therein; and,
- C. That he/she has carefully examined the Contract Documents; and from his/her own investigation has satisfied himself/herself as to the nature of the work, and all the other conditions which may in any way affect the work or its performance.

If you are proposing to use any subcontractors, please list them here along with references for them. They will need written permission from the Town Manager as well as the required insurance coverage and certificate of insurance submitted to the Town Manager.

IN WITNESS WHEREOF, the said Town, by its Town Manager and the said

By its _____ thereunto duly authorized have hereunto set their hands and seals the date below written.

Signed in the presence of:

Witness

By: _____
Diane Barnes, Town Manager

Date: _____

Witness

By: _____
Contractor

Date: _____

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

NOTICE OF AWARD

To:

The Town of Lisbon has considered the BID submitted by you for the above described work in response to its Advertisement for Bids dated July 15, 2021 and Information for Bidders.

You are hereby notified that your BID has been accepted for the **LISBON MARKET ANALYSIS** for a total award of _____. You are required by the Information for Bidders to execute the Agreement and furnish the required certificates of insurance within ten (10) days from the date of this Notice to you.

You are required to return an acknowledged copy of the NOTICE OF AWARD to the Town of Lisbon.

Dated this: _____

By: _____
Town Manager

ACCEPTANCE OF NOTICE

Receipt of the above NOTICE OF AWARD is hereby acknowledged

by (firm) _____

this the _____ day of _____, 2021

By: _____

Title: _____

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

NOTICE TO PROCEED

To:

You are hereby notified to proceed with the work entitled **LISBON MARKET ANALYSIS**, together with all necessary appurtenances, and to diligently prosecute the work.

You are instructed to immediately take the necessary steps for execution of the work within eight (8) calendar weeks (or other start time as specified) from the date of this Notice to Proceed.

By: _____

Title: _____

Date: _____

Marketing Surveys,
Assessments, & Analyses

Business, Developer, &
Institution Recruitment

Community
Development

Economic Development
Strategic Plans

Financial Feasibility and
Creative Financing

Transit and Joint
Development



LISBON MARKET ANALYSIS PROPOSAL

BID NO. 2021-002

AUGUST 20, 2021

PREPARED FOR



8516 Green Lane Baltimore, MD 21244
410.265.1784/800.745.0185



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THE CHESAPEAKE GROUP, INC
BUILDING A FOUNDATION FOR THE FUTURE



LETTER OF TRANSMITTAL

August 20, 2021

Brett Richardson, Economic & Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

Dear Brett Richardson and other Reviewers:

On behalf of The Chesapeake Group, Inc. (TCG), I would like to thank you for your time and effort in reviewing our submittal.

The Chesapeake Group (TCG) is the premier economic analysis and development firm in the United States, having prepared more than 1,500 analyses and plans since its inception. TCG has established a national reputation with all forms of residential, commercial, industrial, entrepreneurial, entertainment, arts, technology, and institutional development in established and emerging communities.

TCG has significant experience with public-private development efforts in smaller communities. TCG has not only provided analyses like those sought by Lisbon but has been actively involved with successful developer/investor recruitment and other implementation activity for such projects. TCG understands that while the focus is on the Worumbo site, the analysis will benefit Lisbon in general and potentially other target areas.

TCG differs from other organizations for many reasons, including the involvement of only principal level members, quality and timely products, and quality relationships with our clients, among other characteristics.

TCG and its Principals have or understand that ...

- ✓ Worked on many efforts that involve smaller population centers that are semi-hubs for surrounding areas that are less densely populated.
- ✓ Assisted many communities with developing enhanced activity that takes advantage of assets, entrepreneurship and attracts a full range of population clusters to visit, partake of goods and services, and live in the community.
- ✓ Assisted in economic diversification, blending new and emerging activity with traditional activity.
- ✓ A complete understanding of population and technological changes impacting how we live related to land and its use.

Corporate Office: 8516 Green Lane, Baltimore, Maryland 21244
Offices in Maryland, Michigan, Florida, and Pennsylvania
410.265.1784/800.745.0185 tcgroup@rcn.com www.chesapeakegroup.com



THE CHESAPEAKE GROUP, INC.
BUILDING A FOUNDATION FOR THE FUTURE

TCG is proud that most of our public and private sector clients return consistently to use our services.

TCG is committed to providing all the scope items defined in the RFP. However, we believe some differences in the approach and scope provide substantial “value-added.”

The scope is divided into two distinctively different products. The first is the market analysis, and the second is the fiscal analysis. As a result of this distinction, the timeline is extended a few weeks from that indicated in the RFP. Some differences in the RFP follow.

1. The amount of interaction between staff, stakeholders, and the elected officials is much more significant in our proposal. One-on-one interviews with key stakeholders are essential. There are times when meetings are necessary to make informed decisions.
2. TCG’s analysis will employ secondary data, but because you want “real world” results, TCG will develop a new database if you afford us the opportunity. Secondary data is often incomplete, unreliable, non-existent, or premised upon assumptions inappropriate for Lisbon or the Worumbo site.
3. Provided will be information on a full range of economic activity at a detailed level. For example, retail is often blended with entertainment at all levels to generate on-site business activity and repeat patronage.
4. TCG’s market assessment document will be provided in a manner that can be directly incorporated into an RFQ for developer partners.
5. Because Lisbon owns the Worumbo site, the opportunities for a public-private partnership arrangement must be thoroughly explored. Ownership provides options, including the sale of any or all property to the leasing of property.

The modification in the timeline, the level of detail, and the differentiation in recognizing two scopes result in a fee proposal that exceeds the figure defined and budgeted in the council meeting.

I hope that as you explore our submittal, you will see accumulative reasons to give TCG full consideration. Furthermore, I hope that you will see that TCG is the right and clear choice for you.

We thank you again for this opportunity.

Respectfully submitted,

Howard Kohn (electronic signature)

Howard Kohn, President

Corporate Office: 8516 Green Lane, Baltimore, Maryland 21244
Offices in Maryland, Michigan, Florida, and Pennsylvania
410.265.1784/800.745.0185 tcgroup@rcn.com www.chesapeakegroup.com



Company Information

Contractor

The Chesapeake Group, Inc. (TCG)

- ✓ A Maryland "C" Corporation since 1975 and in operation since 1974.
- ✓ Headquarters in Maryland, 8516 Green Lane, Baltimore 21244.
- ✓ Offices in Maryland, Florida, Pennsylvania, and Michigan.
- ✓ Primary telephone number: 410.265.1784/800.745.0185
- ✓ tcgroup@rcn.com.
- ✓ chesapeakegroup.com.

Contractor's Project Manager

Howard Kohn, President of TCG and Project Manager, has more than 35 years of professional economic development analysis and planning experience. Howard is authorized to obligate TCG. His resume is found on the page that follows and with the other potentially assigned personnel.

Specialization Areas

Specializations for TCG include:

- ✓ Assessments of site-specific opportunities, generally within the context of broader geographic areas.
- ✓ Economic revitalization, including downtowns, underutilized waterfronts, corridors, "Main Streets," and other established communities.
- ✓ Economic and community development strategies.
- ✓ Tenant, developer, and investor recruitment.
- ✓ Fiscal analyses, including cost-benefit and impact analyses.
- ✓ Defining opportunities for a full range of non-exploitive natural resource opportunities.
- ✓ Technology application shifting.
- ✓ Entrepreneurship and economic gardening.
- ✓ Conceptual land use plans.
- ✓ Mixed-use development plans.
- ✓ Analyses of transit-oriented development.
- ✓ Tourism development.



THE CHESAPEAKE GROUP, INC.
BUILDING A FOUNDATION FOR THE FUTURE

HOWARD KOHN, PRESIDENT & CEO



HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is an experienced small community, rural, suburban, and urban economic planning consultant. As an economist and market analyst, his work frequently entails defining opportunities, market positioning, and economic impacts of public and private activity and developments. He will be the primary analyst and Project Manager for TCG for this effort.

EDUCATION

Bachelors and advanced degrees (Masters & Ph.D.) in Economics from the University of Maryland
Masters in Urban and Regional Planning from George Washington University

PROFESSIONAL ACTIVITIES

Keynote Speaker at the Maryland Building Industry Association Annual Meeting
Former President and Treasurer of the Maryland Downtown Development Association
Former member of EPA’s Brownfields Task Force
Former Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs
Former Board Member of the Neighborhood Design Center
Former Business Advisory Committee Member of the Center for Suburban & Regional Studies at Towson University
Member of the National Trust for Historic Preservation and the American Planning Association

AWARDS

American Planning Association
Council for Economic Development
National Science Foundation
Small Business Administration
Various State Chapters of the American Planning Association

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established Baltimore County's revitalization program. During his public-sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light-rail transit stations, defined the successful approach to attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His work creates economic and revenue-producing benefits. His comprehensive, community, downtown, and other revitalization projects have been prepared for a broad range of suburban and urban settings – from locales with populations less than one thousand to areas within major cities. Howard’s plans are successful because of his knowledge of technological change impacting all facets of our lives and reflect his awareness of what attracts people to specific areas for business, shopping, housing, or recreational activities.

Howard has lectured on market assessments and economic development at colleges and universities in the Washington-Baltimore region. He is or was a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, the Paul C. Johnson Foundation, and others.

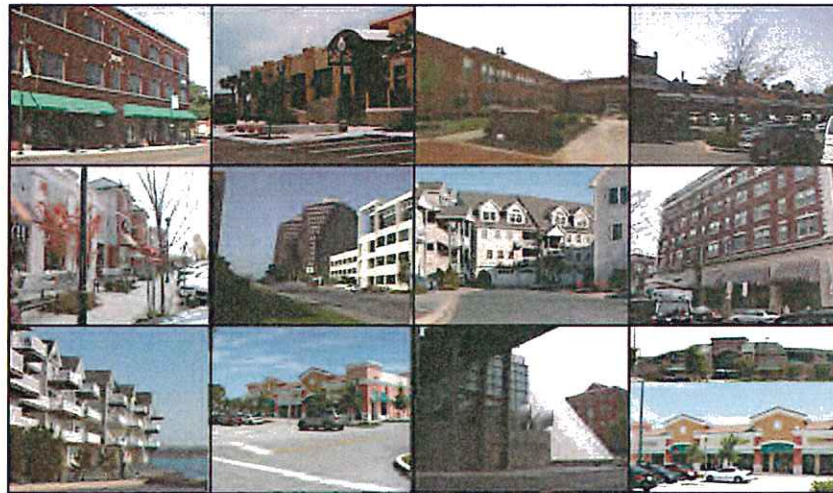


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tcgroup@rcn.com
Offices in Maryland, Michigan, Florida, & Pennsylvania



QUALIFICATIONS & EXPERIENCE

The Chesapeake Group - Building A Foundation For The Future



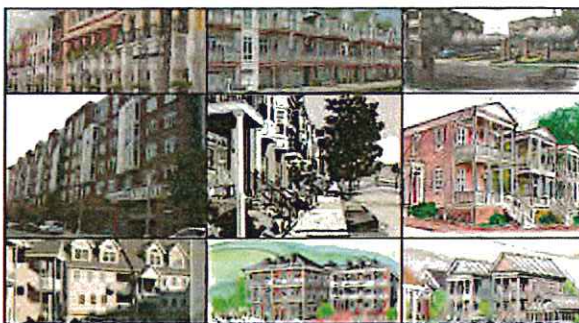
Producing Results For You

The Chesapeake Group's mission is to facilitate sustainable land use, business development, redevelopment, and expansion in settings from rural to suburban and urban areas.

TCG was formed in 1974 and incorporated a year later in the State of Maryland. In addition to our home base in Maryland, we have offices in Michigan, Pennsylvania, and Florida. TCG purchased ownership of Ackley Marketing Group in 1998. Now a subsidiary of TCG, Ackley Marketing Group is a full-service marketing and advertising firm that assists clients with targeting markets, formulating creative direction, and communicating sales messages. All projects integrate Principals from our four offices.

HOUSING

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

TCG ...

- ✓ **IS** an independent firm. Our independence allows doing what is best for our clients and not focus on "watching the clock."
- ✓ **HAS** significant experience in many areas of the country, including the Northeast. TCG has had efforts in Connecticut (New Haven as an example), Massachusetts (Taunton and Cape Cod as examples), Providence in Rhode Island, Arundel and Bucksport in Maine, and New York (Watertown and Kingston as examples).



THE CHESAPEAKE GROUP, INC.
BUILDING A FOUNDATION FOR THE FUTURE

MAIN STREET

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

ENTERTAINMENT

The Chesapeake Group - Building A Foundation For The Future



Producing Results For You

We have worked in smaller population centers with substantial river and other waterfronts, including other East Coast communities such as Scranton and Wilkes-Barre in Pennsylvania, Cambridge and Havre de Grace in Maryland, Wilson and the Outer Banks in North Carolina, further south through and including the Florida Keys and Homestead in Florida, and numerous others in the Midwest and West Coast.

- ✓ **HAS** stimulated more private investment and higher private sector to public sector dollar ratio investment than any other known organization.
- ✓ **USES** only highly-skilled principal-level professionals and not lower-level staff with minimal experience.
- ✓ **HAS** built its reputation on providing a high level of service, having a real commitment to make efforts successful and providing a quality product that produces results.
- ✓ **IS** proud of the fact that most of our public and private sector clients return consistently to use our services.

- ✓ **HAS** a diverse client base. We understand the needs of developers, residents, governments, community-based groups, and small and large business interests as our client base includes all of these entities.
- ✓ **HAS** a reputation for being associated with projects that are creative, pragmatic, and successful.
- ✓ **IS** committed to professional excellence at a reasonable cost.

Howard Kohn was the Keynote Speaker on Maryland's economy at the Maryland Building Industry Association Annual Meeting. TCG is also the only consultant to be involved with the State of Michigan's Redevelopment Ready Community Certification Program for the most recent administration and the former "Cool Cities Neighborhood Program" during the previous administrations.

The Chesapeake Group (TCG) has arguably been involved with more successful projects than any other firm in the country.

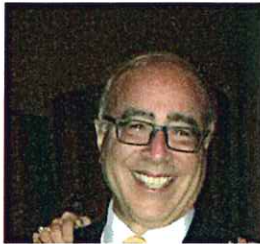
ASSIGNED PERSONNEL



THE CHESAPEAKE GROUP, INC.
BUILDING A FOUNDATION FOR THE FUTURE

Resumes for TCG members likely to be involved in the Lisbon effort follow.

HOWARD KOHN, PRESIDENT & CEO, TCG



HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is an experienced small community, rural, suburban, and urban economic planning consultant. As an economist and market analyst, his work frequently entails defining opportunities, market positioning, and economic impacts of public and private activity and developments. He will be the primary analyst and Project Manager for TCG for this effort.

EDUCATION

Bachelors and advanced degrees (Masters & Ph.D.) in Economics from the University of Maryland

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PROFESSIONAL ACTIVITIES

Keynote Speaker at the Maryland Building Industry Association Annual Meeting

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Former Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs

Former Board Member of the Neighborhood Design Center

Former Business Advisory Committee Member of the Center for Suburban & Regional Studies at Towson University

Member of the National Trust for Historic Preservation and the American Planning Association

AWARDS

American Planning Association

Council for Economic Development

National Science Foundation

Small Business Administration

Various State Chapters of the American Planning Association

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established Baltimore County's revitalization program. During his public-sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light-rail transit stations, defined the successful approach to attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His work creates economic and revenue-producing benefits. His comprehensive, community, downtown, and other revitalization projects have been prepared for a broad range of suburban and urban settings – from locales with populations less than one thousand to areas within major cities. Howard's plans are successful because of his knowledge of technological change impacting all facets of our lives and reflect his awareness of what attracts people to specific areas for business, shopping, housing, or recreational activities.

Howard has lectured on market assessments and economic development at colleges and universities in the Washington-Baltimore region. He is or was a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, the Paul C. Johnson Foundation, and others.



GERALD ADAMS, PRINCIPAL, TCG

PLANNING EXPERIENCE

- City of Belding Comprehensive Plan
- Oshtemo Township Master Land Use Plan
- City of Zeeland Master Plan
- Laketown Township Master Plan
- City of Clare Master Plan
- Ottawa County Development Plan
- Courtland Township Master Plan
- City of Walker Master Plan
- Village of Fowlerville Master Plan

AWARDS

- Michigan Society of Planning Officials
- The Municipal League
- American Planning Association
- Grand Valley Planning Council
- Various local jurisdictions

GERALD (JERRY) ADAMS will be involved with various aspects of the effort. Jerry assists TCG through our Michigan office, is recognized as one of the leading Midwest planners, and has received numerous planning awards. He brings over 35 years of experience with land use planning. He is a frequent author and lecturer on development, land use, and planning issues. He has been involved with most TCG efforts in defining property trends and rent and mortgage evaluations, as well as fiscal aspects of TCG efforts

Planning projects with which he was involved or directed with which The Chesapeake Group was also involved, but before his association directly with TCG include but are not limited to Delhi Charter Township, Zeeland, Muskegon, Port Huron, Hastings, Muskegon Heights, Boyne City, Muskegon County, Manton, and Montague in Michigan and in the Outer Banks in North Carolina.

Jerry has focused on Covid impacts and opportunities for downtowns and small communities for the past year and has authored numerous research-related articles to the topic.

OUTDOOR SEATING RAPIDLY EXPANDING IN RESPONSE TO COVID-19

Below, Traverse City (TC) closed two blocks of main street (Front Street) to vehicles and opened them to pedestrians on Friday, June 22 to the rest of the summer. Not all businesses are yet ready to open outdoor seating, and some may choose not to do so. But it is a first to provide more people will come. Thanks to why about in Northwest Michigan and people have to feel safe, and many people are not yet ready to risk getting COVID-19 by relaxing in bars and restaurants' outdoor seating.

But because many of these businesses have suffered substantially for last months, and now have reduced seating capacity, we would like to provide additional information and a 20% cap on capacity as required by government health orders. We would like to help you understand the impact of these health orders, and how you can help. We would like to help you understand the impact of these health orders, and how you can help. We would like to help you understand the impact of these health orders, and how you can help.

INSIDE
 Case Summaries, Lori Quisenberry and Jacob E. Chutkan, 2-5
 Local Leader Views On Covid-19 Pandemic Impacts on the State & Local Governments, Quinn Hines, Thomas Hacks, and Malina Pappas, 3
 Temporary Outdoor Seating & Related Business Assistance by Michigan Municipalities After Covid-19 Response, Jerry Adams, Kurt H. Schlicher, John Walker and Mark A. Wyrick, 6-18 & Backcover
 Calendar, Backcover

PLANNING & ZONING NEWS



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SUSAN ACKLEY, PRINCIPAL, TCG

SUSAN ACKLEY is another key professional that will be involved with your effort. Susan brings to the effort more than 35 years of research, arts, and marketing experience.

EDUCATION

University of New Haven, Journalism.

AWARDS

Citizen of the Year in Miami Shores
Chair of the Miami Shores Fine Arts Commission
Vice-Chair of Miami-Dade County's Art in Public Places Trust
Chair of the Miami Shores Community Alliance
Chamber Board Member and Secretary

In 1988, Susan formed Ackley Advertising, now known as Ackley Marketing Group (AMG), a full-service Florida-based marketing firm. AMG was created to assist clients with targeting markets, formulating creative direction, and communicating "sales" messages. TCG purchased AMG in 1998 as a method to expand services to its clients.

Susan is heavily involved with TCG efforts to define Research and Development opportunities and niche retail. However, she is also very active in arts and culture, leading communities to areas some deemed not possible. She is also the current Chair of the Miami Shores Fine Arts Commission in Miami Shores and the Vice-Chair of Miami-Dade County's Art in Public Places Trust.

As a professional, Susan has created an art in public places program in 2009, which continues to expand. The program includes permanent installations, commissioned work, a mural wall constructed and created by a South Florida mural artist, several 'loan' exhibits, the Lobby Gallery, and a new sculpture park installed in 2018. She has facilitated regional artists requested and achieved the loan of works for exhibition for specific periods.

Also, as a professional, Susan has

- Coordinated annual special performances which bring focused performing arts to the event schedule, including Opera, African Drumming, Folk and Acoustic Music, Modern/Contemporary Dance, Dramatic Performance, Gospel singing, and Peruvian Flutes.
- Coordinated exhibitions, performances and events and solicited funding from public and private sector entities for such.

TCG has found that creating places, whether for one land use or mixed-use is vital to the development community.

Susan is a former instructor in marketing with the Women's Business Development Center of a major Florida university.

MARK ALVAREZ, ASSOCIATE



EDUCATION

Masters in Civil Engineering from Ohio State University
 Masters in Regional Planning from Ohio State University

OTHER PLANNING EXPERIENCE

Transit System Subsidy Policy Analysis, Miami-Dade Transit, Dade County, Florida.
 South Dade Busway Transit Feeder Study, Miami-Dade Transit.
 College Pass Fare Analysis, Miami-Dade Transit, Dade County, Florida.
 Zone Fares Peer Review Analysis, Miami-Dade Transit, Dade County, Florida.
 Transit Service Standards Analysis, Miami-Dade Transit, Dade County, Florida.
 District 13 Commission District 13 Transit Needs Study, Dade County, Florida.
 Comprehensive Bus Operations Analysis, Miami-Dade Transit, Dade County.
 North Miami Community Transit Circulator Implementation; North Miami, Florida.
 Coastal Communities Transit Plan, Miami-Dade Transit and City of Miami Beach, Florida.
 Riviera Neighborhood Vision Plan, Riviera Neighborhood Association, Coral Gables, Florida.

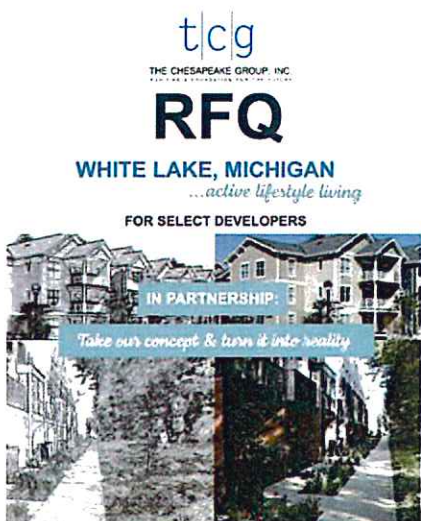
MARK ALVAREZ brings thirty years of experience as a land use and transportation planner and will be involved when and where necessary to address cost estimates for site-specific development alternatives. His combined background in engineering, planning, and conflict resolution is often vital to various aspects of economic development activity.

Mark has performed land use, transit, traffic impact, parking, and other related analyses for public and private clients nationally. In each case, careful attention is given to the client's needs, tailoring the methodologies for each project while always adhering to professionally accepted methods. This results in providing what is both needed and realistically implementable. The following are some of Mark's planning projects both before and during his involvement with TCG.

- ✓ Foss Waterway Strategic Plan, Tacoma; Washington.
- ✓ Downtown Racine Comprehensive Plan; Racine, Wisconsin.
- ✓ Sunny Isles Beach Comprehensive Plan; Sunny Isles Beach, Florida.
- ✓ City of Plantation Comprehensive Plan; Plantation, Florida.
- ✓ Coconut Grove Plan for the City of Miami, Florida.
- ✓ Port of Miami Master Development Plan – Transportation Element; Miami, Florida.
- ✓ City of North Miami Beach Comprehensive Plan Land Use Amendments; North Miami Beach, Florida.
- ✓ Town of Bay Harbor Islands Comprehensive Plan Land Use Amendments; Bay Harbor Islands, Florida.

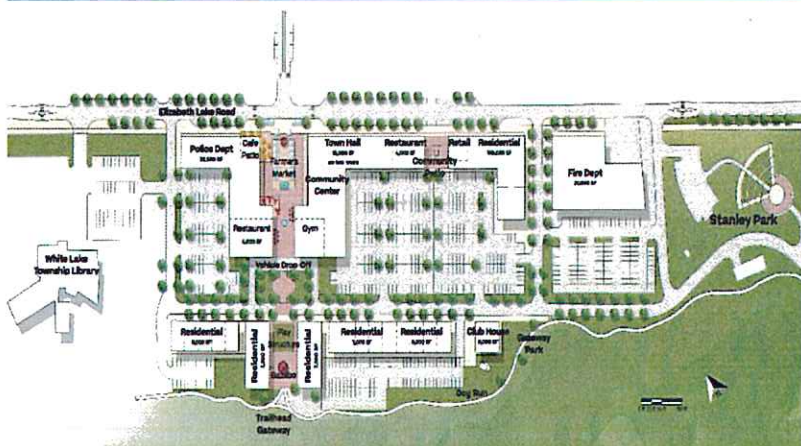
Examples of our market analysis and feasibility efforts follow.

**REDEVELOPMENT MARKET & OTHER ANALYSES (MIXED-USE) PLUS DEVELOPER RECRUITMENT EFFORT
 WHITE LAKE TOWNSHIP, MICHIGAN**



White Lake Township Civic Center Development

Detailed Site Plan



TCG continues under contract to conduct various analyses, including defining market opportunities, developing an RFQ for recruitment purposes, soliciting appropriate developers, and negotiating a master developer agreement for White Lake Township. TCG successfully recruited a mixed-use developer and is guiding negotiations for three phases of a developer agreement in this jurisdiction with a population of about 31,000. The site is roughly 11 acres and is situated next to a 50-acre park and waterfront. The site currently houses public services that are to be rebuilt as part of the development. Along with the municipal services will be a civic hall, farmers market, select retail, and a range of housing.

REFERENCE

Sean P. O’Neil, AICP, Planning Director
 White Lake Township
 7525 Highland Road, White Lake, MI 48383
 (248) 698-3300 x5
 SONEil@whitelaketwp.com



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TECH VILLAGE MARKET ASSESSMENT GRAND BLANC TOWNSHIP, MICHIGAN



TCG completed a detailed market assessment of the proposed Tech Village for Grand Blanc Township. The Township's population is about 36,000. Tech Village will be the technology-driven activity center of this growing community with a unique internal circulation/transit options system being critical to its success. The area is anchored by the largest employer (Genesys Health) in the general area, including the Township and neighboring communities. TCG analyzed and defined specific R & D and "incubator" activity, retail, entertainment, and housing opportunities.

DOWNTOWN MARKET ANALYSIS & STRATEGY BOYNE CITY, MICHIGAN

INTERRELATED DEVELOPMENT CONCEPTS



THE CHESAPEAKE GROUP, INC.



KEY	
	Vista Preservation
	Water Access
	Development Parcels/Pods
	Additional Marina Development
	Interrelated Development Concepts

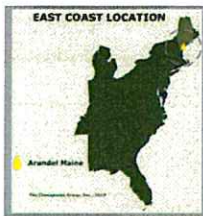
TCG developed a detailed market analysis and enhancement strategy for the Downtown Development Authority in this smaller, West Michigan waterfront community. With a population of about 3,800, Boyne City is fortunate to have both frontage along a significant lake connected to the Great Lakes and a river that runs through its downtown. Historically, it did not use its assets particularly well, having almost entirely “turned its back” on the river and using prime lakefront for government-related maintenance yards. Also, the community had foregone public waterfront access and had blocked views of the water as well.

The plan identified opportunities for the creation of a regional serving “city” market as a new anchor, reuse of the waterfront for non-government purposes to ensure public access while providing private property development opportunities, reuse of critical buildings, enhanced linkages between “main street” and the waterfront, creation of outdoor eating areas without creating additional paving and run-off, and incorporation of additional housing near the “main street.”

MARKET ASSESSMENT & ECONOMIC DEVELOPMENT STRATEGY ARUNDEL, ME

PRIMARY ECONOMIC DEVELOPMENT ASSETS OR STRENGTHS

1. Proximity



There is an adage in real estate and economic development that success is all about "location, location, location." Certainly proximity and location are fundamental to Arundel's future development. Arundel is:

- A. In close proximity to millions of people along the East Coast.
- B. Closer to home, it is at the edge of the Boston Metropolitan Area.
- C. Central to large population centers in Southern Maine.
- D. Near major internationally known tourist attractions.
- E. Near vast natural resources, the ocean and other draws and attractions.

The proximity provides opportunities to draw local, Southern Maine and large region populations with a strategic mix of activity.

2. The transportation network



The transportation network facilitates the movement of people, goods and services creating linkages to other markets and providing opportunities.

- A. Arundel activity is potentially served by a number of airports to large markets including three "international" airports within a one-half to one and one-half hour drive in Southern Maine, New Hampshire and Boston.
- B. Arundel is also served potentially by regional and municipal airports in neighboring communities, including Biddeford and Sanford. The Biddeford airport borders Arundel. The Sanford airport is well maintained and has longer runways accommodating a broader range of aircraft than Biddeford.
- C. It is served by both Route 1 and Interstate-95, providing quality vehicular access to and from. Dual access is also important should one of the two major routes become blocked or have other issues that impede traffic.
- D. Arundel also has land and sites that are served by rail.
- E. Arundel activity has easy port access.

The range of the network provides a solid foundation to capitalize on Arundel's proximity and location.

TCG prepared the economic development strategy for this rural Maine community.

Assets included but were not limited to those that follow.

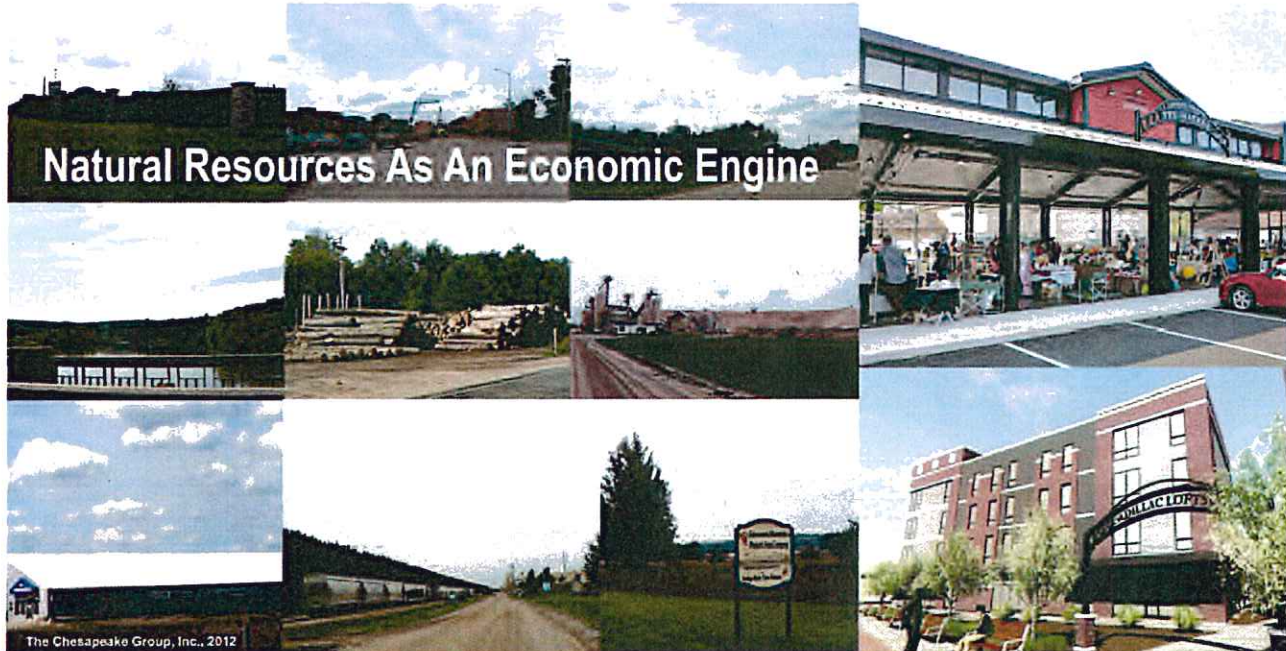
- ✓ Proximity
- ✓ The transportation network
- ✓ The communications network
- ✓ Rural character & quality of life
- ✓ Agricultural History & Continuance
- ✓ Kate's Home Made Butter
- ✓ Educated, aging population
- ✓ Affordability
- ✓ Taxes
- ✓ Existing Business Activity
- ✓ Schools
- ✓ Land
- ✓ The "Trail"
- ✓ Natural Resources.

Issues identified through the outreach effort included the following.

- ✓ Limited local labor and public sector resources
- ✓ Limited tourism
- ✓ Lack of "public" services/utilities
- ✓ Aquifer infiltrated with salt
- ✓ Little sense of community
- ✓ Costs – perceptions of high taxes and high utility rates
- ✓ Perceptions of the quality of available land
- ✓ Conditions at Biddeford Airport
- ✓ Little "participation" in current Maine and southern Maine's economic engine
- ✓ The perception of not being business-friendly
- ✓ Inconsistent information and processes
- ✓ The perception that non-residential is synonymous with retail

The strategy can be found on the community's website. Unfortunately, all the staff involved with the effort has moved on to other communities or retired.

DOWNTOWN ANALYSES & ECONOMIC DEVELOPMENT STRATEGY CADILLAC, MI



The Chesapeake Group performed various analyses for Cadillac over seven years. The first analysis was of the Cobb Mitchell Building in Downtown. TCG assessed the opportunity to reuse the historic structure for compatible activity with Downtown. The building has been renovated and fully leased for the identified purposes.

Another assistance effort was to prepare an economic development strategy for Cadillac, Wexford County, and the Statistical Area, including an additional county and smaller incorporated towns and cities.

The effort defined opportunities to capture activity based on the regional positioning and assets by expanding tourism, aggressively pursuing R & D activity related to natural resources and agricultural production, infill development in Downtown, and expanding other economic activity.

Both efforts and other technical assistance were based on TCG's market analyses. The population of Cadillac is about 10,000.

REFERENCE

John Wallace, Community Development Director, City of Cadillac, (231) 775-0181 x101,
jwallace@cadillac-mi.net.



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PLANNING, DEVELOPER RECRUITMENT & OTHER TECHNICAL ASSISTANCE MUSKEGON, MI



Initially, TCG developed the market analysis upon which the comprehensive and downtown development plans were premised and worked with another firm to prepare comprehensive and downtown plans. Those plans effectively called for significant changes that included creating nodal areas in downtown, consolidation of proposed waterfront activity, and creation of an in-town historic district.

The plan also identified the need to reuse of several key sites because of a changing retail climate, including the Muskegon Mall, in this city of about 37,000 people.

TCG was brought back into Muskegon under contract to the Community Foundation to: develop redevelopment proposals associated with the “Muskegon Mall” properties; and recruit a quality development interest to redevelop the properties for a mixed-use Waterview project. The mall has been demolished, plans were formalized for a new mixed-use neighborhood, and infrastructure changes and initial investment has begun.

TCG followed the initial two efforts looking at opportunities and developing a reuse plan for roughly 5-acres of additional land with additional developer recruitment activity.

REFERENCE

Chris McGuigan, Executive Director, the Community Foundation of Muskegon
County, 231-722-4538.



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**MARKET ASSESSMENT
DELHI CHARTER TOWNSHIP, MI**

**Potential Development Sites in Triangle Area
Delhi Charter Township, MI**



TCG completed the different projects for Delhi, which is an excellent example of clients returning to utilize TCG services. The most recent effort was in 2019 and focused on housing market conditions. Delhi Charter Township has a population of about 28,000.

The first effort addressed land use and development based on a market assessment in its prime corridors. The third project defined opportunities for Delhi focused on the DDA area within the Township. The area is known as the "Triangle" and is the downtown of the community. The project involved defining opportunities for non-single-family homes, retail, and industrial activity.

CLIENT

Howard Haas, DDA Director, Delhi Charter Township, 517-699-3863,
howard.haas@delhitownship.com



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DEVELOPER RECRUITMENT & OTHER IMPLEMENTATION CHESTERFIELD COUNTY & RICHMOND, VA



This project was “groundbreaking” in the Commonwealth. TCG worked with both Richmond and Chesterfield County on the effort.

TCG conducted economic analyses of the major developed and lesser developed corridors in the City of Richmond and Chesterfield County, including the Cloverleaf Mall in the County immediately outside of the City of Richmond. At that time, TCG indicated that the focus of the shopping center property and surrounding area would likely transition and that increased vacancies, loss of anchors, and other disinvestment were likely to occur.

After much transition, the County contracted TCG to develop a strategy for reversing the primary entranceway’s disinvestment. The implementation strategy included the recruitment of a “quality,” qualified developer. TCG then recruited the developer and continued to provide technical assistance to secure the successful redevelopment of the mall and surrounding properties. TCG also reviewed all developer financial projections, played a major role in negotiating the developer agreement, and provided a Benefits Analysis.

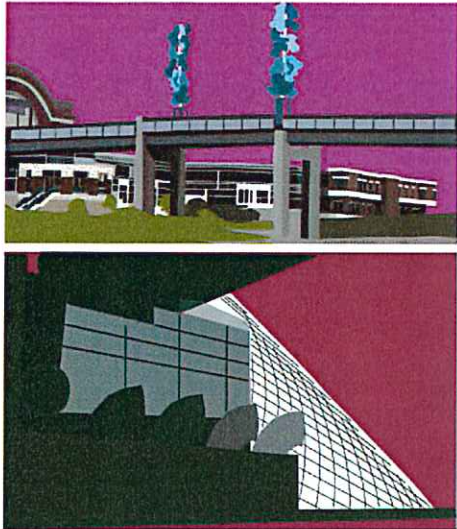
REFERENCE

Tom Jacobson, Adjunct Professor, Virginia Commonwealth University, Former Planning Director and Revitalization Coordinator for Chesterfield County, Wilder School, Scherer Hall, 923 W. Franklin St.,
tjacobson@vcu.edu.



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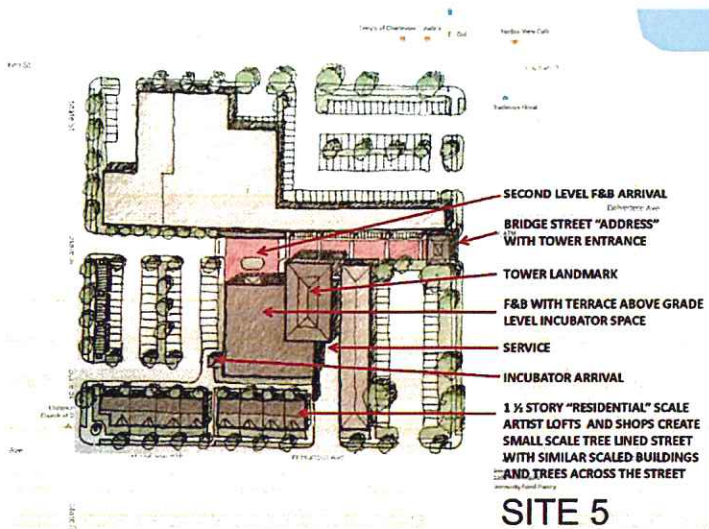
MARKET ASSESSMENT & PLAN FOR FOSS WATERWAY REDEVELOPMENT TACOMA, WA



TCG was heavily involved with redevelopment efforts in Tacoma, Washington, including the development strategy and reuse plan for the Foss Waterway. Tacoma has a population of about 216,000.

That effort led to millions of dollars in new investment, including but not limited to the creation of the Museum of Glass (in honor of Dale Chihuly), the redevelopment of the fish market and other nearby properties, and additional significant private and university investment. The Museum of Glass includes both exhibits and working glass blowing and molding activity. This museum, coupled with the Washington State Museum, the Antique Vehicle Museum, and a branch of the University of Washington, forms a highly successful nucleus of entertainment and culture-focused attractions based on activities, products, and people associated with Tacoma.

MARKET ANALYSIS & SITE-SPECIFIC RECOMMENDATIONS CHARLEVOIX, MI



TCG prepared an economic development strategy and performed a detailed market analysis, defining strategic investment opportunities in this Northwest Michigan community with a population of about 2,500. The effort included potential redevelopment options for specific sites in the historic downtown district and other sections.

MARKET ANALYSIS & SITE RECOMMENDATIONS

BROWNSTOWN TOWNSHIP, MI



The Chesapeake Group performed a market analysis, defining opportunities for strategic investment in the Downtown Development Authority's (DDA's) area in Brownstown Township.

Substantial opportunities exist to capitalize on the transportation network, growing public investment, expanding households, commercial recreation, and other corridor activities. The focus was on unique character housing utilizing environmental conditions, continuity for walkability, and other factors. The analysis will be used as the basis for updating the strategic DDA plan.

The Township's population was about 31,000 in 2018.

CLIENT

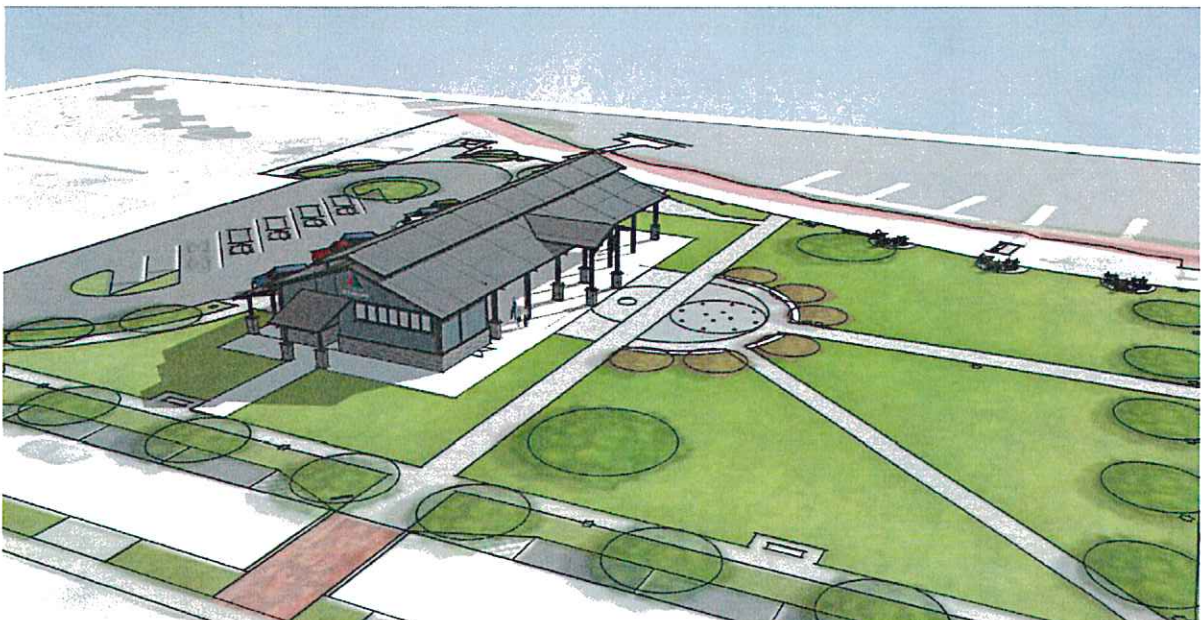
Vernon Gustafsson, Current
Planning Manager for the City of
Pontiac, 248-758-2800



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The following are fiscal analyses examples conducted by TCG. Some are for proposed developments, while others measure economic impact performed for purposes ranging from securing funding to promoting an area’s asset.

FISCAL ANALYSIS SPRING LAKE TOWNSHIP, MICHIGAN



TANGLEFOOT PAVILION (SITE DEVELOPMENT PLAN PARCEL #70-03-15-

VILLAGE OF SPRING LAKE | MDNRTF GRANT APPLICATION #TF20-0082

prog

In 2019, TCG was involved with two efforts in Spring Lake Township, a jurisdiction with a population of about 15,000. This effort involved identifying the opportunities and competitive positioning for an event center in the community’s core that would take advantage of the waterfront. TCG examined all potential competitive facilities in a multi-county area of West Michigan and developed use/demand estimates for a possible Spring Lake facility. Two options were provided. Fiscal analyses were performed to define the ability to cover operational and capital costs and gaps that needed to be addressed.

TCG performed the work under contract to Progressive AE. The primary client was Spring Lake Township.

REFERENCE

Peter A. Lazdins PLA CLARB, Senior Land Planner 616.365.8570 Direct/ 616.485.7353 Mobile
lazdinsp@progressiveae.com



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DESIGN GUIDELINES & DOWNTOWN PLAN CARY, NC



TCG provided Cary with diverse technical assistance efforts over several years. For the town center, TCG developed guidelines working with a task force for new development and rehabilitation of buildings that allowed for or promoted the historic character, infill development, mixed-use redevelopment, and joint development for the town center.

TCG also developed a public improvement package, reviewed developer proformas for efforts where Cary was asked to provide financial incentives, and assisted with recruiting of developers for mixed-use activity.

REFERENCE

Jim Parajon, Current Deputy City Manager, Arlington, Texas, 817-459-6100, parajonj@ci.arlington.tx.us or Jim.Parajon@arlingtontx.gov



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MARKET ASSESSMENT, FISCAL IMPACT, ECONOMIC DEVELOPMENT STRATEGY, & OTHER ASSISTANCE ABERDEEN, MARYLAND



Research scientist Shannon Fox (left) and Bill Cox work at gas chromatograph mass spectrometers in one of the Battelle Memorial Institute laboratories in Aberdeen. Battelle Eastern Science & Technology Center has 424 employees and is growing.

Tech boom in Harford

Expansions Battelle's growth in Aberdeen is building up county's high-tech base.

By WILLIAM FICKELSON III

The year after opening its Aberdeen facility, Battelle Memorial Institute is looking to double the size of its Harford County-based East Coast technology center, the next phase in a long-term growth plan

that could eventually house more than 1,000 people working there. That's three years ahead of schedule. When that 224 million first phase of the 750,000-square-foot Battelle Eastern Science & Technology Center opened in Aberdeen in December 2002, the Columbia, Ohio-based parent expected it would be at least five years before an expansion would be warranted. But business took off, and the parent is moving forward with plans for the first of two

80,000-square-foot additions, each of which would add 200 to 250 jobs to the 424 employees Battelle has in Aberdeen. If growth continues at its current pace, Battelle expects the long-term employment at the Harford County facility to reach 1,000, most of them highly paid scientists and researchers.

"We continue to see new business opportunities and have been very pleased with the response we've seen there," said F. Robert, Battelle's president and chief executive officer, said in an interview last week in Washington. "And, while this is just the very beginning of Battelle's future in Harford County, we're confident our long-term plans for growth. And we're getting there."

Battelle has persuaded neighboring officials of its proposed expansion to Harford County officials and plans to work approved by the county, possibly in the fall. The first of the buildings — with office and lab space and perhaps a marketplace to make high-

In 1944, Battelle then refined the technology that powered James Conner and made the critical center a reality.

Advanced military techniques helped lead to the high-temperature plasma that made the space jets possible.

A nuclear reactor developed first generation of fuel rods, worked on Manhattan Project, created fuel rods for nuclear submarines.

A CD/DVD technology developed algorithms and codes for early optical digital recordings, paving the way for CD, CD-R, DVD and DVD-R.

Materials alloy and welding study projects the first generation jet engine, included test materials for modern military aircraft.

Cardstock color: A 1980 recommendation by Battelle led to the U.S. color of today, a copper-ink alloy called.

Phonics: Early 1970s investment in the first technology of integrated circuits, leading to relationships with government, industry and other organizations that will continue to influence telecommunications.

Source: Battelle Memorial Institute

TCG managed the strategic economic development program for the City. TCG also developed a downtown plan, staffed the economic development commission, supported significant industrial recruitment efforts that resulted in major plant openings, distribution centers, and warehousing activity. TCG developed concepts to enhance sports in the area for tourism and the "Wal-Mart Inclusion" Model, successfully solicited millions of dollars in grants, assisted with traditional industrial recruitment efforts, including Frito-Lay, and assisted with other critical implementation.

Before our engagement, Aberdeen

envisioned itself as the "end of the world" instead of the center of a substantial East Coast market and without the ability to benefit from the significant federal military facilities in the immediate vicinity. The market assessment and implementation strategy defined, among other elements, the concept and opportunity for the development of a higher education institution facility combined with a technology-oriented business park (formerly known as the Higher Education & Applied Technology Center/HEAT). TCG also prepared the fiscal strategy and presentation for the Ripken Stadium and associated complex, successfully convincing Harford County to bond one-third of the needed capital. The suggestion, which has been fully implemented, resulted from the potential to tap existing assets. Those assets included:

- The nearby military facility, whose focus is to test all types of military equipment.
- A large number of engineers leaving the area after their military time.
- The lack of higher education opportunities in the county.
- Policies toward military contractors being located "outside the fence."
- Location off I-95, between Baltimore and Washington and Philadelphia and New York.

In 2018, TCG developed the economic analysis and strategy for the DOWNTON/TOD area.

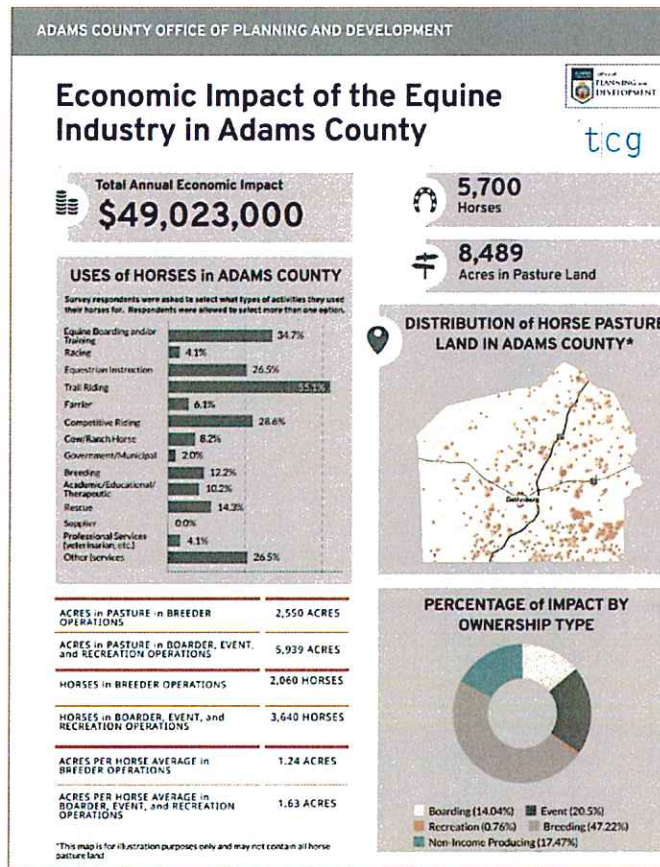
REFERENCE

Charles (Chuck) Jacobs, President of Harford Bank, Economic Development Commission member, 410-272-6000.



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ECONOMIC IMPACT OF & STRATEGY FOR THE EQUINE INDUSTRY ADAMS COUNTY, PA



TCG recently completed an economic impact on Adams County and strategy for the future of the equine industry. Adams County is home to arguably the largest breeder of trotter and other horses globally and horses related to other breeding, boarding, showing, and events associated with the equine industry. The effort includes all facets of the activity and scale of industry participants for those involved professionally and non-professionally. The County has a population of about 100,000, with the largest incorporated municipality of about 7,700.

Industry participants include polo, workhorses, pets, breeders, rodeos, jumping, show horses, etc.

REFERENCES

Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road Suite 100, Gettysburg PA 17325, 717.337.5859



THE CHESAPEAKE GROUP, INC.
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ECONOMIC IMPACT MODEL FOR THE HISTORIC SOUTH MOUNTAIN FRUIT BELT ADAMS COUNTY, PA

You are cordially invited...

Please join the Adams County Commissioners, the Adams County Office of Planning and Development, the Adams County Fruit Growers Association, and Penn State Extension for a presentation on the Economic Impact Model for the Historic South Mountain Fruit Belt in Adams County, Pennsylvania.

Presentation by: **Howard Kohn, The Chesapeake Group**



Monday, December 12, 2016 - 9:00 am

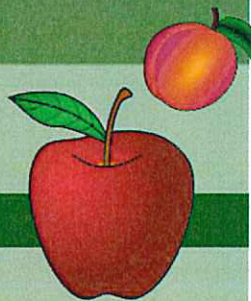
Penn State Fruit Research and Extension Center
290 University Drive
Biglerville, PA



THE CHESAPEAKE GROUP, INC.



with **TischlerBise**



PennState Extension



Adams County is one of the top four producers of apples and other fruits in the United States. With a total population of about 100,000 and its largest municipality having a population of about 7,700, the area's future has been in question as the rural county and its municipalities urbanize. In 2015 through 2016, TCG analyzed the impact of the fruit belt on the economy in Adams County.

TCG examined all facets from the production of the raw material to developing of "value-added" and "but for" activity. Direct to consumer, "value-added" and "but for" production is now the majority of the revenue and economic benefits (job creation and economic enrichment) derived from the ag production.

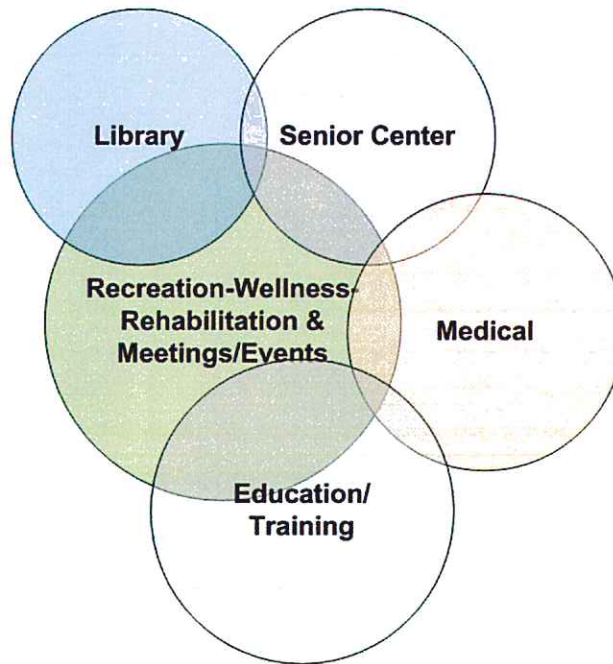
Adams County is one of many communities where TCG has provided services for differing efforts.

REFERENCES

Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road Suite 100, Gettysburg PA 17325, 717.337.5859

MULTI-PURPOSE CENTER MARKET & FINANCIAL FEASIBILITY PLAN
STEPHENVILLE, TX

MULTI-PURPOSE CONCEPT B



Stephenville, Texas, defines itself as the Cowboy Capital of North America and has a population of about 22,000. TCG conducted a feasibility assessment of the opportunities for enhanced meeting and event space in Stephenville. TCG developed a concept that expanded upon the initial scope of activity to improve private sector funding and diminish the need for bonding and deficit operational costs.

Concept B that will be pursued is one of the most intensely developed of the six concepts. It includes five functions within the initial Phase One having the greatest potential to generate private sector investment and community return while addressing all of the demand components. Because of its potential for private investment, the initial phase is not likely to create a fiscal drain on Stephenville or any other public sector entity. The second phase includes a new arena focused on rodeo, equine, and other related activities.



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PRELIMINARY FEASIBILITY ASSESSMENT FOR CULTURAL ARTS CENTER WELLINGTON, FL



TCG developed the preliminary feasibility assessment for a cultural arts center in Wellington, Florida. The analysis intended to provide direction for the pursuit of a Cultural Arts Center. Addressed were market factors and primary fiscal factors and issues. The analysis reflected the opinion of TCG based on the presented information and TCG's experience in dealing with projects in other locations.

Defining opportunities for the potential facility involved substantial analyses and related activity. These included the following.

- Survey of Wellington area residents.
- Survey of area businesses.
- Limited stakeholder interviews.
- Inventorying existing cultural arts facilities in Palm Beach County.
- Inventorying cultural arts-related organizations in Palm Beach County.
- Inventorying of venues for special events and select performance activities, such as dinner theaters and comedy clubs.
- Identification of gaps and potential niches that Wellington could serve.
- Identification of potential spatial needs without identifying sites.
- Estimations of preliminary revenue potential.
- Estimates of initial development costs based on the assumption of a new structure.
- Comparison of preliminary revenues versus costs.



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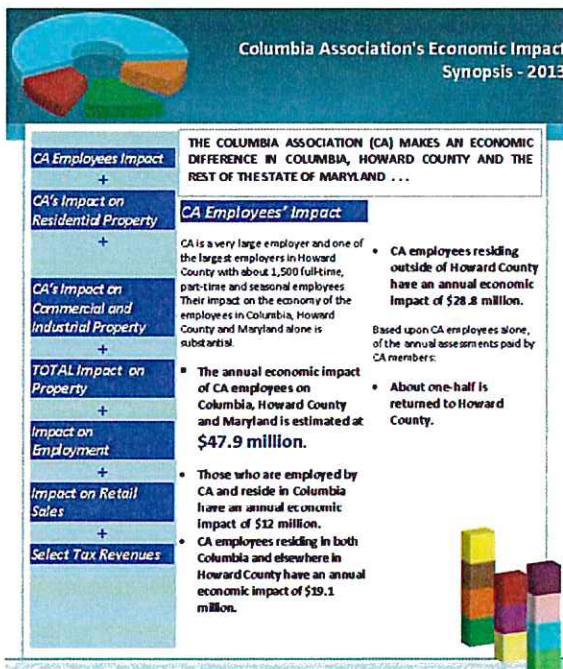
University of North Carolina Chapel Hill, NC



TCG performed a detailed assessment of the indirect benefits or impacts of the proposed "Carolina North" project for the University of North Carolina. "Carolina North" is a new campus of the University in Chapel Hill. Space on the site is intended for the public university's use, Research and Development activity associated with potential corporate partners, and private sector housing. TCG's work focused on:

- ✓ Generated employment.
- ✓ Accrued property enhancement.
- ✓ Expanded retail sales and accrued taxes.
- ✓ Expanded visitor spending and the impact on transient accommodations.
- ✓ Expansion of housing in "the area of influence" composed of an expansive multi-jurisdictional area.

ECONOMIC IMPACT OF THE COLUMBIA ASSOCIATION COLUMBIA, MD



Columbia is not an incorporated municipality. It is essentially run by an elaborate "homeowners' association" with assessment abilities and control over recreational activity, open spaces, walkways, and much public infrastructure. TCG twice in recent years assessed the economic impact of the CA on Howard County, Maryland, and the region.

REFERENCE

Susan Krabbe, Vice President & Chief Financial
410-715-5519
Susan.Krabbe@ColumbiaAssociation.org



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The following are a couple of examples of rehabilitation and reuse of existing structures. TCG handled numerous facets of the project, from the market and fiscal assessments to complete rehabilitation. Once again, they illustrate the depth and breadth of our experiences.

CONVERSION OF ABANDONED BUILDING TO A CITY MARKET

HIALEAH, FL



TCG managed from conceptual plans, market analysis, and design through construction the conversion of an abandoned historic train station to a “Farmers” or “City” market in Hialeah, Florida. In determining the potential for such a market, consideration was given to: the location in an industrial area having fruit and flower importers and exporters, many of whom needed improved or new space to operate efficiently; proximity to a highway interchange; proximity to an airport for distribution to and from foreign markets; and cost of development. A federal EDA grant largely funded the project. Additional commercial developed adjacent to the renovated station on the commuter rail station line.

REFERENCE

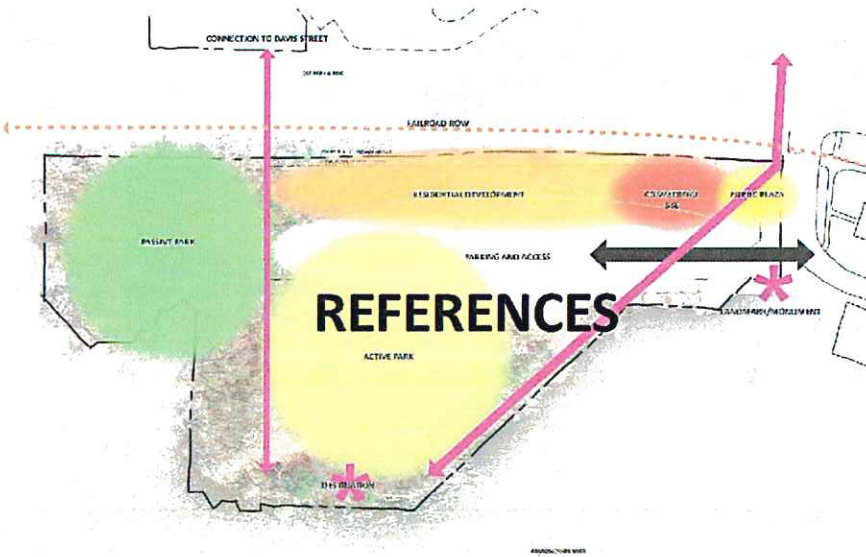
Carlos Leonard, charlie@leonardrealestategroup.com, 305-726-8416

STEGMEIER BREWERY REHABILITATION

WILKES-BARRE, PA



TCG conducted feasibility studies and developed preliminary plans for a 500,000 square foot reuse of this historic structure. Two options were provided. It has since been renovated for public office space and a major employment center.



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References



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REFERENCES FOUND IN PROJECT EXAMPLE WRITE-UPS

White Lake Township, MI

Sean P. O'Neil, AICP, Planning Director, 7525 Highland Road, White Lake, MI 48383
(248) 698-3300 x5, SONEil@whitelaketwp.com.

Adams County, PA

Mark Clowney, mclowney@adamscounty.gov, Bicky Redman, bredman@adamscounty.gov, Harlan E. Lawson, HELawson@adamscounty.gov, Adams County Office of Planning & Development 670 Old Harrisburg Road, Suite 100, Gettysburg PA 17325, 717.337.5859.

Spring Lake Township, MI

Peter A. Lazdins PLA CLARB, Senior Land Planner, 616.365.8570 Direct/ 616.485.7353 Mobile,
lazdinsp@progressiveae.com.

Cary, NC

Jim Parajon, Current Deputy City Manager, Arlington, Texas, 817-459-6100, parajonj@ci.arlington.tx.us
or Jim.Parajon@arlingtontx.gov.

Chesterfield County, VA

Tom Jacobson, Adjunct Professor, Virginia Commonwealth University, Former Planning Director and Revitalization Coordinator for Chesterfield County, Wilder School, Scherer Hall, 923 W. Franklin St.,
tjacobson@vcu.edu.

Delhi Township, MI

Howard Haas, DDA Director, Delhi Charter Township, 517-699-3863,
howard.haas@delhitownship.com.

Aberdeen, MD

Charles (Chuck) Jacobs, President of Harford Bank, Economic Development Commission member, 410-272-6000.

Muskegon, MI

Chris McGuigan, Executive Director, the Community Foundation of Muskegon County, 231-722-4538.



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ADDITIONAL REFERENCES

Fort Wayne Economic Analyses, IN

John Wallace, Community Development Director, Community & Downtown Development Director, (231) 775-0181 x101, jwallace@cadillac-mi.net.

University City, Charlotte, NC

Tobe Holmes, Planning & Development Director, University City Partners, 704-688-2482, tholmes@universitycitypartners.org,

MI Cool Cities Neighborhood Plans and Brownstown DDA Market Assessment

Vernon Gustafsson, Current Planning Manager for the City of Pontiac, 248-758-2800.

Sturgis MI, LaGrange IN, and St. Lucie FL Education & Research Park

Todd Mowery, 772-742-1555, todm@redtaildg.com, redtail.com.

Active Adult Housing Community PA

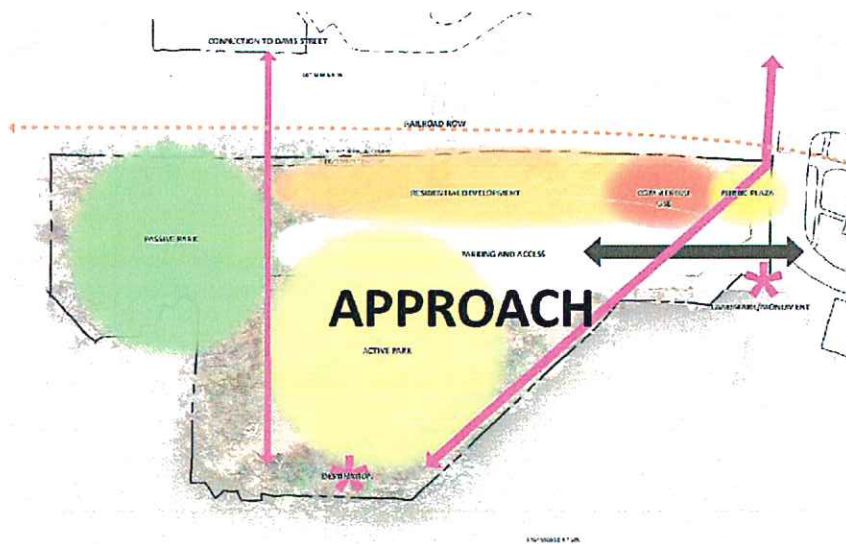
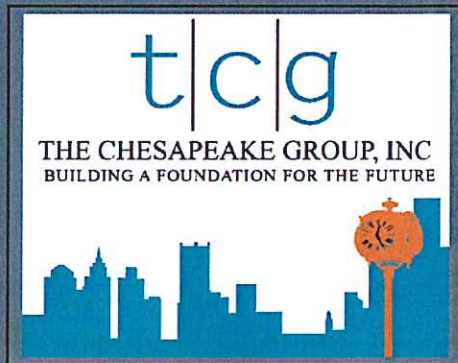
Robert H. Karen, rhkran@comcast.net, 410.804.1336.

Commercial Recreation and Ag Facilities Plan OK

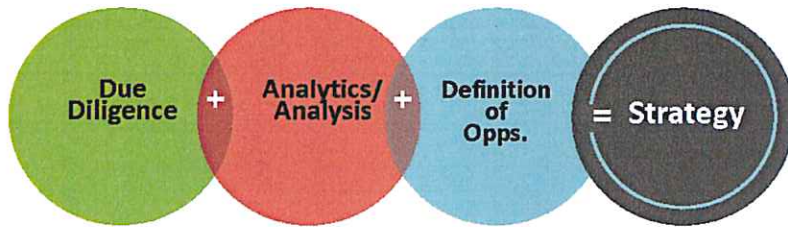
Mark Wilkerson, Director, Department of Parks & Recreation, City of Muskogee, 918) 684-6288, mark@muskogee parks.org.

Wilson Market Assessment, NC

Kimberly Van Dyk, Plan. & Com. Revitalization Director, 252-399-2395.



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APPROACH

TCG does not profess to know all of those issues associated with the market assessment and the fiscal analysis. However, we believe that the approach and methodology employed uniquely by TCG provides quality “real world” information and opportunities’ definition upon which a strategy can be built, affording a solid foundation for the future and the successful recruitment of a developer partner for the Worumbo site.

We have developed our comprehensive product because of our unique and innovative but tested approach. We approach the effort with the philosophy that includes:

- Listening.
- Providing guidance and direction while not directing.
- Providing the highest quality product.
- Providing a sustained high level of service and cooperation with the client.

Critical to the above is the guidance and direction. We have built our reputation on telling people the “truth” based on “hard” empirical evidence.

TCG believes that the Lisbon effort should be separated into two distinctive phases. The first phase is the market assessment for the overall community and the Worumbo site’s two suggested development scenarios. The second phase is the fiscal analysis. The second phase is mainly dependent upon the results of the first phase and focuses on just the Worumbo site alternatives.

In approaching the Lisbon effort, TCG believes that:

Context Is Important > Pre-Covid

- ✓ **Demographic changes impact all facets of life, including what is purchased and where we want to live.**

Pre-dating Covid but continuing, external market forces are factors including declining birth, fertility, and marriage rates, and changing desires of both younger and aging households, which make up much of the housing and commercial market in the country.

In the past two years, TCG has performed more than 15,000 household surveys in many communities. Fifteen years ago, safety and schools were the primary factors driving where people lived or wanted to live. Today’s primary factors are safety and walkability.

✓ **There are evolutionary changes in retail activity and related development.**

Before the pandemic there were fundamental changes to retail and related commercial activity and development. Additional changes were emerging, impacting future retail goods, associated services, and professional services before the pandemic. A number of those changes follow.

Made to order and fit - Clothing and many other commodities are being "made to fit." The entities offering such existed and required much less space than traditional operations as inventory needs are reduced.

Online growth - Purchasing online continued to grow at double-digit or exponential rates. Shifting of the traditional box and megastores to online operations will only further this growth.

Retail in general - Retail is redefining itself. All aspects favor smaller operations – often defined as craft retail - more befitting some traditional downtowns, neighborhoods, and mixed-use areas. Creating experiences and not shopping trips are growing phenomena. Once depicted as the "killer" of small businesses, Amazon now serves as a marketing window for many operations throughout the country, broadening markets for many beyond otherwise thought possible.

People no longer need to go shopping - Anyone can purchase virtually any product desired or required online. Successful commercial is about the experience of the trip. Nodes are increasingly a blend of differing activity with housing.

Professional offices in traditional multi-tenant spaces - Less space per employee than in the past was the trend. Open spaces to foster comfort and collaboration also diminished space needs in buildings, increasing net space.

Home office activity - Pre-Covid, the home office was not yet the majority but was the most rapidly growing office "space" market. The market growth resulted from a growing number of employees working from the home part or full-time, advances in technology, and home-based business activity.

Changes in technology are evolving that will impact operations - For the past seven-plus years, manufacturing has been returning to the United States due to minimizing labor costs through technological application.

Context Is Important > Covid

Covid is NOT the cause of any of the patterns, trends, or conditions noted previously. Covid essentially accelerated the trends, speeding up what might have taken five years into one year.

Covid did, however, change some dynamics as follows. Some are short-term market changes, while others are longer-term changes.



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- ✓ **Fear and shopping changes** - Much of the disposable income in Lisbon, the surrounding region, the United States, and Canada are in the Baby Boomers' hands. Since March of 2020, many in this population or market cluster feared making unnecessary trips, including shopping or, more importantly, going to shopping areas for other purposes than "one-stop."

Fear is a short-term phenomenon that has and will continue to reverse as conditions change regarding Covid. However, the loss of fear will not change the "Pre-Covid" market dynamics.

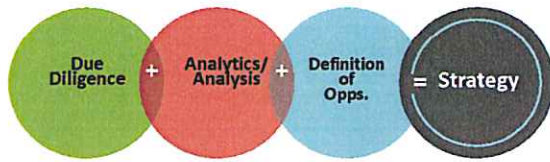
- ✓ **Downtowns and neighborhoods flourishing based on a "back to the future" type model** - For about one generation, many large and smaller neighborhood and community downtowns "lost their way." Downtowns originally were successful because they provided a range of services, were the place to go, mingle, meet people, and were near people's homes. All that was reversing due to many noted Pre-Covid factors, with neighborhoods and downtowns becoming the place to seek an experience, not just a duplicative shopping trip.

Much of the activity resulted from the incredible growth of independent or non-national chain food service or restaurant establishments and the physical creation of a sense of place through public and private infrastructure investment and a mix of uses.

TCG'S GOALS FOR LISBON

- ✓ **Exceed Your Expectations** - TCG's goal is to exceed expectations, not simply meet them. We try to "raise the bar" on our efforts.
- ✓ **Combine Pragmatism with Creativity** - TCG believes that the analysis and strategy must be simultaneously pragmatic and creative. Suggestions must be realistic and implementable.
- ✓ **Understand Perceptions Area Reality** - Accentuating and effective utilization of assets are keys to success.
- ✓ **Create Quality Output From Quality Input** - TCG believes that quality output results from quality input.
- ✓ **Provide ROI For All Stakeholders** - All parties or stakeholders in a process must receive a Return-On-Investment (ROI). The definition of ROI varies for each participant group.
- ✓ **Work cooperatively With Lisbon** - TCG will essentially work as adjunct staff to Lisbon's staff.

Our approach and extensive new research make TCG's work programs unique.



PHASE 1 – MARKET ANALYSIS

In an effort not to be redundant, any element inadvertently left out from the RFP is herein considered included in our proposal and fee structure. Based on the review of information and documents, TCG's scope consists of the following for Phase 1.

1. **Due Diligence**, including initial interviews, secondary data gathering, and new primary database development processes.
2. **Analyses**, including real estate and demand forecasting.
3. **Definition of opportunities** from the multiple analyses in general and for the Worumbo specific site.

Scope elements include those that follow and can and will be performed simultaneously.

1. Due Diligence

✓ **Area Reconnaissance**

The reconnaissance is expected to take at least one-half day and be conducted and coordinated with staff, Covid permitting. (If necessary, separate vehicles will be used.)

✓ **Collection & Review Of Available Data**

Available studies and data are expected to be provided to the TCG Team at or near the effort's onset. Included will be the SurveyMonkey raw data, excluding the person who took the survey and their address!

✓ **Survey Of Residents (NOT AN OPINION SURVEY, NOT ADDRESSING THE DEFINED WORUMBO ALTERNATIVES, ADDRESSING NEEDED MARKET DATA FOR HOUSING AND COMMERCIAL).**

Conducted online, a survey of full and part-time residents is critical to developing a "real world" new database on which "bankable" analytics are based. The survey will be open to local and regional residents and gather information on current and five-year housing needs, commercial utilization, micro-level spending on goods and services, and current and anticipated employment conditions only! All are essential, and existing data is non-existent, outdated, or unreliable.

TCG will be responsible for designing the survey with input from Lisbon and will administer the survey using SurveyMonkey. Lisbon will have responsibility for marketing the survey, which is not expected to require any or significant out-of-pocket costs by Lisbon. TCG's goal is to achieve or exceed the size of the recent survey conducted addressing the Worumbo site alternatives.

✓ **Stakeholder Interviews & Focus Group Sessions.**

TCG anticipates about 10 stakeholder interviews. These will be accomplished through one-on-one or "face-to-face"/Zoom methodology. Examples of those to be interviewed include residential and commercial Realtors, education institution representatives (high school and higher), large employers, or employment benefits representatives.

2. Analyses

✓ **Analysis Of Property Trends and Patterns**

Residential and non-residential property trends and patterns will be analyzed using online sites and others that track sales, rental rates, and other factors. Per square foot information is expected to be extracted or developed.

✓ **Demand Forecasting**

TCG would define opportunities and activity through an examination of the demand for goods and services. The forecasting would focus on retail goods and related services, select entertainment activity, and niche housing often associated with mixed-use areas. (The survey of residents is vital to defining opportunities.)

Concerning the demand forecasting

- A. By definition, dining and other restaurant/food services activities are among one of ten major retail goods and related services categories.
- B. Recreation demand will focus on commercial recreation with revenue flow and is often found in commercial areas, downtowns, and corridors.

The forecasting of demand would include that which follows.

1. Definition of demand's residential and commercial demand components, such as Lisbon residents, nearby or surrounding area residents, and others.
2. Definition of the market(s) or market area(s) population, households, household spending, shopping, and commercial utilization patterns, based on actual data developed through surveys.
3. Definition of the current and future customer base and commercial utilization patterns developed through surveys.
4. Definition of the current or potential components of demand penetration levels developed through surveys.
5. Definition of competitive advantages and disadvantages concerning housing and commercial for the Worumbo site



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6. Demand forecasts for retail and retail-related services, by major retail category and sub-category (over 50 types of operations), and capturable space activity for Lisbon and Worumbo.
7. Entertainment spending estimates and appropriate gaps in the market.
8. Identification of gaps in the education and health and medical arenas upon which the Worumbo site might capitalize.
9. Definition of specific niches, clusters, and critical mass that would be marketable for opportunities for Lisbon and the Worumbo site.
10. Estimated future niche housing demand associated with mixed-use for the Worumbo site, including price points, size of units, and amenities.
11. Estimates of supportable space (or units for housing) and absorption.

3. Opportunities Definition

For the housing and commercial sectors and activities defined, TCG will provide the following.

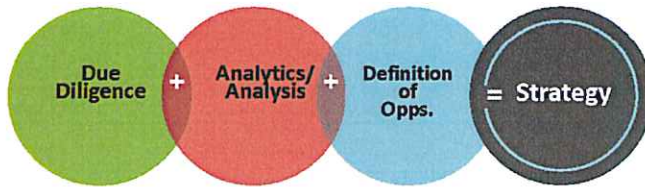
- Identification of opportunities that result in penetration into market segments.
- Identification of opportunities that create internal synergy.
- Specific niches and clusters that will create new market opportunities for housing and retail.
- Specific niches and clusters that will create new market opportunities for mixed-use.
- Site-specific clusters for Worumbo.

To reiterate and to avoid duplication, all processes and results defined in the RFP are herein incorporated into TCG's proposal.

Deliverables

The following are deliverables.

1. One draft and one final technical appendix with survey results and market analysis data.
2. **An Executive Summary with appropriate graphics for general distribution as part of a developer RFQ/RFP. (One draft and one final)**
3. A presentation given by TCG to the staff and elected leadership
4. A PowerPoint presentation for future use.



PHASE 2 – FISCAL ANALYSIS

The fiscal analysis must be placed within the context of the two concepts for Worumbo’s redevelopment derived from the visioning sessions and the previously conducted community survey. The majority of the people supported two alternative development ideas.

Within each concept, opportunities in units and space identified in Phase 1 – Market Analysis will guide the fiscal analysis.

Lisbon is very fortunate that the Worumbo site could have both short and long-term positive impacts on the community. A marketable project could impact the very view of the community’s future in a positive way. **Because Lisbon owns the property, there are potentially many public-private partnership arrangements that should be explored that might include sale of the property, leasing of the property, and combinations.**

The following is a synopsis of this second phase of the Lisbon effort.

1. Due Diligence

✓ Meeting with Staff and Elected Officials

As noted, since Lisbon owns the Worumbo site, there are numerous potential fiscal scenarios for each of the two defined alternatives. The range is from leasing land to short and longer-term sale arrangements or a combination of the options. A meeting will be held with staff and elected officials to define possible “acceptable” parameters. TCG will provide options, explain the potential benefits, and present acceptable options.

✓ Research Public-Private Partnerships in Maine, New Hampshire, and Vermont

TCG will research public-private partnership development arrangements in the multi-state area to determine fiscal arrangements that were or are involved.

✓ Research Building Costs

Building costs have increased substantially in the past year. TCG will obtain building costs information from national or regional sources.



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2. Analysis

Analyses of the fiscal aspects of public-private partnerships will be conducted.

A brief “white-paper” synopsis of the analysis will be provided.

3. Proforma Scenarios

Potentially two development cost options for each of the two Worumbo development scenarios will be provided, based on the market conditions and findings from the noted Due Diligence and Analysis work in Phase 2. Each (of the four potential proformas) will address construction costs, non-construction or soft development costs, and potential developer revenues.

Fiscal-oriented benefits to both Lisbon and the private sector development interest will be defined. Fiscal gaps, if any, will also be identified should there be differences between project costs and what the market will support.

4. Strategic Program

TCG will develop a preliminary strategic implementation-oriented program. The strategic implementation program will be realistic/pragmatic and creative based on available or reasonably anticipated human and fiscal resources. Included would be that which follows.

- Suggestions for modifications to regulations to enhance the opportunities.
- Additional fiscal incentives if necessary.
- A potential process to be utilized to recruit developers/investors.
- A preliminary list of some potential mixed-use developers.

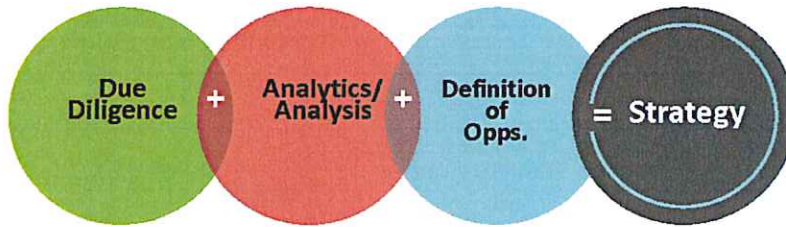
Deliverables

The following are deliverables.

5. One draft and one final of the fiscal analysis, including the proformas and their assumptions.
6. A white paper/memo draft of the strategic program suggestions.
7. A presentation to staff and elected officials.



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AVAILABILITY & BID

PRE-AWARD INTERVIEW

TCG is available for interviewing during the week of August 23, 2021.

AVAILABILITY TO COMMENCE

TCG can commence work the week of Labor Day. Phase 1 – Market Analysis is expected to take two and one-half months, with or without the Resident Survey indicated in the “Approach.”

Phase 2 – Fiscal Analysis is expected to take five weeks and should overlap one week with Phase 1.

The total of Phase 1 and 2 should take **14 weeks**.

BID PRICE

The total fee for the **Phase 1 – Market Analysis**, with an expansion of the scope indicated in the RFP, is **\$5,500**. This is an all-inclusive, flat rate fee. The fee is the same whether the Resident Survey is included or not. TCG strongly urges the inclusion of that task.

The total all inclusive fee for the **Phase 2 – Fiscal Analysis** is **\$4,500**.

Therefore, the total all-inclusive fee for the Market and Fiscal Analyses is \$10,000. **Approval of the Fiscal Analysis can occur during or near the completion of the Market Analysis.**

**PROPOSAL TO
THE TOWN OF LISBON
TO PREPARE A
MARKET ANALYSIS**

Submitted August 2021

Bid No. 2021-002

Submitted to:

**Brett Richardson, Director
Economic and Community Development
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04210**

Submitted by:

**JEFFREY
DONOHOE
ASSOCIATES**
ECONOMIC & REAL ESTATE CONSULTING SERVICES

Contoocook, New Hampshire

Jeffrey Donohoe Associates LLC
74 Granite Valley
P.O. Box 669
Contoocook, New Hampshire 03229

August 19, 2021

Brett Richardson, Director
Economic and Community Development
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04210

RE: Bid 2121-002 for Market Analysis Services

Mr. Richardson,

On behalf of Jeffrey Donohoe Associates (JDA), I am pleased to submit the attached proposal to provide the Town of Lisbon with Market Research Services. JDA has extensive experience in preparing market analysis studies and economic development plans across the United States. In our experience, the evaluation of economic development opportunities is heavily influenced by the available real estate in the community. Moreover, factors influencing the highest and best use of real estate, including uses that are physically possible, legally permissible and financially productive, play a critical role in site selection and investor decision-making.

Since 2004, JDA has helped almost 100 communities evaluate economic and market-driven uses for properties such as the Worumbo Mill Site. Our approach is to create *fiscally responsible, market-driven* economic development and real estate strategies that can be implemented by our client communities.

In order to create an implementable redevelopment strategy, it is important to realistically evaluate the community's strengths, weaknesses, opportunities and threats. Some communities don't recognize opportunities early enough in the "opportunity cycle".

In completing this assignment, JDA will provide a realistic evaluation of the City's demographics, economic base and real estate markets, as well as providing specific analysis of the Worumbo Mill redevelopment options.

Jeffrey Donohoe Associates has direct, recent, relevant experience, as we recently completed an evaluation of a development site at the former Naval Air Station in Brunswick for the Midcoast Maine Redevelopment Authority.

With more than seventeen years' experience in preparing market studies, feasibility analyses, project proformas, economic development plans and economic/fiscal impact evaluations, JDA has the necessary experience, qualifications and availability to meet the Town's goal of completing the study by early November.

The graphic below provides an overview of many of the projects that JDA has completed since being established in 2004. In addition to working in more than twenty states and the District of Columbia, JDA has also complete multiple projects in Puerto Rico and Guam.



Contractor Information

Jeffrey Donohoe Associates, LLC (JDA) was established in New Hampshire as a Limited Liability Company in 2004. Since that time, JDA has completed assignments in more than twenty-five states across the United States, as well as projects in both Guam and Puerto Rico.

Since 1988, Mr. Donohoe has gained significant experience in conducting market studies for communities affected by military base realignment and closure. He has supported more than eighty communities over that time with market studies, financial feasibility analyses, conveyance strategies, and breakeven analyses. In addition, JDA provides a variety of additional services to clients, including economic and fiscal impact studies, feasibility analysis, proforma development, breakeven evaluations and marketability assessments. The common denominator in these studies is real estate and economic development.

As required by the Request for Proposals (RFP), the following information is offered.

Identity of Offeror	
Name	Jeffrey Donohoe Associates LLC
Address	74 Granite Valley, Contoocook, NH 03229
Telephone Number	603.568.5912
Email Address	jeff@teamdonohoe.com

Jeffrey Donohoe, Principal of Jeffrey Donohoe Associates, LLC is the primary point of contact for technical and contractual clarifications that may arise as a result of this proposal, and the only person authorized to obligate the firm.

Qualifications and Experience

Jeffrey Donohoe Associates (JDA) is a national economic and real estate consulting firm with extensive experience in evaluating complex real estate properties and identifying redevelopment potential, marketability and property lease and/or sale values. Since its founding in 2004, JDA has also provided cost and budgeting support for complex projects to public sector clients. JDA brings a wealth of experience in understanding the complexities of economic activity on urban, suburban and rural markets. JDA has completed projects across the United States, as well as in Guam and Puerto Rico.

Market Studies and Feasibility Evaluations - JDA has prepared a variety of market studies and financial feasibility evaluations for real estate development projects of all types, including the evaluation of residential and non-residential development projects and corridor redevelopment studies. The firm has completed evaluations of a number of age-restricted residential projects, mixed-use developments, office and industrial properties, as well as traditional single-family and condominium developments.

Real Estate and Economic Development Consulting - JDA has extensive experience in many aspects of economic consulting and real estate analysis. Analysis of historic trends is used to help project future performance using detailed spreadsheet models. These analyses support the creation of jobs through fiscally sound real estate investments. This objective is achieved by understanding the economic base of the region, as well as the labor force, housing prices, commuting patterns, utility costs and the costs of doing business.

Fiscal and Economic Impact Analysis - JDA has the ability to prepare a wide variety of fiscal and economic impact analyses. Typical assignments focus on: the fiscal and economic impacts of a major plant closure, and how can they be mitigated; and the economic and fiscal impact of proposed real estate developments. The goal of these analyses is to gain an understanding of the impacts on the local tax base, municipal service demands and the economy.

Military Base Reuse and Adaptive Reuse Consulting - JDA also has extensive experience in evaluating the adaptive reuse potential for older buildings, including mill buildings, industrial facilities, and other complex real estate assets. In particular, the firm has worked on more than a dozen former military installations, identifying assets which can be used to help communities recover jobs lost due to the closure of a major military facility. Our approach focuses on creating alternative development scenarios which are consistent with demand from the marketplace and fiscally prudent for the community.

Projects considered most applicable to the Lisbon Market Study project are summarized in the References section of this proposal. Among the other projects considered relevant to the Lisbon Market Analysis project are:

- **Market Analysis and Master Planning, Midcoast Regional Redevelopment Authority, Brunswick, Maine:** JDA was retained in 2020 to provide real estate market research services in support of the development of a Master Plan for a 140-acre tract in Brunswick, Maine. The primary focus of the analysis was identifying potential residential development capacity and market demand for the property. The analysis included an evaluation of single-family and multi-family housing at a variety of income levels. In addition, working with the land use planner for the site, JDA evaluated potential development density bonuses in order to encourage potential developers to include workforce and affordable housing units into their overall development strategies.
- **Financial and Impact Analysis of the Redevelopment of the Weymouth Naval Air Station, Weymouth, Massachusetts:** JDA served as the lead financial advisor, market analyst and was responsible for developing the Economic Development Conveyance application for the Naval Air Station in South Weymouth, Massachusetts. The application was approved by the Navy, and redevelopment of the property is expected to include 2,855 housing units, 2 million square feet of commercial development and approximately 5,000 on-site jobs. JDA prepared an integrated financial model that projected property development and absorption for housing units and non-residential properties, annual population

growth (including school-aged children estimates), property taxes revenues and costs for municipal services over a twenty year development period.

- **Fiscal and Economic Impact Analysis, Plymouth, Massachusetts:** JDA was retained, as part of a project team, to evaluate the fiscal and economic impacts associated with the development of a movie studio in Massachusetts. The proposed studio complex included sound stages, pre- and post-production facilities, two office buildings, a 14-acre backlot and on-site housing.
- **Impact Analysis of Proposed Casino Development, Palmer, Massachusetts –** JDA evaluated the anticipated economic and fiscal impacts associated with the development of a \$1 billion casino project in Massachusetts. The project included the development of two hotels, a resort casino with more than 3,500 gaming positions, a major retail center, a Cineplex and a waterpark. The analysis included an evaluation of impacts anticipated as a result of the development on the host community.
- **Right of Entry Research, Guam:** JDA was retained by the Army Corps of Engineers (Honolulu District) to research current property ownership of a Formerly Used Defense Site. The property had been transferred more than fifty years prior, and had been subdivided into more than 600 parcels. JDA utilized ownership and subdivision records from the Guam Department of Land Management to create a database of current property owners, and developed a report which included a property map for the individual site, a neighborhood map and a copy of the deed or subdivision plan as appropriate.
- **Market Analysis of a Major Real Estate Development Project, Niceville, Florida:** JDA was retained to evaluate the market potential for an 1,100-acre parcel located in the panhandle area of Florida. The property was the largest development site available in the community, which is adjacent to a major military installation. The evaluation considered hotel and restaurant uses, a large retail component, office development and a variety of housing options across the value spectrum.
- **Impact Analysis of the Relocation of U.S. Marines from Okinawa to Guam:** JDA provided impact analysis services to the Government of Guam to evaluate expected impacts of the relocation of U.S. Marines from Okinawa to Guam. This comprehensive analysis considered changes in both temporary (construction) employment and permanent employment, and how these activities could affect a variety of fiscal and economic issues on Guam.

References

Market Analysis and Master Planning, Midcoast Regional Redevelopment Authority, Brunswick, Maine: JDA was retained in 2020 to provide real estate market research services in support of the development of a Master Plan for a 140-acre tract in Brunswick, Maine. The primary focus of the analysis was identifying potential residential development capacity and market demand for the property. The analysis included an evaluation of single-family and multi-family housing at a variety of income levels. In addition, working with the land use planner for the site, JDA evaluated potential development density bonuses in order to encourage potential developers to include workforce and affordable housing units into their overall development strategies.

Steve Levesque, Executive Director
Midcoast Regional Redevelopment Authority
207.841.9955
stevel@mrra.us

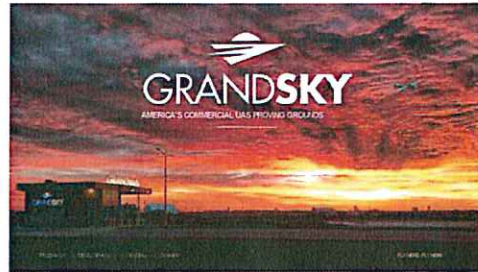


Economic Development Plan, Loring Commerce Center, Limestone, Maine: JDA was retained as part of a project team to update potential economic development targets for the former Loring Air Force Base in Limestone, Maine. Working with representatives of the Loring Development Authority, the team evaluated key potential economic sectors and how the Loring Commerce Centre might be able to support users in those sectors. One of the key areas of consideration was potential uses that could be supported at the property's airport, including unmanned aircraft activity and the potential to support space-related opportunities. The analysis included the identification of target opportunities and specific marketing opportunities and strategies.

Carl Flora, Executive Director
Loring Development Authority
207.328.7005
cflora@loring.org



Feasibility Analysis of an Unmanned Aerial Systems Airport, Grand Forks Air Force Base, North Dakota: JDA served as the Prime Contractor for the creation of Grand Sky, the first Unmanned Aerial Systems (UAS, or drones) airport in the United States. The project is being developed at property on Grand Forks Air Force Base, North Dakota. The project allows for private sector development on 217 acres at the Base supporting the creation of a business park focused on unmanned aerial systems (UAS). Since beginning development, the project has seen more than \$90 million in public and private investment. Both Northrop Grumman and General Atomics have built facilities at Grand Sky to support commercialization of their aircraft, such as the Reaper, Global Hawk, Firebird and Predator. In addition, General Atomics has established a training center to train in-house pilots as well as pilots from countries which are acquiring General Atomics' UAS. As of the end of 2020, the project supported more than 450 direct, indirect and induced jobs, with total annual wages in excess of \$29 million. Note: Grand Sky was originally envisioned as the National Center for ISR Development (NCID), and the original proposal from the County to the Air Force is included in the sample work products attached to this proposal.



Tom Ford, County Administrator
Grand Forks County, North Dakota
701.741.2503
thomas.ford@gfcounty.org

On-call Real Estate Analysis, Pease International Tradeport, Portsmouth, New Hampshire: JDA has provided for real estate advisory services and economic analysis services to the Tradeport since 2004. Projects include appraisal review, property sale strategies, financial analysis of transactions, and strategic planning for real estate issues. Recently, JDA has completed review of properties appraisals for two properties that the Pease Development Authority is considering selling.



Lynn Hinchee, General Counsel
Portsmouth, New Hampshire
603.661.6000
lynn@peasedev.org

Availability

JDA is available to meet with the Town of Lisbon during the week of August 23rd, and can begin work within seven days after execution of a contract.

Price Proposal and Timeline

Jeffrey Donohoe Associates proposes a fixed fee price for completion of the Lisbon Market Analysis of \$46,795. This price includes professional fees as well as any travel costs, data acquisition, printing, copying, shipping and other direct costs. Invoices will be submitted monthly, on a percent-of-completion basis.

JDA proposes an eight-week completion schedule. Assuming a contract is executed by September 7, 2021, the project would be completed by November 2, 2021.

Thank you for considering our proposal. We look forward to discussing this exciting opportunity with you.

Sincerely,

Jeffrey S. Donohoe
Principal

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002
PROPOSAL FORM

To: Economic and Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

The undersigned hereby declares that he/she has carefully examined the proposed Scope of Work, the proposed Contract Form and the Contract Documents therein referred to and that he/she proposes and agrees, if this Proposal is accepted, that he/she will contract with the Town of Lisbon, by its Town Manager to provide all aspects of **LISBON MARKET ANALYSIS** for the municipality, in accordance with the conditions and requirements set forth in the Contract Documents and the requirements of the Town Manager as provided for therein; and that he/she will accept in full payment therefore the following sums to wit:

#	Description
	<p>SCOPE OF WORK</p> <p>The purpose of the Lisbon Market Analysis (LMA) is to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on the former Worumbo Mill Site at 1 Canal Street. Background materials detailing site considerations and a local community visioning process are available at: https://www.lisbonme.org/lisbon-development-committee/webforms/worumbo-redevelopment-visioning.</p> <p>Contractor will base findings on current and anticipated future market conditions using economic and demographic data. The LMA Deliverable will specify space types within each market category based on an analysis of trends within Lisbon’s residential, retail, and service market to identify gaps between supply and demand.</p> <p>In addition to informing future plans for the former Worumbo Mill site, it is the Town’s goal that the LMA Deliverable will be useful for property owners throughout the Town who are exploring redevelopment options for privately owned parcels.</p> <p><u>Project Management</u></p> <p>Y Project Management Remote Meetings or Calls: 2 hours total at minimum</p> <p>Y In-Person Evening Presentation in Lisbon: 1 hour</p> <p><u>Deliverable</u></p> <p>The deliverable for the LMA will include a report and financial pro forma that presents the research, analysis, and recommendations for the market and financial feasibility analysis in a final report, which will include an executive summary. An electronic copy of the report will be provided by email.</p>

DEMOGRAPHIC AND ECONOMIC PROFILE

Contractor will develop a demographic and economic profile of the town and relevant market areas that will be used for reference throughout the study. Data will be collected at the appropriate level for each market sector (town, county, region, etc.). The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, etc. Contractor will also compile information on labor market size and commuter trends to identify inflow-outflow.

Demographic Profile. Indicators within the demographic and socioeconomic profile will include, but are not limited to:

- Y Existing, historic, and projected population trends
- Y Population distribution and characteristics: age, income, education, diversity
- Y Household characteristics and trends

Economic Profile. Contractor will detail job growth trends and projections at the sub- industry level to help identify future commercial and residential demand. The analysis will examine historic and projected employment trends, industry concentration (location quotient analysis), and industry competitiveness (shift-share analysis).

RESIDENTIAL REAL ESTATE ANALYSIS

Contractor will assess the supply and demand by residential space type (rental apartments, for-sale units, etc.). The housing profile will explore the role that housing plays in talent attraction and retention and supporting economic activity locally and in the broader region.

Contractor will create a housing profile for the region, which will include:

- Y Housing characteristics: home value, age of the housing stock, etc.
- Y Vacancy rates and price points
- Y Recent and planned development activity

RETAIL AND SERVICES MARKET ANALYSIS

Contractor will identify what people are spending on retail goods and services, and where they are spending it. Key findings will include:

- Y Retail/Services categories with strong potential to expand within the region, and how many additional establishments and/or square feet of space can be supported.
- Y Emerging opportunities for post-pandemic transitioning retail niches to determine what uses will drive economic activity.
- Y Restaurant and services opportunities.

Retail data will include:

- Y Sales at local retail and services businesses
- Y Spending by local consumers
- Y Sales leakage/surplus gap
- Y Demand by sector (potential new businesses or space)

The Retail and Services Market Analysis will present a clear picture of the opportunities in the Lisbon market area as well as any challenges and barriers that might inhibit investment. The market analysis will also identify new development that the market can absorb in terms of square feet or number of units of new development now and into the future.

WORUMBO REDEVELOPMENT OPTIONS & FINANCIAL FEASIBILITY ASSESSMENT

Based on the market assessment outline above and existing available information regarding site conditions for the property, Contractor will prepare a memo detailing two redevelopment options for the Worumbo site. During a project management call with the Town, Contractor will review the two scenarios with Town representatives to refine the scope.

Contractor will prepare a financial analysis of the two Worumbo redevelopment scenarios to be considered. The financial feasibility study will include projections on price/rental points, construction costs and required capital investment, operating expenses, market capture, and other key economic and financial information for each scenario. Estimates for construction costs will be based on site condition information provided by the Town, and average construction rates for the region.

The analysis will estimate pre-tax cash flows to the development partners (public and/or private) that will reflect possible leasing and ownership options, and investment requirements.

Contractor will present the findings of the financial feasibility testing to Town representatives during a video conference call. During this call, we will work with the Town to identify the preferred alternative.

Proposal Content and Organization Requirements:

The proposal submitted should include the following information in the format and order described below:

- **Letter of Transmittal:** The letter of transmittal should exhibit the Proposer's understanding and approach to the services requested in the RFP. It should contain a summary of

Proposer's ability to perform the services described in the RFP and confirm that Proposer is willing to perform those services and enter into a contract with the Town of Lisbon. By signing the letter and/or the proposal, the proposer certifies compliance with the signature authority to bind. The letter of transmittal should also identify the following:
- **Vendor Information:**
 - Submitting organization, its legal structure, location and primary telephone number;
 - Brief History of Organization
 - Identify the name, title, address, telephone number, and email address of each person authorized by the Proposer to contractually obligate the Proposer;
 - Identify the name, address, telephone number, and email address of the primary contact person for technical and contractual clarifications throughout the proposal evaluation period.
- **Qualifications and Experience:** To be considered as qualified to perform the requested services, the Proposer's personnel must meet the following minimum qualifications:
 - 5+ Years of relevant experience
 - 3+ examples of similar projects successfully completed

	<ul style="list-style-type: none"> ● References: The proposal will include references for the proposer, and the Town of Lisbon will contact references. The statement of references should include: <ul style="list-style-type: none"> ○ The name and address of at least four references ○ Phone number& email address of the contacts ○ Brief Description of Environment and Services Provided <p>It is preferred that the references be similarly sized public entities and/or entities for whom the proposer has or is providing similar services to those being requested in this RFP.</p> ● Availability for Pre-Award Interview during week of 8/23: As part of the selection process the Town anticipates interviewing each bidder during the week of August 23, 2021. ● Availability to Commence & Complete Project: Proposals should include the date on which the bidder is available to commence work and the anticipated number of weeks to complete the scope of work. ● Bid Price: The proposal should include a flat rate quote to complete the scope of work
	Total Bid Price \$46,795.

The undersigned hereby further declares that the only persons or parties interested in this Proposal, as principals, are named below; that the Proposal is made without any connection with any other person or party making any proposal for the same work; and that no person acting for or employed by the Town of Lisbon is directly or indirectly interested in this Proposal or in any contract which may be made under it or in profits expected to arise therefrom, except as provided by the Town Ordinance. The full names and addresses of all persons and parties interested in this Proposal, as principals, are as follows (Give first and last names in full; and in the case of a Corporation, give names and addresses of President, Treasurer and Manager; and in case of a Partnership, give names and addresses of members):

Jeffrey Donohoe, Principal, Jeffrey Donohoe Associates, LLC, 74 Granite Valley, Contoocook, NH 03229

Company Name	Jeffrey Donohoe Associates, LLC
Signature	
Title	Principal
Printed Name	Jeffrey S. Donohoe
Physical Address	74 Granite Valley Contoocook, NH 03229
Mailing Address	PO Box 669 Contoocook, NH 03229
IRS ID # /DUNS#	20-4692751
Date	August 19, 2021
Phone #	603.568.5912
E-Mail Address	jeff@teamdonohoe.com

SUBMITTED TO:

Brett Richardson, Economic and Community Development Director
Town of Lisbon, ME
300 Lisbon Street
Lisbon ME 04210

PROPOSAL FOR

LISBON MARKET ANALYSIS

Town of Lisbon, ME

AUGUST 20, 2021

PREPARED BY:



PO Box 3547
Saratoga Springs, NY 12866
518.899.2608
www.camoinassociates.com

CAMOIN ASSOCIATES



August 20, 2021



Robert Camoin, CEcD
President & CEO
rcamoin@camoinassociates.com
(518) 487-9587
PO Box, 3547, Saratoga Springs,
NY 12866

Dear Brett,

When I started my economic development career in the public sector, I often found myself paging through qualification responses like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective, I hope in the pages that follow we convey our expertise and experience as a trusted partner among municipalities throughout the northeast and beyond.

We know Maine and we know Lisbon. Jim Damicis, Senior Vice President at Camoin Associates, started his career working throughout Maine and as a firm we have continued a significant amount of planning, impact, and market analysis work in the state. We are intimately familiar with the challenges, opportunities, and unique assets that Maine and Lisbon possess and will look to build off these experiences to the benefit of your community.

Our team will work closely with you, your partners, and your community to identify feasible residential, retail, and service opportunities throughout Lisbon and specifically for the former Worumbo Mill Site at 1 Canal Street. The goal of our work will be to help identify emerging market opportunities that exist for different use types based on a demographic analysis and economic profile, real estate market analysis, development scenarios, and finally, a financial feasibility analysis.

We appreciate the time and detail that went into development of the RFP and can confidently state that we will be able to complete the work described within the stated timeline and would be willing to enter into a contract with the Town of Lisbon. Please note that all requested information can be found on the pages that follow in the order requested.

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget. I can be reached at **rcamoin@camoinassociates.com** or (518) 487-9587 if you have any questions. You may also reach out to my partner Jim Damicis, **Jim@camoinassociates.com**, with any questions.

Yours respectfully,

A handwritten signature in blue ink, appearing to read "Robert Camoin".

Robert Camoin
President & CEO

PROJECT UNDERSTANDING AND APPROACH

Finding the emerging real estate opportunities in Lisbon, with a focus on the Worumbo Mill Site, will require a focus on context and creativity in addition to technical market analysis, and that will be our approach. Establishing the market potential throughout the community will help move the town forward in terms of attracting private investment, and mixed-use development at the vacant mill site will help to spur additional economic activity and vibrancy along the waterfront. The market feasibility of major mixed-use projects is complex, requiring an understanding of current market conditions as well as the new dynamic created by the mix of new uses. This is why Camoin Associates' approach to market analysis is comprehensive, custom-tailored, and focused on nuance to provide our municipal clients with information they can trust.

We will work with your team to bring together past efforts, including the public input and visioning materials for the Worumbo site, and the latest data and innovative thinking to help establish a set of redevelopment scenarios that is not only market feasible but financially feasible as well. The final deliverable will provide all of the background research with recommendations regarding next steps to encourage development within the community and reactivation of the mill site.

TASK 1: PROJECT KICK OFF MEETING

We will begin the project with a virtual kickoff between the Camoin and Lisbon team. The purpose of the meeting will be to examine the proposal methodology in detail to ensure the approach will meet the needs of the Town, and to conduct an initial discussion during which we will identify information needs, project timelines, communications and project management schedules, etc. More specifically, during this session we will:

- ◆ Review the scope and approach
- ◆ Discuss current economic development efforts and initiatives in the Town that may impact the real estate market analysis.
- ◆ Review of any redevelopment efforts that have occurred for the Worumbo site in the past and opportunities or challenges/obstacles that we should be aware of.
- ◆ Discuss scheduling of meetings and project management protocols.

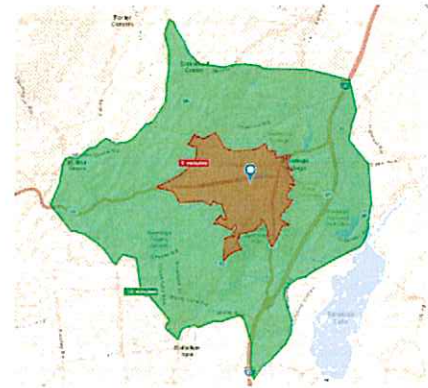
TASK 2: DEMOGRAPHIC AND ECONOMIC PROFILE

Our team will work with the Town to identify a primary and a secondary market geography for which to gather information. Our approach to defining the local and regional markets will be based on our understanding of two things: (1) the role of the Town in the regional economy, and (2) the current market activity in the town. These two factors will determine the radius from which people will be drawn to the town and redeveloped Worumbo site. The Team will work with the Town to determine how best to define the boundaries, but it will likely entail using drive times for the retail market and county boundary for the employment/office market research. The Team will conduct

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research and provide the Town with a memo outlining our recommendations for the primary and secondary markets before proceeding with data collection.

After determining the primary and secondary market geographies, we will analyze socioeconomic trends within them to determine potential impact on the local economy. The analysis will evaluate changes in population, household type, age distribution, educational attainment, and household income. Additionally, an economic profile will be completed to track job growth/decline, key industries and sub industries, and other economic details that will drive real estate market trends. The analysis will consider recent trends (2011-2021) as well as five-year projections to 2026. This baseline information will be used to “set the stage” for additional analysis, as well as draw preliminary conclusions about existing and potential demand within the Town of Lisbon.



Example of Local and Regional Trade Areas

TASK 3: RESIDENTIAL, RETAIL, SERVICES REAL ESTATE ANALYSIS

3.1 MARKET INTELLIGENCE INTERVIEWS: Our approach to real estate market analysis is to combine detailed data analysis with insights gleaned from conversations with local and regional experts, including realtors and brokers, developers, property managers, economic officials, and others. This input is critical in “ground-truthing” the data and assembling a nuanced understanding of the unique and specific opportunities that may exist in Lisbon. For these reasons, we propose to conduct 10 one-on-one or group interviews as part of this effort.

3.2 HOUSING MARKET ANALYSIS AND NEEDS ASSESSMENT: A housing real estate market study and needs assessment (collectively referred to hereafter as “housing study”) will be prepared as part of this effort and will be designed to inform the reuse study for the Worumbo site and to exist as a standalone report for the Town of Lisbon. The housing study will include the following tasks:

- ◆ **Supply Analysis:** A full inventory and assessment of the current housing stock and housing supply trends in the Town of Lisbon and broader regional market area. This will include analysis of owner vs. renter-occupied units; age and condition of stock; single-family vs. multi-family units; vacancy trends; home prices, rental rates, and affordability; trends in housing construction and rehabilitation; continuum of care needs (active adult, independent, assisted living, etc.); year-round vs. seasonal housing; and home-sharing and short-term rental.
- ◆ **Market Trends Analysis:** In this task we will examine current market characteristics and trends for rental and owner-occupied housing. The rental market analysis will utilize our subscription to CoStar, which provides best-in-class multi-family and commercial real estate data, in addition to other sources such as



CoStar Group™

Our Advantage.

Camoin subscribes to CoStar’s comprehensive database of properties and market analytics giving us unparalleled access to detailed information on properties and market trends in the greater Lisbon market area, including real-time information on vacancy, rental rates, absorption, proposed and under construction projects, and other market intelligence.

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Esri Business Analyst. The analysis will characterize, and to the extent possible quantify, key rental market metrics including: vacancy rates, lease rates, net absorption, and deliveries (completed construction). For the analysis of owner-occupied housing we will utilize publicly available real estate data and free sources such as Redfin's housing market data. We will also work with you to identify realtor partners that can provide current MLS data for the Town of Lisbon. The analysis of the owner-occupied (e.g., single family home) market will analyze key metrics, including months of inventory, average and median sale price, and days on the market.

- ◆ **Demand Analysis:** The demand analysis will take into consideration the projected socioeconomic changes and population growth compared to the existing supply to identify housing "gaps" and housing needed to fill those gaps in the future. This analysis will estimate how many housing units will be needed overall, and by income/cost range, housing type, age-group, etc. This analysis will also examine the need to replace existing housing stock that will become obsolete over the next ten to twenty years. The key components of the demand analysis include the following:
 - ◆ *Market-rate and affordable housing needs*
 - ◆ *Replacement housing demand (obsolete housing)*
 - ◆ *Housing preferences (unit type, bedrooms, amenities, etc.)*
 - ◆ *Seasonal vs. year-round housing needs*
 - ◆ *Workforce housing needs*
 - ◆ *Special populations housing needs (seasonal, senior, etc.)*

The Needs Assessment will also identify if there are particular neighborhoods or areas within the town where there are greater, or more specific housing needs currently not being met.

3.3 RETAIL AND SERVICES: Commercial retail market potential will be explored in this task. Retail supply and demand within the town will be analyzed as well as reuse opportunities for the Worumbo site. This analysis will assess the current supply of retail, entertainment, dining, and recreation businesses in the community and identify any apparent gaps based on local demographics (population, age, income and spending power, market segment, etc.). Industrial buildings, such as the Worumbo facility, are often great candidates for a creative mix of these types of uses such as indoor rock climbing and adventure sports combined with food and beverage options such as micro-breweries or "ax-throwing" bars.

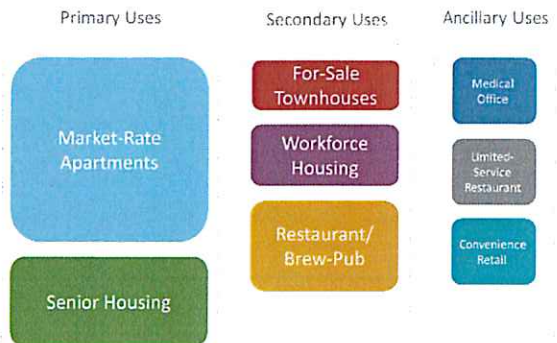
3.4 OPPORTUNITIES AND CHALLENGES SUMMARY: The market analysis will conclude with a summary of the identified reuse opportunities for the facility along with identified challenges. These challenges may include political and regulatory constraints, context considerations that will impact certain uses such as visibility, access, foot traffic, etc., negative market trends or characteristics detracting from redevelopment viability, and others.

TASK 5: REDEVELOPMENT SCENARIOS & PROJECT FEASIBILITY ANALYSES

5.1 DRAFT REDEVELOPMENT SCENARIOS

Based on the previously completed research, Camoin Associates will craft two (2) draft redevelopment concept scenarios. Program concept diagrams (shown to the right) will be developed as a starting point to discuss the mix of potential uses for each concept and relative proportion of their use of the existing space.

These diagrams will be used to refine the two concepts. Each of the two “refined” scenarios will include a narrative description, illustrative photos, and estimated development program.



Program Development Concept Diagram Prepared for Industrial Site Redevelopment Study (Berwick, ME)

5.2 FINANCIAL FEASIBILITY OVERVIEW

A financial feasibility overview will be prepared for each concept to provide a general indication as to the viability of the project from a private developer perspective. The analysis will include construction cost input will be provided by the Town and the financial analysis will look at pre-tax cash flow from the development scenario.

Camoin Associates will present the findings of this task to Town Representatives via video conference call to discuss adjustments and identification of preferred option.

Scenario MF3: Upper Floor Multi Family (per 1,000 SF)		
Pro-Forma (first stabilized year)		
	Total	Per SF
Revenue		
Revenue Potential	\$20,456	\$20.46
Vacancy Loss	(\$1,023)	(\$1.02)
Net Rental Income	\$19,433	\$19.43
Expenses		
Real Estate Taxes	(\$3,221)	(\$3.22)
Other Operating Expenses	(\$4,858)	(\$4.86)
Total Expenses	(\$8,079)	(\$8.08)
Net Operating Income (NOI)	\$11,354	\$11.35
Debt Service Payment	(\$9,552)	(\$9.55)
Annual Cash Flow After Financing	\$1,802	\$1.80
Return on Investment (ROI) Analysis		
Annual ROI		
Equity Investment	\$54,311	
Annual Cash Flow After Financing	\$1,802	
(Annual) Equity Dividend Rate	3.3%	
Overall ROI		
"Going-in" Cap Rate (yield-on-cost)	5.6%	
Investment Threshold Cap Rate	9.0%	
Development Spread (basis points)	-336	
Return on Cost (Margin on Cost)	-37.3%	
Feasibility Assessment		
Return on Cost Threshold	20.0%	
Is Project a Viable Investment?	No	
Rent per SF to Make Viable	\$35.01	
Construction Cost per SF to Make Viable	\$105.13	

An example of the outcome of a financial feasibility analysis prepared by Camoin Associates.

TASK 6: FINAL DOCUMENT AND PRESENTATION

The results of the real estate market analysis and redevelopment scenario assessment will be integrated into a concise and easily-readable executive summary report. The report will integrate the findings of each study component to provide a single summary analysis of the proposed development as a whole, identifying key findings related to specific elements of the development.

Camoin Associates can be available for one in-person meeting at any point during the project, depending on COVID and project needs.

CAMOIN ASSOCIATES

CONTRACTOR INFORMATION

Submitting Organization

Camoin Associates, Inc. is an S-Corp. The firm is fully remote, with staff working throughout the Northeast, including in Scarborough, Maine. Official mailing address is P.O. Box 3547, Saratoga Springs, NY 12866 with a primary phone number of 518-899-2608.

Firm History

Camoin Associates is a full-service economic development consulting firm headquartered in Saratoga Springs, NY with management staff located in Richmond, VA; Scarborough, ME; Cambridge, MA; and Providence, RI. Our staff has decades of experience, some of which include leadership of the top-performing economic development organizations in the country. We bring this depth of experience to every project and push the envelope to develop measurable strategies that capitalize on entrepreneurial initiatives and emerging market opportunities. The result? A region more competitive for private investment, and thus prosperity.

Since Camoin began in 1999, our intent has not wavered – to support efforts to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 1,000 projects in 44 states. As a full-service economic development firm, we cover the gamut of representative work including real estate market analysis and advisory services, strategic planning, economic and fiscal impact analysis, industry analysis, workforce development, and other economic development services.

Authorized to Contract

Rob Camoin, President & CEO
PO Box 3547
Saratoga Springs, NY 12866
rcamoin@camoinassociates.com
518-487-9587

Questions During Proposal Evaluation Period

Dan Stevens
PO Box 3547
Saratoga Springs, NY 12866
dstevens@camoinassociates.com
518-899-2608

QUALIFICATIONS AND EXPERIENCE

Camoin Associates has been a trusted name for municipalities throughout the Northeast and beyond for the past two-plus decades. Our work has supported significant public investment and policy decisions, including bond issuance, real estate development incentives, public-private partnership arrangements, tax-increment financing agreements, and others. We are also very familiar with the economic and market conditions in Maine having worked in the state for over 20 years and completing several market analysis projects recently in the state, as well as throughout New England. Examples of this work are described below, followed by additional project profiles on the following pages.

- ◆ **Tidewater Site Market Analysis | City of Pawtucket, RI** | Camoin Associates has previously examined the market feasibility of development for the Tidewater Site as part of a planning effort in the City of Pawtucket. The analysis identified high-end residential as a primary development opportunity among other uses.
- ◆ **1 Union Ave/54 Meadow Street Market Demand & Feasibility Study | New Haven, CT** | Camoin prepared a market analysis for the potential redevelopment of city-owned properties, including the fiscal implications of redevelopment scenarios.
- ◆ **Market Analysis and Redevelopment Strategy for 3 Lincoln Street | City of Biddeford, ME** | The City of Biddeford was looking for solutions to a challenging property and turned to Camoin to conduct a market analysis to inform a vision and actionable redevelopment strategy for the City to pursue and make decisions regarding public investments to support redevelopment.
- ◆ **Private Developer – Multifamily Development Market Analysis | Groton, CT** | A developer proposing a major multi-family development commissioned Camoin Associates to prepare a market feasibility study to understand current market conditions, projected housing demand, absorption potential, achievable price points, and target markets for the development.
- ◆ **Market Analysis and Waterfront Economic Development Strategy | East Providence, RI** | Camoin Associates is currently working with the City of East Providence on a waterfront economic development strategy that included a market analysis. The plan is focused on arts and entertainment uses, which emerged as a primary market opportunity.
- ◆ **Market Feasibility Study for School Building Redevelopment | Innovate Newport, RI** | Camoin Associates prepared a market study for Innovate Newport that explored feasible opportunities for a 33,000 SF building, which now features Class A coworking and traditional office space.
- ◆ **Multifamily Market Analysis | Greater Portland, ME** | Camoin analyzed the real estate market trends in the area to help focus the strategy toward attracting the types of unit-sizes, phasing schedule, amenities, and price points that are needed to ensure successful absorption of additional units in the market.
- ◆ **Cold Storage Facility Market Feasibility Analysis | Portland, ME** | The Camoin team conducted a feasibility analysis of a proposal to bring a cold storage facility to the Portland waterfront. Commissioned by the City of Portland, the study evaluated the need for and economic viability of the facility in response to public opposition.
- ◆ **Multi-Sport Complex Economic Impact Study | Town of Scarborough, ME** | Camoin conducted an analysis of a proposed major sports facility that included an indoor and outdoor ice rink, indoor turf soccer field, aquatic center, community fitness center, and outdoor recreation fields. The analysis estimated future tournaments, visitors, and associated visitor spending to estimate the annual economic impact to the Town, including the benefit to existing and potential new businesses in the immediate vicinity of the facility.

Market Feasibility Study – Dexter Street Commons Pawtucket, RI

THE CHALLENGE | The coming new commuter rail station in the City of Pawtucket will help revitalize the downtown area of the City and has already drawn developer interest. A proposal for the Dexter Street Commons, a major-mixed-use project near the site of the future rail station, is being considered by the City. In seeking to induce the development to happen, the City planned to issue special obligation bonds to finance certain public and private infrastructure for the benefits of the property and needed a market feasibility study to confirm the viability of the project and to be included in a limited offering memorandum for the issuance of the bonds.

THE SOLUTION | The City and the Pawtucket Redevelopment Agency engaged Camoin 310 to conduct a market feasibility study to determine the project's market potential, including expected absorption and achievable price points.

THE IMPACT | As of early 2021, the Project is moving forward through the City's approvals process.

CLIENT

- Pawtucket Redevelopment Agency

SERVICES

- Demographic and Socioeconomic Analysis
- Market Trends Analysis
- Supply and Competitive Property Assessment
- Demand Projections
- Absorption rates and achievable price point conclusions

Market Analysis for The Downs Mixed-Use Project Scarborough, Maine

THE CHALLENGE | In 2017, Cross Roads Holdings LLC acquired the 500-acre Scarborough Downs site in Scarborough, Maine, embarking on a 10- to 20-year effort to redevelop the property into a walkable mixed-use village, featuring a variety of housing types, a village center, recreational and entertainment facilities, and an assortment of retail, office, and light industrial space. Representing investment upwards of \$500 million, this would be the largest development project ever undertaken in Scarborough, a suburban community without a traditional town center.

THE SOLUTION | The developers engaged Camoin to conduct a comprehensive real estate market analysis of the region to understand the development opportunities for the site, as well as advise on design, phasing, project messaging, and strategies for financing the extensive infrastructure costs associated with a project of this scale, including tax increment financing (TIF).

THE IMPACT | Working closely with both the developers and the Town of Scarborough, Camoin is working to ensure that the Scarborough Downs redevelopment results in an outcome that maximizes public benefits, including tax revenue generation, job creation, and enhancement of the quality of life in the Town, while generating a fair return to investors.

CLIENT

- Cross Roads Holdings, LLC

SERVICES

- Demographic and Socioeconomic Analysis
- Market Analysis
- Financial Feasibility Analysis
- Economic and Fiscal Impact Analysis
- TIF District Planning
- Real Estate Development Advisement

1 Union Avenue / 54 Meadow Street Market Demand & Feasibility Study Hill-to-Downtown District, New Haven, CT

THE CHALLENGE | Having completed extensive planning efforts for the underutilized Hill-to-Downtown district, the City of New Haven set out to study the transit-oriented development (TOD) potential of city-owned sites located within the district and adjacent to Union Station, the busiest Amtrak station in Connecticut.

THE SOLUTION | To help guide policy decisions on catalyzing the redevelopment of the sites, which would involve relocation of the New Haven Police Department Headquarters and offices of other city departments, the City engaged Camoin and its partner MRLD Landscape Architecture to evaluate the real estate market to identify and envision the highest and best uses for the sites, in terms of both private return on investment and public economic and community benefits.

THE IMPACT | Numerous ongoing development projects and infrastructure initiatives in and around the study area contributed to a highly dynamic and complex market environment, impelling Camoin to take a holistic and long-range view of development potential. Camoin ultimately recommended two redevelopment concepts both based on mixed-use, pedestrian-friendly design principles, and a desire to activate the as-of-yet underutilized area by repositioning it as an extension, or "concourse," of bustling Union Station. Camoin tested the financial feasibility of these scenarios from the perspective of a potential investor, determining the residual value of the city-owned land, identifying costs the City would have to incur to induce private redevelopment of the sites, and evaluating the economic and fiscal impacts of redevelopment. Equipped with this information, the City is now able to make strategic decisions around relocating the Police Department and future reuse of the sites.

CLIENT

- City of New Haven, CT

SERVICES

- Real Estate Market Analysis
- Financial Feasibility Analysis
- Economic and Fiscal Impact Analysis

CAMOIN ASSOCIATES



JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 11

EXPERTISE

- Real estate market analysis
- Community planning and design
- Brownfield redevelopment
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis

AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Upstate New York Chapter

CAREER EXPERIENCE

- Community Planner and Redevelopment Specialist, Private Consulting Firm
- Economic Analyst and Conservation Planner at the Trust for Public Land
- GIS Mapping Analyst

EDUCATION

- Master of Urban Planning, Harvard University
- B.A. Economics, Binghamton University

Daniel Stevens, AICP | Real Estate Development Team

Leader

Dan brings a passion for real estate development and redevelopment to Camoin Associates and believes in the transformational power of projects to communities. His approach to real estate development includes a balanced approach of data-driven analysis, qualitative intelligence gathering, and creative and unconventional thinking. Dan enjoys working in challenging markets and with challenging properties to implement projects that beat the odds.

Dan leads Camoin Associates' Real Estate Development Services Team and founded the firm's Spatial Intelligence Program that provides site selection and detailed geographic analysis capabilities to the firm's real estate work. His real estate work with the firm has included market feasibility studies for projects of all scales and market types, including major mixed-use, industrial building reuse, residential development, historic adaptive reuse, and commercial office and retail studies. His other work includes economic and fiscal impact, financial feasibility studies, disposition strategies, concept planning, and developer RFPs. His work has led to successful development and redevelopment projects across the northeast.

FEATURED PROJECTS

Mixed-Use Development Market Feasibility Study | City of Pawtucket, RI | Dan recently completed a market feasibility study of a proposed Transit-Oriented Development mixed-use project in the City of Pawtucket. The study examined market trends, demand potential, and competitive and comparison properties to determine the feasibility of the project, absorption potential, and achievable price points. The study was completed for inclusion within a Preliminary Limited Offering memorandum in conjunction with the sale of special obligation bonds to be issued by the City of Pawtucket to finance certain public and private infrastructure for the benefits of the property.

Event Center Market Feasibility Study | City of Middletown, CT | Dan served as project manager and lead analyst for this effort to analyze to market potential of a boathouse event center on the Connecticut River. Dan analyzed the local and regional event market to determine the number and type of events that could be held in the Boathouse along with price points. The work was integrated in the design development of the Project to help make the project financially viable as a strong revenue-generating use.

Multi-Sport Complex Economic Impact Study | Town of Scarborough, ME | Dan led an analysis of a proposed major sports facility that included an indoor and outdoor ice rink, indoor turf soccer field, aquatic center, community fitness center, and outdoor recreation fields. The analysis estimated future tournaments, visitors, and associated visitor spending to estimate the annual economic impact to the Town, including the benefit to existing and potential new businesses in the immediate vicinity of the facility.

Dan brings creative thinking and problem-solving to complex real estate development challenges.

CAMOIN ASSOCIATES



JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 9

EXPERTISE

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

EDUCATION

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University

Tom Dworetsky, AICP | Director of Research

Tom's role at Camoin 310 focuses on harnessing the power of data to uncover economic development opportunities and measure results. As leader of Camoin's data and analytics team, Tom is knowledgeable on a broad array of economic data sources and methodologies that help get to the core of critical research questions. He is adept at industry research, having examined dozens of distinct industries across the economy to support economic development strategic planning initiatives.

Tom has also led and completed a variety of economic and fiscal impact analyses, supply chain studies, and real estate market and financial feasibility analyses. His work has included quantifying the economic and fiscal impacts of complex policies and projects, building pro forma financial statements for multi-million-dollar developments, and conducting regional and site-specific real estate market analyses for a range of communities and use types.

Tom is an AICP-certified planner with experience in real estate analysis and land use planning, a useful foundation for tackling economic development problems in communities with unique market conditions and land use challenges. Tom has a special interest in strategies for downtown revitalization and the positive economic and fiscal impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has developed innovative, community-specific initiatives to spur revitalization through redevelopment, historic preservation, adaptive reuse, and other creative methods.

FEATURED PROJECTS

1 Union Avenue / 54 Meadow Street Market Demand & Feasibility Study | Hill-to-Downtown District, New Haven, CT | Tom acted as project manager and lead analyst on a market analysis for an underutilized, city-owned transit-oriented development site near Union Station in the City of New Haven, Connecticut. Tom led the team in developing physical development concepts and programming for the site, and modeled their financial feasibility and residual value of the city-owned land. The analysis informed the City of the proceeds it could generate from the land sale and the potential economic and fiscal impact of redeveloping the site.

Multifamily Market Analysis | Greater Portland, ME | Tom's analysis of real estate market trends in the area helped focus the strategy toward attracting the types of unit-sizes, phasing schedule, amenities, and price points that are needed to ensure successful absorption of additional units in the market.

Scarborough Downs Redevelopment Market Analysis | Scarborough, ME | Tom spearheaded a comprehensive real estate market analysis of the greater region to inform the types of development that would be best supported as part of the project. The analysis included a detailed assessment of housing market trends, including rental and for-sale housing at various price points and housing for seniors across the continuum of care spectrum.

Tom's focus on the power of data ensures that our recommendations are grounded in market realities.

REFERENCES

Michael Piscitelli, Economic Development Administrator

City of New Haven, CT

Phone: (203) 946-2867 | Email: mpiscite@newhavenct.gov

Address: 165 Church Street, 5th Floor, New Haven, CT 06510

Project: 1 Union Avenue / 54 Meadow Street Market Demand & Feasibility Study

Jonathan J. Reiner, AICP, Director

Planning and Development Services, Town of Groton

Phone: (860) 446-5980 | Email: JReiner@groton-ct.gov

Address: 134 Groton Long Pond Road, Groton, CT 06340

Project: Multiple projects, including Housing Market Study, Town-wide Economic Development Strategy & Opportunity Analysis

Rocco Risbara III, President

Risbara Bros

Phone: (207) 494-1150 | Email: Roccy@risbara.com

Address: 6 Washington Ave, Scarborough, ME 04070

Project: Scarborough Downs Site Real Estate Market Analysis

Matthew Teare

Sea Coast Management

Phone: (203) 837-2418 | Email: teare.mattd@gmail.com

Address: 50 Hamilton Way, Yarmouth, ME 04096

Project: Rangely Housing Market Study

AVAILABILITY

- ◆ Members of the Camoin Associates team can be available for a pre-award interview during the week of August 23rd. Virtual attendance would be preferred and provide greater flexibility in scheduling. If in-person is required, the end of the week would be better.
- ◆ Camoin Associates is available to begin work immediately upon receiving an executed contract and would be able to complete the work within 8 weeks as outlined in the RFP.

BID PRICE

Camoin Associates will complete the work described in the RFP for a flat rate of \$22,900.

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

PROPOSAL FORM

To: Economic and Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

The undersigned hereby declares that he/she has carefully examined the proposed Scope of Work, the proposed Contract Form and the Contract Documents therein referred to and that he/she proposes and agrees, if this Proposal is accepted, that he/she will contract with the Town of Lisbon, by its Town Manager to provide all aspects of **LISBON MARKET ANALYSIS** for the municipality, in accordance with the conditions and requirements set forth in the Contract Documents and the requirements of the Town Manager as provided for therein; and that he/she will accept in full payment therefore the following sums to wit:

#	Description
1	<p data-bbox="326 888 589 919">SCOPE OF WORK</p> <p data-bbox="326 957 1448 1171">The purpose of the Lisbon Market Analysis (LMA) is to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on the former Worumbo Mill Site at 1 Canal Street. Background materials detailing site considerations and a local community visioning process are available at: https://www.lisbonme.org/lisbon-development-committee/webforms/worumbo-redevelopment-visioning.</p> <p data-bbox="326 1197 1448 1339">Contractor will base findings on current and anticipated future market conditions using economic and demographic data. The LMA Deliverable will specify space types within each market category based on an analysis of trends within Lisbon's residential, retail, and service market to identify gaps between supply and demand.</p> <p data-bbox="326 1365 1448 1465">In addition to informing future plans for the former Worumbo Mill site, it is the Town's goal that the LMA Deliverable will be useful for property owners throughout the Town who are exploring redevelopment options for privately owned parcels.</p> <p data-bbox="326 1491 602 1522"><u>Project Management</u></p> <ul data-bbox="375 1539 1365 1623" style="list-style-type: none">➤ Project Management Remote Meetings or Calls: 2 hours total at minimum➤ In-Person Evening Presentation in Lisbon: 1 hour <p data-bbox="326 1690 477 1722"><u>Deliverable</u></p> <p data-bbox="326 1738 1448 1793">The deliverable for the LMA will include a report and financial pro forma that presents the research, analysis, and recommendations for the market and financial feasibility analysis in a</p>

final report, which will include an executive summary. An electronic copy of the report will be provided by email.

DEMOGRAPHIC AND ECONOMIC PROFILE

Contractor will develop a demographic and economic profile of the town and relevant market areas that will be used for reference throughout the study. Data will be collected at the appropriate level for each market sector (town, county, region, etc.). The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, etc. Contractor will also compile information on labor market size and commuter trends to identify inflow-outflow.

Demographic Profile. Indicators within the demographic and socioeconomic profile will include, but are not limited to:

- Existing, historic, and projected population trends
- Population distribution and characteristics: age, income, education, diversity
- Household characteristics and trends

Economic Profile. Contractor will detail job growth trends and projections at the sub-industry level to help identify future commercial and residential demand. The analysis will examine historic and projected employment trends, industry concentration (location quotient analysis), and industry competitiveness (shift-share analysis).

RESIDENTIAL REAL ESTATE ANALYSIS

Contractor will assess the supply and demand by residential space type (rental apartments, for-sale units, etc.). The housing profile will explore the role that housing plays in talent attraction and retention and supporting economic activity locally and in the broader region.

Contractor will create a housing profile for the region, which will include:

- Housing characteristics: home value, age of the housing stock, etc.
- Vacancy rates and price points
- Recent and planned development activity

RETAIL AND SERVICES MARKET ANALYSIS

Contractor will identify what people are spending on retail goods and services, and where they are spending it. Key findings will include:

- Retail/Services categories with strong potential to expand within the region, and how many additional establishments and/or square feet of space can be supported.
- Emerging opportunities for post-pandemic transitioning retail niches to determine what uses will drive economic activity.
- Restaurant and services opportunities.

Retail data will include:

- Sales at local retail and services businesses
- Spending by local consumers
- Sales leakage/surplus gap
- Demand by sector (potential new businesses or space)

	<ul style="list-style-type: none"> • References: The proposal will include references for the proposer, and the Town of Lisbon will contact references. The statement of references should include: <ul style="list-style-type: none"> ○ The name and address of at least four references ○ Phone number& email address of the contacts ○ Brief Description of Environment and Services Provided <p>It is preferred that the references be similarly sized public entities and/or entities for whom the proposer has or is providing similar services to those being requested in this RFP.</p> • Availability for Pre-Award Interview during week of 8/23: As part of the selection process the Town anticipates interviewing each bidder during the week of August 23, 2021. • Availability to Commence & Complete Project: Proposals should include the date on which the bidder is available to commence work and the anticipated number of weeks to complete the scope of work. • Bid Price: The proposal should include a flat rate quote to complete the scope of work
	Total Bid Price \$ 22,900

The undersigned hereby further declares that the only persons or parties interested in this Proposal, as principals, are named below; that the Proposal is made without any connection with any other person or party making any proposal for the same work; and that no person acting for or employed by the Town of Lisbon is directly or indirectly interested in this Proposal or in any contract which may be made under it or in profits expected to arise therefrom, except as provided by the Town Ordinance. The full names and addresses of all persons and parties interested in this Proposal, as principals, are as follows (Give first and last names in full; and in the case of a Corporation, give names and addresses of President, Treasurer and Manager; and in case of a Partnership, give names and addresses of members):

Company Name	Camoin Associates, Inc <small>DocuSigned by:</small>
Signature	<i>Robert Camoin</i>
Title	President & CEO
Printed Name	Robert Camoin
Physical Address	25 Fox Mead Suffield CT 06078
Mailing Address	PO Box 3547 Saratoga Springs, NY 12866
IRS ID # /DUNS#	FEIN 14-1820807/ DUNS 076520571
Date	8/12/2021
Phone #	518-899-2608
E-Mail Address	rcamoin@camoinassociates.com

Response to Request for Proposals

August 20, 2021

LISBON MARKET ANALYSIS TOWN OF LISBON, MAINE BID # 2021-002



Prepared by:

RKG
ASSOCIATES INC

RKG Associates, Inc.

Economic, Planning and Real Estate Consultants

76 Canal Street—Suite 401

Boston, MA 02114

Tel: 617-847-8912

www.rkgassociates.com

August 20, 2021

Economic and Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

Attention: Brett Richardson

RE: Request for Market Analysis – Town of Lisbon – Bid #2021-002

Dear Mr. Richardson:

RKG Associates, Inc. is pleased to submit this proposal to assist the Town of Lisbon in developing a comprehensive market analysis to identify feasible options for private development across the community. We recognize the near-term opportunity the Worumbo Mill Site offers the town, and stand ready to translate town-wide market demand into plans for this specific site. RKG specializes in residential and commercial market analyses and over our 40-year history have completed hundreds of engagements with public sector clients seeking a deeper understanding of market strengths and development feasibility. We design customized proforma models to test development, redevelopment, and adaptive reuse concepts to inform potential partnerships with private sector entities. RKG has worked on concept plans, market studies, and reuse options for mills across New England so this project fits well with our firm's experience.

Given the scope of work outlined in the County's Request for Proposals (RFP), we believe our team is ideally qualified to serve you. We offer the following competitive advantages:

- We are recognized experts in market analyses and real estate economics all use types with local, regional, and national experience;
- We bring decades of experience collecting and synthesizing data for communities to better understand local conditions and tell their story in a compelling way;
- We have an outstanding track record of working with professional staff, boards and commissions, the general public, and developers, and an outstanding track record with meeting design, facilitation, and consensus.



Included with this transmittal letter are our qualifications, references, and a scope of services to complete the project on time and on budget. We stand ready to complete this project within the timeframe outlined in the Town's RFP and would be excited at the possibility of interviewing with you later in August.

If there any questions or additional requests that the Town of Lisbon may have as they consider the RKG proposal, please feel free to reach out to me by email at ehalvorsen@rkassociates.com or by phone at 973-907-4650.

Sincerely,

A handwritten signature in black ink that reads "Eric Halvorsen". The signature is written in a cursive style with a long, sweeping underline.

Eric Halvorsen, AICP
Vice President & Principal



**Request for Proposals
Market Analysis (Bid # 2021-002)
Lisbon, Maine**

**RKG Associates
Contractor Information**

RKG Associates, Inc. was founded in 1981 in New Hampshire and continues to have a strong presence across New England for the last 40 years. Over the company's history, we have successfully opened and managed offices in Boston, Massachusetts, Alexandria, Virginia, Dallas, Texas, and Atlanta, Georgia. Although we remain a small business enterprise, our knowledgeable and experienced staff work across the United States helping public sector clients with complex projects including economic development strategies, market analyses, fiscal and economic impact assessments, and housing studies.

RKG Associates, Inc. is a C-Corporation headquartered at 300 Montgomery Street, Suite 203, Alexandria, Virginia 22314. This office can be reached at 703-739-0965. Staff for this project are based in our Boston office located at 76 Canal Street, Suite 401, Boston, MA 02116 and can be reached by phone at 617-847-8912. The primary point of contact for this proposal and contract will be:

Eric Halvorsen, AICP
Vice President & Principal
76 Canal Street, Suite 401
Boston, MA 02114

RKG Associates is owned and managed by three principals who are all authorized to execute contracts on behalf of the company. These individuals include:

Kyle Talente
President & Principal
300 Montgomery Street, Suite 203
Alexandria, VA 22314
Phone: 703-739-0965
Email: kst@rkgassociates.com

Russell Archambault
Vice President & Principal
300 Montgomery Street, Suite 203
Alexandria, VA 22314
Phone: 703-739-0965
Email: arch@rkgassociates.com



Eric Halvorsen, AICP
Vice President & Principal
76 Canal Street, Suite 401
Boston, MA 02114
Phone: 617-847-8912
Email: ehalvorsen@rkgassociates.com

Summary Statement of Qualifications

RKG Associates is a full service economic, planning, and real estate consulting firm with offices located in Boston, MA, Alexandria, VA, Atlanta, GA, and Dallas, TX. Since our founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally, and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs ten full-time professionals, having grown to become one of the most respected economic and real estate advisory consulting firms in United States.

RKG Associates specializes in the application of economic analysis to economic development, real estate development, and financing issues toward the goal of attracting private sector investment and job creation. We have completed numerous economic development strategic plans and economic diversification strategies. Our approach is to synthesize the market, real estate, and fiscal analysis into an achievable, yet progressive, implementation strategy. Simply put, an economic development effort is only effective if it is accompanied by a detailed "road map" for the client to transition from vision to action. Our expertise transcends the location, size and scale of a community, having advised rural communities all the way to major metropolitan areas.

RKG Associates has assembled a group of highly qualified professionals who bring their own unique perspective to each assignment, and the firm's strength lies in the diversity of backgrounds and disciplines represented within the organization. The talents of staff economists, planners, financial analysts, appraisers and real estate developers are brought together in a team effort to solve client problems. RKG Associates also has access to, and works with, a wide array of affiliates and consultants who provide technical expertise in such areas as architecture, urban design, engineering, environmental science, and associated disciplines.



RKG Associates Core Service Areas

Economic Consulting Services

RKG's economic consulting services center on evaluating demographic, economic, real estate and industry-wide trends within a city, region, and/or state. This research allows us to evaluate the economic and fiscal impacts of a proposed facility or new development, create a target industry analysis, or formulate an economic development plan for an area. Economic Consulting services include:

- Fiscal and Economic Impact Analysis
- Downtown Revitalization and Urban Redevelopment
- Economic Development Strategies
- Labor Force Studies
- Target Industry Analysis
- Adaptive Reuse

Real Estate Services

Projects grounded in a market-based approach – regardless of industry – allows our clients to maximize the potential by identifying highest and best use, defining the market factors and associated impact on outcome expectations, and targeting consumer demand. The professionals at RKG have over 35+ years of experience providing market research, development feasibility and financial feasibility consulting services to both the public and private sectors on a wide variety of real estate projects. Our project experience throughout the U.S. includes:

- Real Estate Market Research
- Market Feasibility Studies
- Highest and Best Use Studies
- Financial Feasibility Analysis
- Real Estate Appraisals
- New Construction, Land Development and Adaptive Reuse

Planning Services

Sound planning positions an organization or community for success. Practical planning efforts enables agencies the ability to progressively meet their needs on an ongoing basis. Operation and organizational development focus on the people and processes that accelerate and improve growth initiatives. Simply put, focus is placed on the critical factors – the core mission and goals of the organization – so that adequate resources are allocated to the activities that provide the greatest benefit. When an organization is faced with crucial decisions that have the potential to infinitely impact all four critical elements of business – human resources, financial resources, physical resources, and capital – an impartial and factual based form of planning is required.



RKG's planning professionals have special expertise in evaluating overall land use patterns, rezoning strategies to encourage new investment, project management, public process and the preparation of economic base and market studies in support of the municipal master planning process. Planning services includes:

- Brownfields Redevelopment
- Military Base Reuse
- Municipal Master Plans
- Tax Base Management Strategies
- Municipal Service Studies
- Open Space and "Smart Growth" Strategies
- Transportation Planning
- Real Estate Advisory Services

Project Understanding

RKG understands that the Town of Lisbon, Maine, is seeking an independent analysis of real estate and market based supply and demand indicators, to assist in identifying and assessing development potential throughout the community and with particular emphasis at the former Worumbo Mill. The purpose of the requested market analysis is to review residential, retail, and other commercial development opportunities, as indicated by prevailing and projected market metrics. These metrics would then be used to identify market opportunities across a variety of sites in the town and serve as a marketing tool to garner interest from the development community and/or or property owners.

RKG understands that public input and community visioning for reuse of the Worumbo Mill has occurred and a part of the question to answer is how such visioning compares with market metrics. Also, in light of both, what are realistic development scenarios for the Worumbo Mill property and what may be a likely pro forma for such development(s).

In short, how do market based metrics compare with the visions and once reconciled, what are the likely costs and returns – is the project(s) both feasible from a market perspective as well as a financial perspective.



A. PROPOSED SCOPE of SERVICES

PROJECT INITIATION PHASE

Task 1: Project Kick-off

RKG will initiate the project with a series of subtasks designed to better inform the consultants about the Town's past efforts and considerations to diversify and otherwise strengthen its economic profile, in general, and with respect to the Warumbo Mill site. Task 1 includes:

- Review local and regional documents - RKG will work in tandem with Town officials and their designees to review, understand and establish "take-aways" from:
 - Envision Downtown: Lisbon 2030 (issued July 2011)
 - Lisbon Downtown Revitalization Plan (as updated and adopted September 2014)
 - Community visioning and surveys for the Warumbo Mill site
 - Conceptual scenarios for redeveloping the Warumbo Mill site, as prepared by Aceto Landscape Architects
 - Current and/or proposed zoning ordinances and regulations for the Warumbo Mill site and immediate surrounding area
 - Other documentation, research and reports as may be recommended by the Town of Lisbon

After a review of these documents, RKG proposes an in-person project kick-off with representatives of the Town of Lisbon in order to better understand expectations and refine the scope of services, as may be required. This will also afford RKG the opportunity to complete an in-field visit to the Warumbo Mill site, tour the Downtown Lisbon and the town overall. Part of the purpose of the overall in-field tour will be to develop a general sense of land use, vacancies, opportunity sites and where possible, to identify area real estate brokers and professionals for future interviews.

RKG assumes that there will be no COVID-19 restrictions in place which could otherwise hamper in-person meetings. Nonetheless, the recommended in-field and on-site work may continue.

Task 2: Market Analysis

Task 2.1: Socio-Economic Metrics

RKG will prepare a baseline (current year) and projections, as available, for the Town of Lisbon, Androscoggin County, and the State of Maine - to better, and comparatively, understand the factors contributing to the demand for various types of real estate, and land use including:



- Population, population by age cohort, housing and household metrics and selected income measures – such information may be developed from the US Census, American Community Survey (ACS) data, secondary data vendors such as Esri or Emsi, and information as may be available through Maine.gov
- Employment and economic data compiled from such sources as Maine.gov and Emsi. This will include a ten-year projection of employment (countywide) by industry sector to estimate how employment growth may translate into development demand. This analysis will also reflect a measure of worker commuting patterns for Lisbon proper, as well as for Androscoggin County.
- Retail Gap analysis to estimate the difference between consumer household spending demand and retail sales across a broad measure of merchandise lines. In this manner, reflecting where a market is under-performing (exporting sales) or over-performing (importing sales) and identifying the potential for additional storing development.

Task 2.2: Selected Real Estate Indicators

RKG will identify prevailing and forecasted trends with respect to several real estate sectors, including:

- **Residential** – RKG will review selected housing measures as available through the U.S. Census, proprietary data vendors, Zillow and MaineHousing (as examples)- reflecting trends in housing by type (tenure), pricing, age and other metrics. This quantitative research will be augmented through outreach and qualitative research to a sampling of area real estate developers and professionals working in, and knowledgeable of, the Lisbon area residential market. To the extent possible, these will be compared with immediately surrounding communities to ascertain Lisbon’s competitive positioning, with notations regarding “pipeline” development/activities from conversations with representatives of planning departments throughout the region.

RKG will also develop a sample of rental properties from online sources to provide a snapshot of apartment availability, average size (SF) by bedroom mix and asking lease rates. A similar sample will be developed for single-family homes for sale.



- **Retail** – As previously noted, RKG will complete a retail GAP analysis, measuring the difference (or the gap) between consumer household spending demand and estimated retail sales across a variety of merchandise lines. This will then form the basis, utilizing estimates of re-capture rates, for noting the potential supportable demand for retail (in terms of square feet) across many types of retail merchandise lines. RKG will also develop an overview summary of other retail venues, such as shopping centers, in the defined market are – noting tenant mix (anchor tenants) and vacancies. RKG will also include a sample inventory of available retail properties for lease as provided by LoopNet services and/or Colliers. All of this information will be augmented from interviews with area real estate professionals.
- **Office and Other Non-Residential Use Types** – RKG will utilize the previously developed projections of employment, across many industry and service sectors, as a basis for estimating potential demand (additional SF) for service or other office development. These estimates will be further refined by noting prevailing lease rates and other activity as supported from outreach to area real estate professionals. As with the retail sector, RKG will also develop a sample inventory of available office/service space for lease.

Task 3: Redevelopment Options and Financial Feasibility

RKG will work with representatives of the Town of Lisbon to identify two (2) potential redevelopment options for the Warumbo Mill site, as supported by demand indicators from the market and analysis, and as consistent with the previously identified local visioning process (if still applicable) and zoning regulations.

RKG will prepare a best estimate ten-year pro-forma for each of the two redevelopment options, in conjunction with input from the Town and the findings of this research. The pro-forma developed by RKG will be flexible so as to permit use of varying inputs and assumptions. RKG will rely on the Town and area stakeholders for inputs to the pro-forma model including return expectations, construction costs, operating costs, and capital costs.

PROJECT DELIVERABLES

Task 4: Deliverables

All of RKG's analysis, findings and recommendations will be offered to the Town of Lisbon in both written and electronic format. The project will conclude with a written report detailing the findings of the market analysis and the redevelopment scenarios for the Mill. RKG will also work with representative of the Town of Lisbon to develop a



summary PowerPoint of this report for public presentation use, including one (1) presentation to the Town by RKG.

TIMELINE

The Request for Proposals indicates an anticipated award date of September 8, 2021, with a consultant start date after receipt of Notice to Proceed. The final report is desired by the Town by November 5, 2021 – an approximate eight (8) week window. RKG is prepared to deliver the above Scope-of-Services (realizing that a final presentation date may be at a later time) to the Town of Lisbon within this time frame – barring any travel delays (as may be necessitated) or access to information as may result from resurgent COVID-19 complications.

PROJECT PERSONNEL

This Scope-of-Services will be managed by Eric Halvorsen, a Principal and Managing Partner from the Boston Office (resume included in Appendix) assuring quality and completeness of deliverables, along with assistance in identification and development of the pro-forma inputs, assumptions and overall modeling.

Lawrence Cranor, a Senior Project Manager from the Boston office (resume included in Appendix) will be responsible for the day-to-day completion of tasks as outlined in this Scope-of-Services.

Brian Gridley, a Senior Market Analyst from the Boston office (resume included in Appendix) will be responsible for collecting and analyzing market data and creating visual representations of relevant data for the report and presentations.

Additional RKG staff may be called upon, as required, for other baseline research and/or analysis.

ESTIMATE of FEE for SERVICES

RKG is prepared to complete this Scope-of-Services for a flat, and all-inclusive (*kick-off meeting travel and field work, out-of-pocket expenses and in-person presentation of findings*) fee of \$37,500, which will be billed on a percent complete basis monthly, with full and final payment due with receipt of Final Deliverables.



REFERENCES

RKG offers the following list of references for the Town of Lisbon, Maine.

Economic Analysis of Industrial Districts, Arlington, Massachusetts

RKG performed a detailed market analysis for the Town of Arlington looking specifically at how the industrial districts could be enhanced through re-zoning efforts. Part of this project included a financial feasibility analysis where RKG tested zoning changes and the impact they could have on the financial return of a project.

Reference:

Jennifer Raitt, Planning & Community Development Director
730 Mass Ave. Annex
Arlington, MA 02476
Phone: (781) 316-3090
Email: jraitt@town.arlington.ma.us

Route 138 Corridor Study, Canton, Massachusetts

RKG performed a detailed market analysis for the Route 138 Corridor in Canton. This included residential, office, industrial, and retail use categories. The Town was looking to amend zoning and invest in infrastructure improvements to spur additional development opportunities and re-tenanting of some existing vacancies along the Corridor.

Reference:

Laura Smead, Town Planner
801 Washington Street, 2nd Floor
Canton, MA 02021
Phone: (781) 575-6575
Email: lsmead@town.canton.ma.us

Comprehensive Market Study, Chelmsford, Massachusetts

RKG developed a comprehensive market analysis for three interchange areas along the Route 3 Corridor in Chelmsford. This included an analysis of residential, retail, office, and industrial trends and how the Town could better position each of the three interchange areas for future market opportunities. This study also looked at the impacts of the pandemic on the market and ways the Town could prepare for future market shocks should the arise.



Reference:

Evan Belansky, Community Development Director
50 Billerica Road
Chelmsford, MA 01824
Phone: (978) 250-5200
Email: ebelansky@chelmsfordma.gov

Financial Feasibility of Inclusionary Zoning, Newton, Massachusetts

RKG created a customized pro forma model for the City of Newton to test the financial implications of changing their inclusionary zoning policy. The City was concerned about the financial impact to developers if drastic changes in the percentage of affordable units required or level of subsidy were to be adopted. RKG tested several development scenarios using the model and helped shape the City's policy changes.

Reference:

Amanda Berman, Director of Housing and Community Development
1000 Commonwealth Avenue
Newton Centre, MA 02459
Phone: (617) 796-1120
Email: aberman@newtonma.gov

APPENDIX

Summary resumes of RKG Project Personnel follow, along with a sampling of RKG's relevant project experience.

QUALIFICATIONS



ERIC HALVORSEN, AICP Vice President and Principal



Eric Halvorsen, AICP, has fifteen years of experience in land use, economic development, housing, and transportation planning. Eric's diverse planning background provides a broad perspective making connections between the many facets that drive community decisions, inputs, and results. Eric also brings a wide range of project experience including work on master plans, downtown plans, economic and market studies, housing plans, and site specific plans. Additionally, he has managed multiple public engagement efforts, crafting processes for groups as small as five and as large as 300. These include highly interactive open houses, site walks, town hall meetings, small group facilitation, focus groups, and project working groups.

Eric's focus has been and continues to be the formulation of realistic strategies that help catalyze change in the short- and long-term. Making connections between each facet of community development is a critical component to success. Eric enjoys learning, understanding, and leveraging those elements of a place that make it unique.

EDUCATION

University of Illinois

Masters of City and Regional Planning

Rutgers University

B.S. in Environmental Planning and Design

Harvard University Executive Ed.

Urban Retail

PROFESSIONAL AFFILIATIONS

Urban Land Institute

Housing and Economic Development Council

American Institute of Certified Planners

American Planning Association

MARKET STUDIES

School Reuse Study

Bath, Maine

Heritage State Park Redevelopment Plan

North Adams, Massachusetts

Industrial Market Study - Broadway Site

Haverhill, Massachusetts

Downtown Market Study

Easthampton, Massachusetts

Market Analysis & Development Feasibility Study

Springfield, Worcester, Fitchburg, and Lynn,
Massachusetts

Property Reuse Study

New Haven, Connecticut

FINANCIAL MODELING EXPERIENCE

Arlington Industrial Zoning Study

Arlington, Massachusetts

South Norwalk TOD Study

Norwalk, Connecticut

Highest and Best Use Study

New Haven, Connecticut

Financial Proforma Analysis

Mattapan (Boston), Massachusetts

Inclusionary Zoning Feasibility Analysis

Somerville, Massachusetts

Inclusionary Zoning Feasibility Analysis

Newton, Massachusetts

**Additional Project Experience Provided Upon Request*

QUALIFICATIONS



LAWRENCE E. CRANOR Jr. Senior Project Manager



EDUCATION

University of Cincinnati
MBA Marketing/Management

University of Cincinnati
B.A. Sociology

PROFESSIONAL AFFILIATIONS

Population Association of American
New Hampshire Main Streets

Lawrence Cranor joined RKG Associates, Inc. in 1992, with 15 years of experience in applied demography, market research, site selection, and competition studies for other firms, including national retail chains. Lawrence has applied this background to managing a wide range of assignments for RKG Associates which include a broad range of retail products; consumer surveys; and spending research; site location research; urban revitalization/market strategies; and general economic development.

He has been involved in numerous transportation-related studies including analyzing the impacts of new roadways, bypasses and exits, and the effects of TOD strategies on residential and retail growth. Lawrence also has a wealth of experience analyzing the fiscal impacts of private development on municipal revenues and services.

MARKET STUDY EXPERIENCE

Newton, MA
Chicopee, MA
Shirley, MA
Groton, MA
Taunton, MA
Simsbury, CT
Bloomfield, CT
Norwalk, CT
Norwich, CT
Portland, CT
East Hampton, CT
Orange, CT
Victor, NY
Horseheads, NY
Watkins Glen, NY
Montour Falls, NY
Saratoga Springs, NY
Glens Falls, NY
Dover Plains, NY
Amenia, NY
Lake Placid, NY
Rochester, NH
Falmouth, ME
Hooksett, NH

REUSE STRATEGY EXPERIENCE

Market Analysis and Reuse Strategy
Norwich, Massachusetts

Indian Orchard Reuse Strategy
Springfield, Massachusetts

Chestnut Street Repositioning Study
Springfield, Massachusetts

West Avenue Corridor Study
Norwalk, Connecticut

Gillette Stadium Expansion Study
Foxborough, Massachusetts

Downtown Memphis Study
Memphis, Tennessee

Ford Assembly Plant Reuse Study
Jacksonville, Florida

**Additional Project Experience Provided Upon Request*

QUALIFICATIONS



EDUCATION

Northeastern University
M.S. Urban Informatics

Ohio State University
B.S. Finance and Economics

PROFESSIONAL AFFILIATIONS

Urban Land Institute



BRIAN GRIDLEY

Senior Analyst

Brian has ten years of consulting and technical client-service experience assisting both public and private sector clients. He specializes in market analytics and financial feasibility with training in quantitative analysis, data mining, machine learning, and data visualization. Brian has worked on a wide variety of planning projects across the country, which include master plans, downtown revitalization plans, corridor studies, market studies, development feasibility and site-specific plans.

Brian pairs a technical approach with his client-first mentality, bringing his comprehensive data analytics expertise to each client project. He is an advocate for the use of data in addressing the challenges that cities and organizations face in the 21st Century.

DEVELOPMENT FEASIBILITY & MARKET STUDIES

Market Analysis
Danvers, Massachusetts

Hertiage State Park Reuse Study
North Adams, Massachusetts

Market Analysis
Chelmsford, Massachusetts

Economic Recovery Plan
Cambridge, Massachusetts

Boylston Street Site Specific Market Analysis
Boston, MA*

Inclusionary Development Feasibility Study
Boston, Massachusetts*

Syracuse University Real Estate Strategy
Syracuse, New York*

COMMUNITY PLANNING EXPERIENCE

Comprehensive Plan
Westborough, Massachusetts*

Comprehensive Plan
Beverly, Massachusetts*

Franklin Park Master Plan
Boston, Massachusetts*

Downtown Master Plan
Lubbock, Texas*

Highland Avenue Corridor Study
Salem, Massachusetts*

St. Petersburg 2050 Plan
St. Petersburg, Florida*

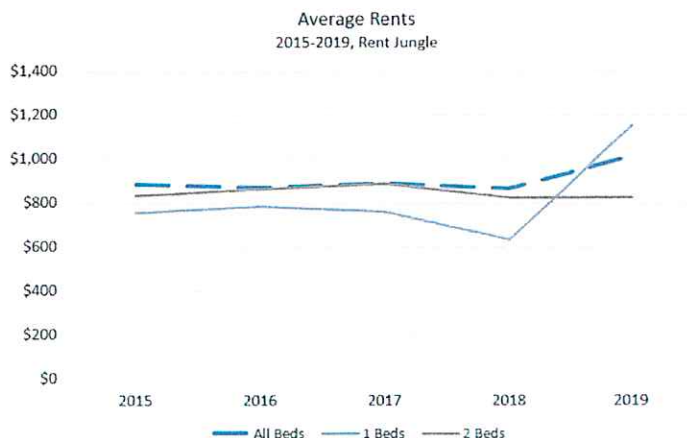
**Projects completed under previous employer LandWise.*

School Reuse Plan Bath, Maine



Household Income & Affordability

- Median HH income in Bath is about \$41,000.
- That translates to an affordable rent price of \$1,000/month, and an affordable purchase price of \$145,000.
- Average sales price for Bath in 2019 was \$206,617.
- Average rent has increased to \$1,000/month.



Key Takeaway

Rental housing is still affordable to a household earning the median income, but for-sale prices have been steadily increasing. Realtors have noted inventory is very low, most homes on market are listed over \$350,000. Demand is strong for units priced between \$145,000 and \$215,000.

RKG SERVICES

Real Estate Market Analysis.

SITUATION

The City of Bath, Maine conducted a school use plan to determine possible ways to reuse the former Morse High School located just north of US Route 1 and a quarter-mile from the Downtown. The City hosted a visioning session with community members prior to this study and identified several potential uses that were supported by the community. Those included small offices, makerspace, ownership and rental housing, senior housing, small retail spaces, and municipal uses. The City then hired Harriman and RKG Associates to take the vision to the next level by testing market demand for these uses and creating architectural plans that would support different reuse options.

RKG APPROACH/SOLUTION

Given the school’s location within an existing residential neighborhood, future use options were limited to residential, a small office or retail component, arts and cultural activities, and municipal uses. RKG conducted a market study to determine the supply and demand within each use category and worked with Harriman to determine the amount of space within each use category that could be supported at the school site. RKG also carefully evaluated retail and arts and cultural uses with the understanding that the City had already focused much of that market in the Downtown area and in other adaptive reuse projects supporting the arts.

RESULTS

RKG identified opportunities to provide more affordable housing options for younger residents and older residents as they were the fastest growing age cohorts in need of housing options. The school was an unique opportunity, due to its internal layout, to provide smaller housing units for single- and two-person households. RKG also focused the commercial and arts components on very small spaces for local businesses with visibility from the primary roadway.

Downtown Master Plan Lewiston, Maine



RKG SERVICES

Visioning, Market Research, Site Redevelopment, Land Use, Public Process, Implementation, Financing Strategies and Action Plans

SITUATION

This mill city of 35,000 persons is home to Bates College and MBNA, and serves as a regional medical facility for south central Maine. However, the closing of the Bates Mill complex had left the City and the downtown with a large void in its economic engine. Vacant and under-utilized properties were scattered throughout the downtown, which had few cohesive elements. The City of Lewiston had some success in assembling mill properties and in re-tenanting the space, but was now seeking to develop a vision and master plan for its downtown, which includes a high-end residential component and the riverfront. Among the pressing issues were the State's need to expand its courthouse facility and the City's desire to retain this facility as an anchor use.

RKG APPROACH/SOLUTION

RKG worked with the Mayor's Downtown Renaissance Task Force, and local business and community representatives, to develop a vision for the downtown to foster diverse employment, residential, cultural and educational opportunities. To this end, the downtown was divided into eight distinct districts, each reflecting different challenges and opportunities. Unique redevelopment plans were prepared for each district. Individual projects were prioritized and a master plan was developed to tie all district actions into a cohesive "whole" when completed.

RESULTS

The City of Lewiston has hired a Downtown Development Manager to oversee implementation of the Master Plan. The former opera house and adjacent properties have been acquired and are being developed into a new Courthouse and downtown pedestrian plaza. A downtown rezoning has been passed by the City Council and planning is underway to add a 250+ parking structure to the downtown.

Village Master Plan Freeport, Maine



RKG SERVICES

Real Estate Market and Property Evaluation Analysis, Planning, Public Process.

SITUATION

Although the casual visitor views the Town of Freeport's downtown core as a quaint, New England small town and home to world-famous L.L. Bean, it is in fact a highly specialized, 700,000 square foot outlet shopping center catering to a wide variety of visitors and market segments. In order to continue to grow, the Village Core must accommodate increased visitation along with an expansion in product offerings.

RKG APPROACH/SOLUTION

Working in close cooperation with a nationally-known architectural planning firm (BTA Architects, Inc. – formerly Benjamin Thompson Associates), RKG Associates undertook a property and market analysis of downtown Freeport to determine such factors as sales per square foot, sales by retail type, demographic trends and related information. This was then used in a series of public visioning sessions that provided significant insight from residents, retailers and property owners. One of the key findings of the process was the need to expand opportunities to keep visitors in the Village Core for a longer period of time – including expanding the range of entertainment and shopping options beyond the traditional outlet-shop genre, increasing the number of hotel accommodations and adding to the potential for evening activities such as restaurants, cinema and theatre/music productions. Parking was also a key issue, with the Vision Plan endorsing the need for structured parking.

Strategic Redevelopment Planning

Chicopee Falls, Massachusetts



RKG SERVICES

Real Estate Market Research and Socio-Demographic Analyses, Land Use Planning, Pro Forma Analysis, Public Involvement and Marketing Strategy.

SITUATION

The City of Chicopee, after years of negotiation and environmental clean-up, acquired the former Uniroyal/Facemate site, a 65-acre parcel abutting the Chicopee River and situated in the Chicopee Falls neighborhood. The City assembled a team of engineers, land use planners, economists and other real estate professionals to provide them with a master plan for redevelopment of the site. The objective was to consider prevailing market conditions, both real estate-based and demographic, as well as potential site constraints and competitive impacts on other endeavors throughout the City. Additionally, to the extent possible, some buildings were to be retained. Ultimately, the City sought a well defined redevelopment plan, cognizant of community desires for growth, that could be presented to the private-sector for their implementation.

RKG APPROACH/SOLUTION

RKG drew on its previous work in the City and conducted primary in-field research to develop market supply/demand indicators for a broad array of development, including residential, office, retail and social/cultural services. Estimates of pricing, absorption and supportable development (square feet) were prepared. In co-operation with other professionals on the City's team, design and site guidelines were recommended and a phasing and pricing schedule suggested. RKG tested the financial feasibility of the proposed plan via a pro forma analysis and finally, assisted in preparing a marketing plan, promotional materials and a developer solicitation campaign for the desired development alternative.

RESULTS

The City adopted the redevelopment plan and has been systematically pursuing a demolition and clean-up strategy for the remaining sites and buildings to prepare them for redevelopment efforts.

Comprehensive Market Analysis

Chelmsford, Massachusetts



- 1 Review and update zoning, allowable uses, and parking requirements to ensure if anchor stores vacate, property owners have options for re-tenanting or adaptive reuse. This could include a use conversion from retail to manufacturing or light industrial (distribution).
- 2 Review and update zoning to allow for surface parking lots to accommodate outlet/infill development. Opportunity for stand alone retail, restaurant, or small professional office.
- 3 Future opportunity to bring infill development closer to Chelmsford Street, and possibly combine with parking lots to the west along Chelmsford Street. Could be a mix of retail with upper-story small office.
- 4 If stand alone grocer were to vacate this space, there could be an opportunity to rethink the entire parcel and create a mixed-use development with residential, retail, and office right at the interchange.
- 5 If stand alone grocer were to vacate this space, there could be an opportunity to rethink the entire parcel and create a mixed-use development with residential, retail, and office right at the interchange.
- 6 Look for opportunities to add wayfinding signage along the bike path pointing to area businesses and improve connections to properties at Exit 31. This would benefit businesses and path users.



- 1 Opportunity for parcel consolidation in the future to create a larger development block. Could serve residential or mixed-use with retail and/or small office.
- 2 If anchor stores were to vacate this space, there could be an opportunity to rethink the entire parcel and create a mixed-use development with residential, retail, and office right at the interchange.
- 3 Future opportunity to expand small office space by potentially combining with former Gold's Gym property as a redevelopment project.
- 4 Opportunities for future development, likely larger-scale multifamily rental or continued expansion of medical uses. Find ways to incorporate open space as an amenity for residents and employees.
- 5 Create safe and pleasant pedestrian and bike connections from Technology Drive and Research Place to Drum Hill Road. Many nearby residents and employees could walk to local amenities instead of driving.

RKG SERVICES

Market Analysis, Fiscal Impact Analysis, Recommendations, Public Engagement

SITUATION

The Town of Chelmsford has four interchanges along Route 3 within its boundaries and wanted to better understand the market potential for the northernmost three. Two of the interchange areas are heavily retailed, and with recent changes in e-commerce and the COVID-19 pandemic, the Town wished to conduct a market analysis to find ways to create economic stability and sustainability for some of its highest tax producing areas. The Town was also interested in understanding what infrastructure needs each area had in terms of transportation, water, and sewer to better prepare for future growth opportunities.

RKG APPROACH/SOLUTION

RKG, working with FXM and Green International, undertook a comprehensive market analysis that included residential, retail, office, and industrial uses. The analysis looked at market opportunities in Chelmsford and the larger I-495 region to identify demand for future development. RKG also identified future trends in retail, office, and industrial to help prepare the Town for zoning changes that would accommodate new uses for each area that had not been previously contemplated. Lastly, RKG completed a fiscal impact analysis highlighting revenues and costs that could be realized through future development in these areas.

RESULTS

The Town adopted the report and will use it to inform future planning and zoning efforts.

Market Study and Development Feasibility Norwich, Connecticut



RKG SERVICES

Market Analysis, Development Feasibility Analysis.

SITUATION

The City of Norwich was interested in the commercial development opportunities for this former mill, to encourage revitalization throughout the area and to further compliment the successful re-positioning of several other properties into residential use. The property was partially occupied with a handful of industrial and flex-space users and most likely required some level of remediation. The owners of the property, along with the City, required a market study to indicate potential tenants, their lease rates and phasing/space requirements. Further, the “reuse” of the former property was to be reviewed in terms of a 10-year pro-forma.

RKG APPROACH/SOLUTION

RKG completed an analysis of prevailing market and economic indicators for Norwich including population and employment metrics; real estate activity; demand/supply analyses; and, in-field interviews and observations. From this, and in co-operation with representatives of the owner, RKG prepared a hypothetical pro-forma depicting remediation and development costs weighted against lease revenues and expenses. Two scenarios were offered, with one based on market assumptions and the other on slightly more aggressive assumptions.

RESULTS

Under the market assumptions RKG estimated 91,000 SF of tenants (leaving 45% of the space vacant) and a marginally acceptable 7.7% internal rate of return (IRR). The aggressive assumptions indicated a more robust IRR of 13.4%. The City is reviewing the next steps that may be required in working with the owner to realize the mill’s redevelopment.

TOWN OF LISBON
LISBON MARKET ANALYSIS
BID NO. 2021-002

PROPOSAL FORM

To: Economic and Community Development Director
Town of Lisbon
300 Lisbon Street
Lisbon, Maine 04250

The undersigned hereby declares that he/she has carefully examined the proposed Scope of Work, the proposed Contract Form and the Contract Documents therein referred to and that he/she proposes and agrees, if this Proposal is accepted, that he/she will contract with the Town of Lisbon, by its Town Manager to provide all aspects of **LISBON MARKET ANALYSIS** for the municipality, in accordance with the conditions and requirements set forth in the Contract Documents and the requirements of the Town Manager as provided for therein; and that he/she will accept in full payment therefore the following sums to wit:

#	Description
1	<p>SCOPE OF WORK</p> <p>The purpose of the Lisbon Market Analysis (LMA) is to identify feasible residential, retail and service opportunities for private development throughout the Town of Lisbon, with a special focus on the former Worumbo Mill Site at 1 Canal Street. Background materials detailing site considerations and a local community visioning process are available at: https://www.lisbonme.org/lisbon-development-committee/webforms/worumbo-redevelopment-visioning.</p> <p>Contractor will base findings on current and anticipated future market conditions using economic and demographic data. The LMA Deliverable will specify space types within each market category based on an analysis of trends within Lisbon’s residential, retail, and service market to identify gaps between supply and demand.</p> <p>In addition to informing future plans for the former Worumbo Mill site, it is the Town’s goal that the LMA Deliverable will be useful for property owners throughout the Town who are exploring redevelopment options for privately owned parcels.</p> <p><u>Project Management</u></p> <ul style="list-style-type: none"> ➤ Project Management Remote Meetings or Calls: 2 hours total at minimum ➤ In-Person Evening Presentation in Lisbon: 1 hour <p><u>Deliverable</u></p> <p>The deliverable for the LMA will include a report and financial pro forma that presents the research, analysis, and recommendations for the market and financial feasibility analysis in a</p>

final report, which will include an executive summary. An electronic copy of the report will be provided by email.

DEMOGRAPHIC AND ECONOMIC PROFILE

Contractor will develop a demographic and economic profile of the town and relevant market areas that will be used for reference throughout the study. Data will be collected at the appropriate level for each market sector (town, county, region, etc.). The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, etc. Contractor will also compile information on labor market size and commuter trends to identify inflow-outflow.

Demographic Profile. Indicators within the demographic and socioeconomic profile will include, but are not limited to:

- Existing, historic, and projected population trends
- Population distribution and characteristics: age, income, education, diversity
- Household characteristics and trends

Economic Profile. Contractor will detail job growth trends and projections at the sub-industry level to help identify future commercial and residential demand. The analysis will examine historic and projected employment trends, industry concentration (location quotient analysis), and industry competitiveness (shift-share analysis).

RESIDENTIAL REAL ESTATE ANALYSIS

Contractor will assess the supply and demand by residential space type (rental apartments, for-sale units, etc.). The housing profile will explore the role that housing plays in talent attraction and retention and supporting economic activity locally and in the broader region.

Contractor will create a housing profile for the region, which will include:

- Housing characteristics: home value, age of the housing stock, etc.
- Vacancy rates and price points
- Recent and planned development activity

RETAIL AND SERVICES MARKET ANALYSIS

Contractor will identify what people are spending on retail goods and services, and where they are spending it. Key findings will include:

- Retail/Services categories with strong potential to expand within the region, and how many additional establishments and/or square feet of space can be supported.
- Emerging opportunities for post-pandemic transitioning retail niches to determine what uses will drive economic activity.
- Restaurant and services opportunities.

Retail data will include:

- Sales at local retail and services businesses
- Spending by local consumers
- Sales leakage/surplus gap
- Demand by sector (potential new businesses or space)

The Retail and Services Market Analysis will present a clear picture of the opportunities in the Lisbon market area as well as any challenges and barriers that might inhibit investment. The market analysis will also identify new development that the market can absorb in terms of square feet or number of units of new development now and into the future.

WORUMBO REDEVELOPMENT OPTIONS & FINANCIAL FEASIBILITY ASSESSMENT

Based on the market assessment outline above and existing available information regarding site conditions for the property, Contractor will prepare a memo detailing two redevelopment options for the Worumbo site. During a project management call with the Town, Contractor will review the two scenarios with Town representatives to refine the scope.

Contractor will prepare a financial analysis of the two Worumbo redevelopment scenarios to be considered. The financial feasibility study will include projections on price/rental points, construction costs and required capital investment, operating expenses, market capture, and other key economic and financial information for each scenario. Estimates for construction costs will be based on site condition information provided by the Town, and average construction rates for the region.

The analysis will estimate pre-tax cash flows to the development partners (public and/or private) that will reflect possible leasing and ownership options, and investment requirements.

Contractor will present the findings of the financial feasibility testing to Town representatives during a video conference call. During this call, we will work with the Town to identify the preferred alternative.

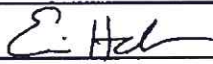
Proposal Content and Organization Requirements:

The proposal submitted should include the following information in the format and order described below:

- **Letter of Transmittal:** The letter of transmittal should exhibit the Proposer's understanding and approach to the services requested in the RFP. It should contain a summary of Proposer's ability to perform the services described in the RFP and confirm that Proposer is willing to perform those services and enter into a contract with the Town of Lisbon. By signing the letter and/or the proposal, the proposer certifies compliance with the signature authority to bind. The letter of transmittal should also identify the following:
- **Vendor Information:**
 - Submitting organization, its legal structure, location and primary telephone number;
 - Brief History of Organization
 - Identify the name, title, address, telephone number, and email address of each person authorized by the Proposer to contractually obligate the Proposer;
 - Identify the name, address, telephone number, and email address of the primary contact person for technical and contractual clarifications throughout the proposal evaluation period.
- **Qualifications and Experience:** To be considered as qualified to perform the requested services, the Proposer's personnel must meet the following minimum qualifications:
 - 5+ Years of relevant experience
 - 3+ examples of similar projects successfully completed

	<ul style="list-style-type: none"> • References: The proposal will include references for the proposer, and the Town of Lisbon will contact references. The statement of references should include: <ul style="list-style-type: none"> ○ The name and address of at least four references ○ Phone number & email address of the contacts ○ Brief Description of Environment and Services Provided <p>It is preferred that the references be similarly sized public entities and/or entities for whom the proposer has or is providing similar services to those being requested in this RFP.</p> • Availability for Pre-Award Interview during week of 8/23: As part of the selection process the Town anticipates interviewing each bidder during the week of August 23, 2021. • Availability to Commence & Complete Project: Proposals should include the date on which the bidder is available to commence work and the anticipated number of weeks to complete the scope of work. • Bid Price: The proposal should include a flat rate quote to complete the scope of work
	Total Bid Price \$ <u>37,500</u>

The undersigned hereby further declares that the only persons or parties interested in this Proposal, as principals, are named below; that the Proposal is made without any connection with any other person or party making any proposal for the same work; and that no person acting for or employed by the Town of Lisbon is directly or indirectly interested in this Proposal or in any contract which may be made under it or in profits expected to arise therefrom, except as provided by the Town Ordinance. The full names and addresses of all persons and parties interested in this Proposal, as principals, are as follows (Give first and last names in full; and in the case of a Corporation, give names and addresses of President, Treasurer and Manager; and in case of a Partnership, give names and addresses of members):

Company Name	RKG Associates, Inc.
Signature	
Title	Principal
Printed Name	Eric Halvorsen
Physical Address	76 Canal Street, Suite 401 Boston, MA 02114
Mailing Address	300 Montgomery Street, Suite 203 Alexandria, VA 22314
IRS ID # /DUNS#	02-0357052
Date	8/20/21
Phone #	617-847-8912
E-Mail Address	ehalvorsen@rkgassociates.com

ORDER AUTHORIZING THE TOWN OF LISBON TO ISSUE UP TO \$2,800,000 IN BONDS TO FINANCE THE RECONSTRUCTION OF A PORTION OF THE FERRY ROAD AND RELATED IMPROVEMENTS.

BE IT ORDERED, pursuant to Articles 6.09 and 8.11(b)(2) of the Charter of the Town of Lisbon and section 5772 of Title 30-A of the Maine Revised Statutes,

- (1) That the Town of Lisbon (the "Town") be authorized to issue general obligation bonds in an amount not to exceed \$2,800,000 and notes in anticipation thereof (collectively, the "Bonds"), to fund the reconstruction of approximately 2.5 miles of the Ferry Road from the intersection of Ferry and Marshall Roads extending to the river bend area, and related improvements (the "Project");
- (2) That the proceeds of the Bonds, including any investment earnings on the Bonds, be appropriated for the costs of the Project;
- (3) That the Finance Director be authorized to arrange for the sale of the Bonds at public or private sale to such parties as the Finance Director determines to be in the Town's best interest, to execute and deliver loan agreements and other contracts, certificates and instruments as the Finance Director shall determine prudent in connection with the issuance and sale of the Bonds, to approve the date(s), maturity or maturities, denomination(s), interest rate(s), place(s) of payment, form(s) and other terms, provisions, and details of such Bonds, and to provide for the sale and delivery against payment thereof, to provide that the Bonds may be redeemable or callable, with or without premium, prior to their maturity, and to hire such financial advisors and other consultants, if any, as the Finance Director deems necessary to assist with the sale of the Bonds, all on such terms (not inconsistent with this Order) as the Finance Director shall approve;
- (4) That the Bonds be issued in registered form in the name of the Town, executed and delivered by the Finance Director and countersigned by the Chairman of the Town Council and the Town Manager under the official seal of the Town attested by the Town Clerk;
- (5) That the Municipal Officers, being the Town Council, Town Manager, Finance Director and Clerk of the Town of Lisbon are each authorized to do or cause to be done all such acts, including but not limited to the execution and delivery of any and all contracts, agreements, certificates and other documents as may be necessary or advisable in order to carry out the provisions of this Order in connection with the issuance and delivery by the Town of the Bonds;
- (6) That if any Municipal Officer whose signature may be required in connection with the issuance and sale of the Bonds is for any reason unavailable to approve and execute the

required documents, the persons then acting in such capacity on behalf of such Municipal Officer, whether an assistant, a deputy or in some other capacity, is authorized to act on behalf of such Municipal Officer and to perform such acts themselves;

- (7) That if any of the Municipal Officers who have signed, attested, or sealed the Bonds shall cease to be such officers before the Bonds so signed, attested and sealed shall have been actually authenticated and delivered by the Town, such Bonds nevertheless may be authenticated, delivered and issued with the same force and effect as though the person or persons who signed, attested or sealed the Bonds had not ceased to be such Municipal Officer;
- (8) That any short-term notes issued in anticipation of the completion of the Project shall be and hereby are designated “Qualified Tax-Exempt Obligations” within the meaning of Section 265(b)(c)(3) of the Internal Revenue Code.
- (9) That it shall be a condition to the foregoing authority conferred by this Order that the voters of the Town, pursuant to Article 8.11(b)(2) of the Town Charter, ratify the adoption of this Order;
- (10) That the Town Clerk file an attested copy of this Order with the minutes of this meeting and in accordance with section 8.25(b) of the Town Charter make attested copies of this Order available to the public;
- (11) That a referendum election question regarding the ratification of this Order be placed on the ballot for the November 2, 2021 municipal election, and that the Town Clerk is hereby authorized to take all actions required of the Town Clerk for that referendum question to be considered by the voters, and that a ballot title and referendum question in the following form appear in the warrant for and on the ballot at said election, accompanied by a statement of the Town’s Finance Director with respect to said indebtedness in accordance with section 5772 of Maine Revised Statutes Title 30-A:

ORDER AUTHORIZING THE ISSUANCE OF GENERAL OBLIGATION SECURITIES OF THE TOWN OF LISBON IN AN AMOUNT NOT TO EXCEED \$2,800,000 FOR THE PURPOSE OF FINANCING RECONSTRUCTION OF A PORTION OF THE FERRY ROAD AND RELATED IMPROVEMENTS, FOR A TERM NOT TO EXCEED 20 YEARS.

[The remainder of this page is intentionally left blank]

So ordered this ___ day of _____, 2021.

Lisbon Town Council

OLVER ASSOCIATES INC.

ENVIRONMENTAL ENGINEERS

June 25, 2021

Mr. Randy Cyr, Public Works Director
Lisbon Town Office
300 Lisbon Street
Lisbon, Maine 04250

RE: Ferry Road Reconstruction

Dear Randy:

As requested, we have prepared a preliminary opinion of cost for the reconstruction of an approximately 2.5 mile long portion of the Ferry Road. The work area would start at the end of the recently paved area near the intersection of Ferry and Marshall Road, and extend approximately 13,700 linear feet (LF) to the river bend area. The existing roadway width is about 24 feet, with gravel shoulders of various widths and conditions. Near the river there are two 36 inch corrugated metal pipe culverts with guard rail. In the same area, the culverts are visibly rusted, and the shoulder is eroded and encroaching on the paved surface. In specific areas like this, the guard rail would be replaced and the shoulder stabilized to reduce the potential for future erosion. Along the length of the work area, there are a variety of issues this project would address including reestablishment of ditches, improvement to drainage, and resurfacing of the roadway.

The project scope would consist generally of the following:

- Full depth reclaim of the existing pavement and road materials. This project would not be a full reconstruction such as what was just done on the Pinewoods Road, but more of a renovation of what is already in place.
- As discussed utility poles will generally remain in place as is, although some would appear to be in need of replacement by the utility due to their poor condition.
- Replace existing corrugated metal cross culverts and driveway culverts. A review of individual sizing and condition would occur during design, however for the purpose of pricing, we have assumed replacing the existing for the most part with same size piping. Some existing polyethylene and concrete culverts should be able to be reutilized.
- Clear some of the trees along the right of way that encroach on ditches, block the sun, and inhibit melting on roadway in winter.
- Install 4" of bituminous pavement 24 feet wide.
- Replace piping, widen shoulders, and replace guard rails at two major culvert crossings.

OLVER ASSOCIATES INC.

Mr. Randy Cyr, Public Works Director

June 25, 2021

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- Grade and stabilize ditches in some areas to improve road base drainage and retard erosion.

Our preliminary opinion of cost suggests that the project budget should be \$2,765,000. The breakdown of the costs is provided below:

PRELIMINARY OPINION OF COST FERRY ROAD RECONSTRUCTION

QUANTITY	UNIT	DESCRIPTION	UNIT PRICE	ESTIMATE
1	LS	Mobilization	\$ 20,000.00	\$ 20,000.00
1	LS	Clearing	\$ 50,000.00	\$ 50,000.00
1	LS	Traffic Control	\$ 30,000.00	\$ 30,000.00
37000	SY	Reclaim full depth (12")	\$ 14.00	\$ 518,000.00
1	LS	Erosion Control	\$ 20,000.00	\$ 20,000.00
350	LF	12" SICPE drainage	\$ 100.00	\$ 35,000.00
400	LF	15" SICPE drainage	\$ 115.00	\$ 46,000.00
300	LF	18" SICPE drainage	\$ 125.00	\$ 37,500.00
200	LF	24" SICPE drainage	\$ 150.00	\$ 30,000.00
300	LF	36" CMP/RCP/SICPE/Flow diversion	\$ 200.00	\$ 60,000.00
80	LF	72" CMP/Pipe Arch/Flow diversion	\$ 500.00	\$ 40,000.00
4000	LF	Regrade and restore ditching	\$ 15.00	\$ 60,000.00
26000	LF	Gravel Shoulder Restoration	\$ 2.50	\$ 65,000.00
350	LF	Guardrail replacement	\$ 30.00	\$ 10,500.00
8400	TONS	Roadway pavement	\$ 140.00	\$ 1,176,000.00
200	TONS	Driveway pavement	\$ 200.00	\$ 40,000.00
1	LS	Loam & Seed	\$ 50,000.00	\$ 50,000.00
1	LS	Pavement Markings	\$ 4,000.00	\$ 4,000.00
	Subtotal			\$ 2,292,000.00
	Design	Lump Sum (6%)		\$ 135,000.00
	Inspection	Part time as needed (lump sum)		\$ 100,000.00
	Contingency (10%)			\$ 238,000.00
	TOTAL			\$ 2,765,000.00

OLVER ASSOCIATES INC.

Mr. Randy Cyr, Public Works Director
June 25, 2021
Page 3

If you have any questions, or need additional information at this time, please let us know.



Very truly yours,

OLVER ASSOCIATES INC.

A handwritten signature in black ink, appearing to read "Mandy Holway Olver".

Mandy Holway Olver P.E., Vice-President
Construction Services Manager

MHO/sb

1634/090

CC: Ms. Diane Barnes, Town Manager

**GENERAL ASSISTANCE ORDINANCE
APPENDICES A-H
2021-2022**

The Municipality of Lisbon adopts the MMA Model Ordinance GA Appendices (A-H) for the period of October 1, 2021-September 30, 2022. These appendices are filed with the Department of Health and Human Services (DHHS) in compliance with Title 22 M.R.S.A. §4305 (4).

Signed the 7th of September, 2021 by the municipal officers:

Allen Ward, Chair

Kasie Kolbe

Don Fellows, V. Chair

Fern Larochelle

Norm Albert

Mark Lunt

Gregg Garrison

Janet T. Mills
Governor

Jeanne M. Lambrew, Ph.D.
Commissioner



Maine Department of Health and Human Services
Office for Family Independence
109 Capitol St.
11 State House Station
Augusta, Maine 04333-0011
Tel.: (207) 624-4168; Toll-Free: (800) 442-6003
TTY: Dial 711 (Maine Relay); Fax: (207) 287-3455

To: Welfare Officials and Contracted Agents
From: Sara Denson, Program Manager, General Assistance
Date: August 19, 2021
Subject: New GA Maximums

Enclosed please find the following items:

- MMA's updated (August 2021) "**General Assistance Ordinance**"
- MMA's new (October 1, 2021–September 30, 2022) "**General Assistance Ordinance Appendices**" (A – H).
- "**GA Ordinance Adoption Form**" which was developed so that municipalities may easily send DHHS proof of the adoption of any updated or changed GA Ordinance. Once the selectpersons or council adopts the new ordinance, the enclosed form should be signed and submitted to DHHS. (*see "Filing of GA Ordinance and/or Appendices" below for further information*).
- "**GA Maximums Adoption Form**" which was developed so that municipalities may easily send DHHS proof of GA maximums adoption. Once the selectpersons or council adopts the new maximums, the enclosed form should be signed and submitted to DHHS. (*see "Filing of GA Ordinance and/or Appendices" below for further information*).

MMA GA Model Ordinance

The enclosed Maine Municipal Association (MMA) GA Model Ordinance has been updated for your municipality. This new ordinance, **once adopted by Municipal Officers**, will replace any existing GA Ordinance used by your municipality. Unlike the Appendices, you are not required to adopt the updated MMA Model Ordinance, though you are strongly encouraged to do so as it contains the most current information regarding General Assistance law.

Appendix A – H

The enclosed Appendices A – H have been revised for your municipality's General Assistance Ordinance. These new Appendices, **once adopted**, should replace the existing Appendices A – H. Even if you are not updating your GA Ordinance, **the municipal officers must approve/adopt the new Appendices yearly.**

The Adoption Process

The **municipal officers (i.e., selectpersons/council)** adopt the local **General Assistance Ordinance and yearly Appendices**, even in town meeting communities. The law requires that the municipal officers conduct a ***notice and hearing*** prior to the adoption of the Ordinance and/or Appendices. Seven days posted notice is recommended, unless local law (or practice) provides otherwise.

At the hearing, the municipal officers should:

- 1) Allow all interested members of the public an opportunity to comment on the proposed ordinance;
- 2) End public discussion, close the hearing; and
- 3) Move and vote to adopt the ordinance and/or appendices either in its posted form or as amended in light of public discussion.

Municipalities May Establish Their Own Maximums

Municipalities may establish their own maximum levels of assistance provided that the proposed levels of assistance are reasonable and meet adequate standards sufficient to maintain the health and safety of applicants in the municipality. The municipality must submit to the Department documentation to justify these levels of assistance and verify that the figures developed are appropriate to maintain health and decency.

A municipality's maximum assistance level for Food may not be below the Department provided figures which are issued by the USDA and published annually following a study of cost of food for various family sizes. A market basket survey may be used to establish food maximums if the maximums provided by the USDA are insufficient to maintain health in the municipality.

Filing of GA Ordinance and/or Appendices

Please remember that General Assistance law requires each municipality to send DHHS a copy of its ordinance once adopted, should that ordinance differ from the MMA Model. Any changes or amendments, such as new Appendices, must also be submitted to DHHS. DHHS will accept the enclosed "adoption sheet" as proof that your Municipal Officers have adopted the current GA maximums and/or ordinance.

Chapter 14 - GENERAL ASSISTANCE¹¹

Footnotes:

--- (1) ---

Editor's note— At the direction of the Town of Lisbon, Chapter 14 has been changed to read as herein set out. See § 14-36 for further explanation.

State Law reference— General assistance, 22 M.R.S.A. § 4301 et seq.

ARTICLE I. - IN GENERAL

Secs. 14-1—14-35. - Reserved.

ARTICLE II. - GENERAL ASSISTANCE ORDINANCE

Sec. 14-36. - Adoption.

The General Assistance Ordinance, prepared by the Maine Municipal Association, is hereby adopted and incorporated herein by reference, except for such portions as are deleted, modified, or amended in this article. Please refer to the ordinance on the town's website: <https://www.lisbonme.org/general-assistance-0>

Sec. 14-37. - Additions, deletions, insertions, and changes.

The General Assistance Ordinance is revised as follows:

Amend Article VI, Section 6.8 (B), effective on and after July 1, 2012:

- B) **Housing.** The administrator will provide assistance with rent or mortgage payments that are reasonable within the allowed maximum levels and in accordance with the housing assistance limits and exceptions provided in Title 22, section 4308, subsections 1-A and 1-B. See Appendix C of this ordinance for the current year's housing maximums. It is the applicant's responsibility to find suitable housing, although the administrator may help the applicant find housing when appropriate. The administrator will inform the applicant of the allowed housing maximums to assist the applicant in his or her search for housing. The allowed maximum for any applicant will be the categorical housing maximum representing the minimum dwelling unit space necessary to adequately shelter the applicant household. Applicants requesting assistance for housing that contains more bedrooms than are necessary for the number of household members will be provided assistance according to the maximum level of the number of rooms actually needed.

(C.M. of 7-17-2012, V. 2012-92)

APPENDICES

Appendix A

Appendix A is a listing of the overall maximum levels of assistance pertaining to all municipalities in Maine. These new overall maximum levels of assistance have been calculated on the basis of the 2009-2010 HUD Fair Market Rent (FMR) values that will become effective on October 1, 2009. These maximum levels of assistance are established by Maine General Assistance law (22 MRSA (4305(3-B))) and cannot be altered by action of the municipal officers.

Amend Appendix A of the General Assistance Ordinance to incorporate the following maximum levels of assistance to be effective on and after October 16, 2018 for Androscoggin County, as follows:

GA Overall Maximums		
1 person household	741.00	<u>754.00</u>
2 person household	798.00	<u>811.00</u>
3 person household	1,025.00	<u>1,042.00</u>
4 person household	1,287.00	<u>1,335.00</u>
5 person household	1,633.00	<u>1,652.00</u>

(C.M. of 11-4-2009, V. 2009-158; C.M. of 7-17-2012, V. 2012-92; [C.M. of 12-20-2016, V. 2016-269](#); C.M. of 11-14-2017, [V. 2017-282](#); [C.M. of 10-16-2018, V. 2018-229](#); C.M. 10-15-2019, V. [2019-203](#))

Appendix B

Appendix B is a listing of the maximum levels of assistance for food. These maximum levels are the same as the USDA 2009-2010 Thrifty Food Plan, which are presumed to be reasonable by regulation of the Department of Health and Human Services (DHHS). Note that the Appendix B maximums in this packet remain unchanged from the mid-year increase that was made in March 2009, due to the federal economic stimulus package. If the municipal officers wish to amend these maximum levels of food assistance, a local survey must be developed and provided to DHHS to justify the proposed alterations.

Amend Appendix B of the General Assistance Ordinance to incorporate the following maximum levels of assistance to be effective on and after October 16, 2018 for Androscoggin County, as follows:

Number in Household	Weekly	Monthly
1 person household	\$47.44 <u>58.14</u>	\$204.00 <u>250.00</u>
2 person household	\$86.98 <u>106.74</u>	\$374.00 <u>459.00</u>
3 person household	\$124.42 <u>153.02</u>	\$535.00 <u>658.00</u>
4 person household	\$158.14 <u>194.19</u>	\$680.00 <u>835.00</u>
5 person household	\$187.67 <u>230.70</u>	\$807.00 <u>992.00</u>
<u>6 person household</u>	<u>\$276.74</u>	<u>\$1,190.00</u>
<u>7 person household</u>	<u>\$306.05</u>	<u>\$1,316.00</u>
<u>8 person household</u>	<u>\$349.77</u>	<u>\$1,504.00</u>

Add \$188 per month for each additional person

(C.M. of 11-4-2009, V. 2009-158; [C.M. of 12-20-2016, V. 2016-269](#); C.M. of 11-14-2017, [V. 2017-282](#); [C.M. of 10-16-2018, V. 2018-229](#); C.M. 10-15-2019, V. [2019-203](#))

Appendix C

Appendix C is a listing of the maximum levels of assistance for housing (both heated and unheated). These maximum levels were developed by MMA using 2009-2010 HUD Fair Market Rent values that include utility costs. Because the FMR numbers include utility and heating costs, the applicable average utility and heating allowances, as developed by the Maine State Housing Authority (MSHA), are subtracted from the FMR to obtain a pure "housing" cost.

Amend Appendix C of the General Assistance Ordinance to incorporate the following maximum levels of assistance to be effective on and after October 16, 2018 for Androscoggin County, as follows:

Bedrooms	Unheated		Heated	
	Weekly	Monthly	Weekly	Monthly
0	<u>140.00</u>	<u>601.00</u>	<u>163.00</u>	<u>701.00</u>
1	\$140.00 <u>143.00</u>	\$603.00 <u>616.00</u>	\$171.00 <u>174.00</u>	\$736.00 <u>749.00</u>
2	\$181.00 <u>185.00</u>	\$779.00 <u>796.00</u>	\$222.00 <u>226.00</u>	\$953.00 <u>970.00</u>
3	\$230.00 <u>241.00</u>	\$990.00 <u>1,038.00</u>	\$280.00 <u>291.00</u>	\$1,203.00 <u>1,251.00</u>
4	\$295.00 <u>299.00</u>	\$1,267.00 <u>1,285.00</u>	\$356.00 <u>360.00</u>	\$1530.00 <u>1,549.00</u>

(C.M. of 11-4-2009, V. 2009-158; [C.M. of 12-20-2016, V. 2016-269](#); C.M. of 11-14-2017, [V. 2017-282](#); [C.M. of 10-16-2018, V. 2018-229](#); C.M. 10-15-2019, V. [2019-203](#).)

GA Housing Maximums (Heated & Unheated Rents)

NOTE: NOT ALL MUNICIPALITIES SHOULD ADOPT THESE SUGGESTED HOUSING MAXIMUMS! Municipalities should **ONLY consider** adopting the following numbers, if these figures are consistent with local rent values. If not, a market survey should be conducted and the figures should be altered accordingly. The results of any such survey must be presented to DHHS prior to adoption. **Or**, no housing maximums should be adopted and eligibility should be analyzed in terms of the Overall Maximum—Appendix A. (*See Instruction Memo for further guidance.*)

Appendix D

Electric Utility Maximums

Without electric hot water

The maximum amounts allowed for utilities for lights, cooking, and other electric uses, excluding electric hot water are:

Number in Household	Weekly	Monthly
1	\$14.00	\$60.00
2	\$15.70	\$67.50
3	\$17.45	\$75.00
4	\$19.90	\$86.00
5	\$23.10	\$99.00
6	\$25.00	\$107.00

*Add \$7.50 a month for each additional family member.

With electric hot water

The maximum amount allowed for electric utilities for dwelling units that have electrically heated hot water shall be \$70 per month for the first member of the household, with an additional \$10 per month for each additional household member.

Number in Household	Weekly	Monthly
1	\$20.65	\$89.00
2	\$23.75	\$102.00
3	\$27.70	\$119.00
4	\$32.25	\$139.00
5	\$38.75	\$167.00
6	\$41.00	\$176.00

*Add \$10.00 a month for each additional family member.

Note: For electrically heated households, the maximum amount allowed for electrical utilities per month shall be the sum of the appropriate maximum amount under this subsection and the appropriate maximum amount for fuel as provided In Appendix E.

In accordance with the following conditions, the administrator may allow as a budgetable expense the amount of an applicant's summer-loaded special payment arrangement (SPA) or budget payment arrangement (BPA), as calculated by the electric utility and entered into by the applicant, even when the arranged payment amount exceeds the above maximums or actual usage.

- 1) The SPA or BPA, when annualized, does not exceed the above monthly maximums, when annualized, for non-electrically heated dwelling units.
- 2) The SPA or BPA, when annualized, does not exceed the above monthly maximums and the fuel assistance maximums, when annualized, for electrically heated dwelling units.
- 3) The administrator determines, in consultation with the utility, that the payment arrangement does not include in any part the installment payment of past debt unless the municipality guaranteed to the utility the allowance of such an arrangement as a condition of averting a disconnection.

Pursuant to the use-of-income requirements in section 6.6 of this ordinance, whenever the administrator budgets for SPA's or BPA's under this section, the recipient will be required to pay the SPA or BPA him or herself to the extent of the income capacity of the household.

([C.M. of 12-20-2016, V. 2016-269](#))

Appendix E

Heating Fuel

When considering requests for heating fuel, eligible applicants will be granted assistance with the actual amount necessary up to the following maximums:

Month	Gallons
September	50
October	100
November	200
December	200
January	225
February	225
March	125
April	125
May	50

When the dwelling unit is heated electrically, the maximum amount allowed for heating purposes will be calculated by multiplying the number of gallons of fuel allowed for that month by the current price per gallon.

When fuels such as wood, coal and/or natural gas are used for heating purposes, they will be budgeted at actual rates, if they are reasonable. However, no eligible applicant shall be considered to need more than:

- 7 tons of coal per year
- 8 cords of wood per year
- 126,000 cubic feet of natural gas per year, or
- 1,000 gallons of propane.

(C.M. of 11-4-2009, V. 2009-158; [C.M. of 12-20-2016, V. 2016-269](#))

Appendix F

PERSONAL CARE & HOUSEHOLD SUPPLIES (Appendix F, as Revised 09/2007)

Number in Household	Weekly Amount	Monthly Amount
1-2	\$10.50	\$45.00
3-4	\$11.60	\$50.00
5-6	\$12.80	\$55.00
7-8	\$14.00	\$60.00

NOTE: For each additional person add \$1.25 per week or \$5.00 per month.

SUPPLEMENT FOR HOUSEHOLDS WITH CHILDREN UNDER 5

When an applicant can verify expenditures for the following items, a special supplement will be budgeted as necessary for households with children under 5 years of age for items such as cloth or disposable diapers, laundry powder, oil, shampoo, and ointment up to the following amounts:

Number of Children	Weekly Amount	Monthly Amount
1	\$12.80	\$55.00
2	\$17.40	\$75.00
3	\$23.30	\$100.00
4	\$27.90	\$120.00

(C.M. of 11-4-2009, V. 2009-158; [C.M. of 12-20-2016, V. 2016-269](#))

Appendix G

2005-2006 Mileage Rate

This municipality adopts the State of Maine travel expense reimbursement rate as set by the Office of the State Controller. The current rate (until June 30, 2008) for approved employment and necessary medical travel etc. is 40 cents (40¢) per mile.

Please refer to the Office of State Controller for changes to this rate: Telephone: 626-8420 or visit: <http://www.state.me.us/osc/>

Appendix H

Funeral Maximums

Burial Maximums

The maximum amount of general assistance granted for the purpose of a burial increased to \$1,475. ~~The previous amount was \$1,125.~~ Additional costs may be allowed by the GA administrator, where there is an actual cost, for:

- The wholesale cost of a cement liner if the cemetery by-laws require one;
- The opening and closing of the grave site; and
- A lot in the least expensive section of the cemetery. If the municipality is able to provide a cemetery lot in a municipally owned cemetery or in a cemetery under municipal control, the cost of the cemetery lot in any other cemetery will not be paid by the municipality.

The municipality's obligation to provide funds for burial purposes is limited to a reasonable calculation of the funeral director's direct costs, not to exceed the maximum amounts of assistance described in this section. Allowable burial expenses are limited to:

- Removal of the body from a local residence or institution;
- A secured death certificate or obituary;
- Embalming;
- A minimum casket;
- A reasonable cost for necessary transportation; and
- Other reasonable and necessary specified direct costs, as itemized by the funeral director and approved by the municipal administrator.

Cremation Maximums

The maximum amount of assistance granted for a cremation ~~increased to is~~ \$1,025. ~~from the prior maximum of \$785.~~ Additional costs may be allowed by the GA administrator where there is an actual cost, for:

- A cremation lot in the least expensive section of the cemetery;
- A reasonable cost for a burial urn not to exceed \$55; and
- Transportation costs borne by the funeral director at a reasonable rate per mile for transporting the remains to and from the cremation facility.

(C.M. 10-15-2019, V. [2019-203](#))

Appendix I

26 MRSA § 1043 (23)

Misconduct. "Misconduct" means a culpable breach of the employee's duties or obligations to the employer or a pattern of irresponsible behavior, which in either case manifests a disregard for a material interest of the employer. This definition relates only to an employee's entitlement to benefits and does not preclude an employer from discharging an employee for actions that are not included in this definition of misconduct. A finding that an employee has not engaged in misconduct for purposes of this chapter may not be used as evidence that the employer lacked justification for discharge. [1999, c. 464, §2 (rpr).]

- A. The following acts or omissions are presumed to manifest a disregard for a material interest of the employer. If a culpable breach or a pattern of irresponsible behavior is shown, these actions or omissions constitute "misconduct" as defined in this subsection. This does not preclude other acts or omissions from being considered to manifest a disregard for a material interest of the employer. The acts or omissions included in the presumption are the following:
- (1) Refusal, knowing failure or recurring neglect to perform reasonable and proper duties assigned by the employer;
 - (2) Unreasonable violation of rules that are reasonably imposed and communicated and equitably enforced;
 - (3) Unreasonable violation of rules that should be inferred to exist from common knowledge or from the nature of the employment;
 - (4) Failure to exercise due care for punctuality or attendance after warnings;
 - (5) Providing false information on material issues relating to the employee's eligibility to do the work or false information or dishonesty that may substantially jeopardize a material interest of the employer;
 - (6) Intoxication while on duty or when reporting to work or unauthorized use of alcohol while on duty;
 - (7) Using illegal drugs or being under the influence of such drugs while on duty or when reporting to work;
 - (8) Unauthorized sleeping while on duty;
 - (9) Insubordination or refusal without good cause to follow reasonable and proper instructions from the employer;
 - (10) Abusive or assaultive behavior while on duty, except as necessary for self-defense;

- (11) Destruction or theft of things valuable to the employer or another employee;
- (12) Substantially endangering the safety of the employee, coworkers, customers or members of the public while on duty;
- (13) Conviction of a crime in connection with the employment or a crime that reflects adversely on the employee's qualifications to perform the work; or
- (14) Absence for more than 2 work days due to incarceration for conviction of a crime.

[1999, c. 464, §2 (new).]

B. "Misconduct" may not be found solely on:

- (1) An isolated error in judgment or a failure to perform satisfactorily when the employee has made a good faith effort to perform the duties assigned;
- (2) Absenteeism caused by illness of the employee or an immediate family member if the employee made reasonable efforts to give notice of the absence and to comply with the employer's notification rules and policies; or
- (3) Actions taken by the employee that were necessary to protect the employee or an immediate family member from domestic violence if the employee made all reasonable efforts to preserve the employment.

[1999, c. 464, §2 (new).]

2021-2022 GA Overall Maximums – Revised (9/2/21)

Metropolitan Areas

COUNTY	Persons in Household				
	1	2	3	4	5*
Bangor HMFA: Bangor, Brewer, Eddington, Glenburn, Hampden, Hermon, Holden, Kenduskeag, Milford, Old Town, Orono, Orrington, Penobscot Indian Island Reservation, Veazie	783	909	1,163	1,447	1,979
Cumberland County HMFA: Baldwin, Bridgton, Brunswick, Harpswell, Harrison, Naples, New Gloucester, Pownal, Sebago	963	1,023	1,331	1,773	1,904
Lewiston/Auburn MSA: Auburn, Durham, Greene, Leeds, Lewiston, Lisbon, Livermore, Livermore Falls, Mechanic Falls, Minot, Poland, Sabattus, Turner, Wales	754	811	1,042	1,335	1,652
Penobscot County HMFA: Alton, Argyle UT, Bradford, Bradley, Burlington, Carmel, Carroll plantation, Charleston, Chester, Clifton, Corinna, Corinth, Dexter, Dixmont, Drew plantation, East Central Penobscot UT, East Millinocket, Edinburg, Enfield, Etna, Exeter, Garland, Greenbush, Howland, Hudson, Kingman UT, Lagrange, Lakeville, Lee, Levant, Lincoln, Lowell town, Mattawamkeag, Maxfield, Medway, Millinocket, Mount Chase, Newburgh Newport, North Penobscot UT, Passadumkeag, Patten, Plymouth, Prentiss UT, Seboeis plantation, Springfield, Stacyville, Stetson, Twombly UT, Webster plantation, Whitney UT, Winn, Woodville	748	750	992	1,243	1,357
Portland HMFA: Cape Elizabeth, Casco, Chebeague Island, Cumberland, Falmouth, Freeport, Frye Island, Gorham, Gray, Long Island, North Yarmouth, Portland, Raymond, Scarborough, South Portland, Standish, Westbrook, Windham, Yarmouth; Buxton, Hollis, Limington, Old Orchard Beach	1,197	1,352	1,751	2,267	2,770
Sagadahoc HMFA: Arrowsic, Bath, Bowdoin, Bowdoinham, Georgetown, Perkins UT, Phippsburg, Richmond, Topsham, West Bath, Woolwich	828	981	1,195	1,575	1,777

2021-2022 GA Housing Maximums – Revised (9/2/21) (Heated & Unheated Rents)

NOTE: NOT ALL MUNICIPALITIES SHOULD ADOPT THESE SUGGESTED HOUSING MAXIMUMS! Municipalities should ONLY **consider** adopting the following numbers, if these figures are consistent with local rent values. If not, a market survey should be conducted and the figures should be altered accordingly. The results of any such survey must be presented to DHHS prior to adoption. **Or, no housing maximums should be adopted and eligibility should be analyzed in terms of the Overall Maximum—Appendix A. (See Instruction Memo for further guidance.)**

Non-Metropolitan FMR Areas

<u>Aroostook County</u>	<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly
0	119	510	142	612
1	125	536	156	670
2	141	608	183	785
3	198	853	249	1,070
4	212	913	274	1,180
<u>Franklin County</u>	<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly
0	127	545	150	647
1	129	556	160	690
2	143	614	184	791
3	195	840	246	1,057
4	269	1,156	331	1,423
<u>Hancock County</u>	<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly
0	161	691	184	791
1	161	691	190	818
2	189	812	229	986
3	241	1,037	291	1,250
4	255	1,095	316	1,359
<u>Kennebec County</u>	<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly
0	145	623	168	723
1	145	623	170	732
2	173	744	213	918
3	233	1,002	283	1,215
4	237	1,020	299	1,284

Non-Metropolitan FMR Areas

<u>Waldo County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	178	767	202	867	
1	178	767	202	867	
2	199	855	239	1,029	
3	251	1,079	300	1,292	
4	353	1,516	414	1,780	

<u>Washington County</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	131	564	154	664	
1	131	564	154	664	
2	161	691	201	865	
3	204	876	253	1,089	
4	210	901	271	1,165	

Metropolitan FMR Areas

<u>Bangor HMFA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	147	630	170	730	
1	166	714	197	847	
2	213	917	254	1,091	
3	267	1,150	317	1,363	
4	375	1,612	436	1,876	

<u>Cumberland Cty. HMFA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	188	810	212	910	
1	193	828	223	961	
2	252	1,085	293	1,259	
3	343	1,476	393	1,689	
4	357	1,537	419	1,801	

<u>Lewiston/Auburn MSA</u>		<u>Unheated</u>		<u>Heated</u>	
Bedrooms	Weekly	Monthly	Weekly	Monthly	
0	140	601	163	701	
1	143	616	174	749	
2	185	796	226	970	
3	241	1,038	291	1,251	
4	299	1,285	360	1,549	

Recommendation for a Remote Meeting Policy.

To All Town Councilors – **Please bear with me. This is a long memo, but it covers all possibilities.**

At our last Town Council Meeting we tabled the remote meeting agenda item until the next meeting is September and I understood that members might have ideas to submit for consideration when I am working on possible changes. I have received input from Councilors Larochelle and Ward to date.

As a result, I am forwarding two proposals. Both are policies formulated around the MMA sample policy rather than ordinance changes because it seems to be easier to frame this in a logical memo and paragraph form and complies with the statute. I realize that a policy still needs a hearing as does an ordinance, but the manner of wording lends itself to nuanced phrases specific to our situation.

- **The first is a remote meeting policy that covers all the legal remote possibilities permitted by the new statute** as I mentioned at our last meeting. I have incorporated changes based upon input from e-mails and from the rough of the minutes.
- **The second is a remote meeting policy that covers only an “Emergency and Urgent Issue”.** This policy would not allow members to be remote unless the entire body is remote.

I continue to promote the idea of remote meeting attendance. While that possibility did not exist prior to the Covid 19 pandemic. Subsequently things changed and the state legislature passed MRSA sub para 403-B making remote meeting possibilities real. Now, as a result of that legislation, we are able to meet remotely if the town adopts a policy so stating.

My motivation for promoting this new policy is threefold:

- We absolutely must adopt a policy in order to meet remotely at all. Unlike during the time of the governor’s “emergency powers” we no longer have that chance to use Zoom or other platforms as we did previously. We did well during the pandemic using Zoom but as things now exist, we do not have that possibility without a policy stating that we wish to have a remote meeting policy. I think that the format is worth using at the very least, during situations where we might normally have cancelled or rescheduled a meeting.
- We should offer members of the Town Council the opportunity to attend meetings, other than a bonafide emergency, while being physically in another location which results in a significant difficulty in traveling to the meeting place. I feel that opportunities to attend a meeting would be enhanced for a member who would otherwise not be attending.
- I have always wanted to participate remotely when I am out of town and unavailable to meet personally. Businesses do it routinely so that communications are better, and I also feel that more citizens would consider running for Town Council if they knew they would be away more than otherwise would be tolerated. While away, I can watch and send emails, but I cannot participate currently. I think the ideal is in person, but we miss opportunities by not using remote. Afterall, business has seen the worth.

While I promote this policy, I understand that some will not want the most permissive version. Nevertheless, hope to get enough dialog that a choice could be made by our Town Council so we could move forward. If we make a choice, we could vote to move forward with one proposal, get a legal chop

on it and approve at the next meeting with a hearing to follow. Town Councilors made some points at the last meeting and by email, and I have attempted to address some of the questions.

- Technology – we have the means through Town Hall Streams to acquire some equipment and software that would make it possible. We also should have a means to project the remote member's image on the wall. What we most likely need would cost about \$1500 to \$2000 to do it correctly. The policy that covers only Emergency or Urgent issues will not require any of this but it could be helpful.
- Too Soon? - While this remote meeting possibility is new to us it is not premature in that many towns have adopted a policy, and more are doing so. I realize Lewiston has not yet passed, but that seems to be based upon cost unknowns. Mechanic Falls, Aroostook County, Norridgewok, Gardiner, Portland, Bangor, Biddeford, Fairfield, Scarborough, Orono and Houlton are but a few that have moved forward. . Twila is in the process of speaking with the Clerks and staff in these towns to flesh out some of the details of effective operation.
- Quorum only if present – I spoke with Dan Stockford about the idea of requiring a quorum physically present. If we are speaking of situations when the whole body is not remote, he thought that we could not require that since the language in the statute specifically states otherwise. We can put in some wording about the Chair, Vice-Chair or presiding officer being present if we feel that there could be better control of the meeting. I have done that.
- Audience Participation – while that may seem to be the biggest obstacle, it is not if we provide an “effective means of communication” for the public and the remote participation does not have to be the same as those in the room. To quote Brann Isaacson, “this provision does not expressly state that the public must be able to speak remotely or have the same remote participation rights as the public who are physically present at the meeting. A public body could provide for the written presentation of public comment (through chat, for example) if this is an effective means of communication between the public body and the public.”
- Video Only.....not audio....I have included that in the wording.
- Emergency situations are not the only consideration (first submission). Illness, physical conditions, and absence from the jurisdiction are other legitimate considerations. I have tried to address that as well.
- Please note that we did do well with our Zoom meetings in the past budget season but we no longer have that ability without a policy.
- Grounds for allowing remote participation by a member are addressed by including the 7 day notice provision. Granted, that less members could make a decision, but this is about participation of elected members where possible, not skewing of numbers for a specific vote. A future council has the right to amend or delete a policy and I don't think a hearing is necessary to do that as would be required by an ordinance.

Long as this is, I hope this helps clarify and set us up for a discussion at the next meeting. Again, ideally, I would like to move something to a vote and to set up a hearing.

Please let me know.

Don

REMOTE MEETING PARTICIPATION POLICY

(Emergency or urgent issue conditions only)

Lisbon Town Council

Pursuant to 1 M.R.S. § 403-B, and after public notice and hearing and in accordance with Article II, Section 2.06 of the town charter and in accordance with council working rules, the Lisbon Town Council adopts the following policy to govern the participation, via remote methods, of members of the Lisbon Town Council and the public in the public proceedings or meetings of that body.

Members of the body are expected to be physically present for meetings except when not practicable, such as in the case of an emergency or urgent issue that requires the body to meet via remote methods. The chair or presiding officer of the body, in consultation with other members if appropriate and possible, will decide in as timely a manner as possible under the circumstances whether remote methods of participation are necessary. If remote participation is deemed necessary, the chair, or vice chair in the absence of the chair or, in the absence both, a designated chair protem (as elected by the body quorum) shall conduct the meeting.

Remote methods of participation may include video technology allowing simultaneous reception of information and may include other means necessary to accommodate disabled persons. Telephonic participation may be used only if video technology is not possible but must meet the same conditions as is required for video participation. Remote participation will not be by text-only means such as e-mail, text messages, or chat functions.

The public will be provided a meaningful opportunity to attend via remote methods when the body participates via remote methods. If public input is allowed or required at the meeting, an effective means of communication between the body and the public will also be provided. Remote input from the public when allowed. The public will also be provided an opportunity to participate remotely by electronic means.

Notice of all meetings will be provided in accordance with 1 M.R.S. § 406 and the town charter, ordinance, policy, or bylaw. When the public may attend via remote methods, notice will include the means by which the public may access the meeting remotely and will provide a method for disabled persons to request necessary accommodation to access the meeting. The Lisbon Town Council will not restrict public attendance to remote methods except in the case of an emergency or urgent issue that requires the entire body to meet using remote methods of attendance.

During periods of remote member participation, a method for remote commenting electronically for the public shall be provided. Remote input from the public shall be by e-mail to a designated address which will be provided in the meeting notification itself and on the

agenda. All conditions shall be noted in all meeting documents and materials in advance of the meeting.

The Lisbon Town Council will make all documents and materials to be considered by the body available electronically or otherwise, to the public who attend remotely to the same extent customarily available to the public who attend in person, provided no additional costs are incurred by the body.

All votes taken during a meeting using any remote methods shall be by roll call vote that can be seen and heard if using video technology, or heard if using audio technology only, by other members of the body and the public.

This policy will remain in force indefinitely unless amended or rescinded.

Adopted: _____ by The Lisbon Town Council
Date

Allen Ward – Chair

Donald Fellows – Vice Chair

Normand Albert

Gregg Garrison

Kasie Kolbe

Fern Larochelle

Mark Lunt

REMOTE MEETING PARTICIPATION POLICY

Lisbon Town Council

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Members of the body are expected to be physically present for meetings except when not practicable, such as in the case of an emergency or urgent issue that requires the body to meet via remote methods, or an illness or temporary absence of a member that causes significant difficulty traveling to the meeting location. The chair or presiding officer of the body, in consultation with other members if appropriate and possible, will decide in as timely a manner as possible under the circumstances whether remote methods of participation are necessary. If remote participation is deemed necessary, the chair, or vice chair in the absence of the chair or, in the absence both, a designated chair protem (as elected by the body quorum) shall shall be physically present for the meeting unless an overall emergency is declared to exist. A member who is unable to attend a meeting in person shall notify the chair or presiding officer of the body as far in advance as possible. Every attempt shall be made by that member to notify the Chair or presiding officer at least one full week (7days) in advance of the planned meeting date. A member of the Lisbon Town Council who participates remotely will be considered present for purposes of a quorum and voting. The member(s) who are unable to physically attend shall have been granted remote meeting authorization by the chair or presiding officer prior to the commencement of the subject meeting and such will be noted during roll call.

Remote methods of participation may include video technology allowing simultaneous reception of information and may include other means necessary to accommodate disabled persons. Telephonic participation may be used only if video technology is not possible but must meet the same conditions as is required for video participation. Remote participation will not be by text-only means such as e-mail, text messages, or chat functions.

The public will be provided a meaningful opportunity to attend via remote methods when the body participates via remote methods. If public input is allowed or required at the meeting, an effective means of communication between the body and the public will also be provided by electronic means. The public will also be provided an opportunity to attend the meeting in person and to participate as is allowed for all meetings conducted in person unless there is an emergency or urgent issue that requires the entire body to meet using remote methods.

Notice of all meetings will be provided in accordance with 1 M.R.S. § 406 and any applicable charter, ordinance, policy, or bylaw. When the public may attend via remote methods, notice will include the means by which the public may access the meeting remotely and will provide a method for disabled persons to request necessary accommodation to access the meeting. Notice will also identify a location where the public may attend the meeting in person.

The Lisbon Town Council will not restrict public attendance to remote methods except in the case of an emergency or urgent issue that requires the entire body to meet using remote methods of attendance. During periods when any single member participates remotely, a method for remote commenting electronically for the public shall be provided in addition to the availability of an in-person participation opportunity as is the norm. In this case, remote input from the public shall be by e-mail to a designated address which will also be provided in accordance with 1 M.R.S. § 406 and any applicable charter, ordinance, policy, or bylaw. All conditions shall be noted in all meeting documents and materials in advance of the meeting.

The Lisbon Town Council will make all documents and materials to be considered by the body available electronically or otherwise, to the public who attend remotely to the same extent customarily available to the public who attend in person, provided no additional costs are incurred by the body.

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This policy will remain in force indefinitely unless amended or rescinded.

Adopted: _____ by The Lisbon Town Council
Date

Allen Ward – Chair

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Normand Albert

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Fern Larochelle

Mark Lunt

Town of Lisbon Non-Binding Survey

Re-use of the Former Worumbo Mill Site

The town has acquired the four-acre riverfront lot which formerly housed the Worumbo Mill. The Town Council is considering redevelopment and would like voters opinion on alternative uses.

Please choose one.

- Exclusive re-use as a park, with parking. A park may cost up to \$100,000 to develop.
- Some combination of a park, commercial and residential development, along with parking.