

# City of Lewiston City of Auburn

Joint Council Meeting  
May 1, 2013  
Lewiston Council Chambers



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## AGENDA

5:30 pm to 6:00 Social Gathering with Light Refreshments

6:00 pm Agenda Start

1. Pledge of Allegiance and Roll Call (5 Minutes)
2. Opening Comments from Mayors and Protocol for Meeting (10 Minutes)
3. Presentation by Chip Morrison, Androscoggin Chamber of Commerce, on Regional Branding Effort. (10 minutes)
4. Presentation and Discussion -- Reinventing our Economic Development Strategy and its Implementation -- See attached information. (45 minutes)
5. Resolve, Expressing Support for the Initiative to Evaluate and Improve the Economic Development Efforts of the Cities. (15 minutes)
6. Presentation and Discussion – Lewiston and Auburn Consolidation – See attached information. (30 minutes)
7. Presentation by Rachel Desgrosseilliers – Museum LA Funding Request (10 minutes)
8. Next Meetings (10 Minutes)
  - a. Previous indications were to meet in months with five Mondays. The next such months are July followed by September.
  - b. Possible future topics: Transportation (Bike/Ped, Transit, Airport, Turnpike, etc.); Arts/Culture/Events; Education; Other?
9. Adjourn



## City of Lewiston Executive Department

EDWARD A. BARRETT  
City Administrator

PHIL NADEAU  
Deputy City Administrator



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April 23, 2012

To: Honorable Mayors and Members of the City Councils  
Fr: Edward A. Barrett  
Su: Reinventing our Economic Development Strategy and its Implementation

Over the last several months, there has been considerable discussion about the cities' economic development strategy and how it is organized. This has, in effect, been the major topic of discussion at the last two Joint Council Meetings.

Since the last meeting, Mayor LaBonte advanced the discussion by presenting a proposal which has been discussed at a variety of forums. Through comments and feedbacks from those presentations as well as additional discussions at staff level and with some of the organizations currently involved in economic development, that proposal has been developed in greater detail and modified in certain respects.

Attached, you will find the most recent draft of Reinventing our Economic Development Strategy and its Implementation; an organization chart; a description of the proposed Joint Economic Development Committee of the two Councils; and job descriptions for the proposed Urban Specialist (focused on the downtowns) and Economic Development Associate (focused on assisting the President of the Lewiston-Auburn Economic Growth Council in the areas of commercial, industrial, and port development). These should all be considered as draft, working documents.

Also included is a draft joint resolve that the Councils may wish to consider, either at the joint meeting or at a later date.

As noted, all of these documents are draft working ones and are presented at this time for your review and reaction.

Should you have any questions or concerns regarding any of the attached information, please do not hesitate to contact me, Clint Deschene, Mayor LaBonte, or others involved in this process.



# REINVENTING OUR ECONOMIC DEVELOPMENT STRATEGY AND ITS IMPLEMENTATION

## STATEMENT OF PROBLEM

The LA area has undergone a significant transition over the last several decades as traditional industries declined and economic replacements were successfully attracted. The area achieved recognized success in broadening and expanding our economy into such areas as logistics, education, and expanded business services. The recent recession, however, has slowed this effort, and the robust local economic expansion has slowed somewhat.

Questions have been raised regarding the focus of our economic development efforts and the extent to which they reflect the changing nature of the national and regional economy. Particular concerns involve support for the creative economy (in its broadest sense) and a desire to pursue policies that enhance the region's attractiveness to people under the assumption that if we attract creative and talented individuals to LA, economic growth and investment will be fostered.

There has also been significant discussion/concern regarding the role of local elected officials in the economic development process and how that role should be balanced with the involvement of other stakeholders, including representatives of the business and non-profit sectors.

These issues, along with the numerous actors involved in economic development in this region, have raised concerns regarding our overall economic development strategy and the extent to which the various agencies, including the respective City governments, are coordinating their efforts in support of this strategy.

## GOALS/OBJECTIVES/PRIORITIES

The goals of this effort are to:

- Develop a broadly based and supported economic development strategy for our communities
- Improve communication and coordination between the organizations and principals involved in our economic development efforts
- Strengthen the knowledge and involvement of municipal elected officials in both communities
- Widen our economic development focus to incorporate efforts aimed at downtown development and attracting creative and entrepreneurial individuals to our communities
- Encourage the continued involvement of the private sector and other stakeholders in the economic development effort.

## Overarching Link to Policy Makers

The 1996 joint services plan suggested the creation of an oversight board of the two cities that would be charged with responsibilities for joint agencies and working toward additional

cooperation. This concept could be resurrected and modified as the basis for a shared Lewiston/Auburn Policy Board for economic development designed to improve communication with and between elected policy makers and to assume a stronger role in coordinating our overall economic development effort.

Such an oversight board, potentially to be named the Joint Economic Development Committee (JED-C), would be composed of three Councilors from each city appointed by the respective Mayors for two year terms. The mayors would alternate each year as the seventh member and, similar to the provisions of each Charter, would only vote in the event of a tie.

The Mission of this group would be to:

- Improve communication between the Cities of Lewiston and Auburn and other entities involved in economic development efforts, including but not limited to the Lewiston Auburn Economic Growth Council, the Auburn Business Development Corporation, the Lewiston Development Corporation, the Lewiston Auburn Railroad Company, and the Auburn Lewiston Airport;
- Coordinate the development of joint economic development strategies, priorities, and policies to ensure that the economic development efforts of the communities are consistent and supportive of established goals and priorities;
- Review and evaluate the budgets and work plans submitted by the economic development related agencies jointly funded by Lewiston and Auburn;
- Monitor the implementation of approved work plans;
- Present a funding recommendation for these joint agencies to the respective Councils including, where appropriate, recommendations for changes that will improve financial and operational performance;

Over time, the role of this Committee could be enhanced to provide shared governance for other existing or additional joint services.

A more detailed description of this Committee and its duties and responsibilities is attached.

## **Economic Development Areas of Focus**

As a starting point, two areas of economic development could be the focus of our efforts. The first would be on Commerce and Industry, areas traditionally seen as an economic development focus; the second would be on attracting creative and entrepreneurial individuals through a focus on Downtown Development and the Creative Economy.

### **FOCUS AREA ONE: COMMERCE AND INDUSTRY (Including the PORTAL , *the Port of Auburn and Lewiston*)**

As noted, this is a traditional economic development focus. It looks to attract new companies to the area and assist existing ones to grow. Activities encompass developing industrial and commercial business parks, assistance in site selection, relocation incentives, financing, coordination with Maine DECD and Maine and Company, marketing, and working closely with the economic development staffs of both communities on local properties and incentives. Given the L/A areas geographic location within Maine and assets such as the Airport, I-95, the foreign



trade zone, rail infrastructure and the intermodal center, a subset of this focus worthy of special note is logistics and transportation.

A variety of organizations are currently active in this area. They include:

- Both cities;
- The Auburn Business Development Corporation;
- The Auburn Lewiston Airport;
- The Lewiston-Auburn Railroad Corporation;
- The Lewiston Auburn Economic Growth Council;

To ensure coordination of effort, those agencies listed above that are not funded by the Cities should be invited to appear before JED-C on at least an annual basis to present their goals, objectives, and work plans. Special efforts should be made by all agencies to seek areas of collaboration and joint effort. In particular, projects requiring significant investment of public or quasi-public funds for infrastructure development should be viewed as potential areas for joint investment and possible tax sharing arrangements. This could apply to such things as business park infrastructure development.

In addition to the coordinating role envisioned for the Joint Economic Development Committee, a coordinating council with representatives of the Cities, ABDC, LDC, Airport, LA Railroad, LAEGC and representatives of key stakeholders such as the SLA Railroad and State DECD could be established to ensure that the various groups working in this area are aware of each other's activities and are working together to identify areas of potential collaboration.

One early project for the work plan is to investigate the potential of developing a "Port Authority".

## FOCUS AREA TWO: DOWNTOWN DEVELOPMENT AND THE CREATIVE ECONOMY

To date, downtown economic development efforts have primarily been handled independently by the Cities and largely funded through Community Development Block Grant funds or, in Auburn's case, its downtown TIF. At the same time, there has been a growing realization that a vibrant community core is essential to the future of the Cities, key to differentiating Lewiston and Auburn from other regional communities and essential to attracting and retaining creative individuals seeking to make LA their home and the place they wish to invest their resources.

A more coordinated and concerted effort is needed to further these efforts.

Specific activities would include: marketing the downtown area; regional branding efforts designed to attract people to the community to both visit and live; efforts to attract retail and related businesses to first floor storefronts; working with property owners to establish quality residential units on upper floors; working with festivals and events that attract visitors to the downtowns; supporting arts and cultural activities; addressing parking and wayfaring issues and concerns; beautification; implementing appropriate elements of the Main Street Maine approach; working to implement the adopted plans of the respective Cities. To address this need, a position with specialized knowledge and duties directly applicable to urban/downtown development needs is required.

An advisory group should be established that includes representation from the Cities, downtown property and business owners, LA Arts, the Chamber of Commerce (especially the Regional Image Committee), and other stakeholders.

## **ORGANIZATIONAL STRUCTURE**

To the greatest extent possible, this effort should be organized around existing structures with the primary new focus on coordinating the efforts of these various groups, providing greater structure and direction to the public investments that are made through adopting and/or approving strategic plans and work plans, and strengthening the partnership between the private and public sector.

The primary delivery mechanism will be the Lewiston Auburn Economic Growth Council. The functions of the Council will be provided in three focus areas: Industrial/Commercial Development and Downtown Development as outlined and discussed above. The third function would encompass support areas that would serve each function such as loans and loan pool management and marketing.

Each development focus area would establish an advisory board composed of representatives of organizations or other stakeholders with involvement or interest in that area.

Public sector involvement would be structured around the Joint Economic Development Committee discussed above. This group would be responsible for working with the advisory committees and LAEGC to develop an overall development strategy and developing/approving annual work plans tied to the funding that is provided.

The overall concept here is based on the development of a Twin Cities Economic Development Strategy through the involvement of the key stakeholders and organizations represented on the respective advisory committees and from elected and appointed political leadership. Once in place, this strategy would become the basis for developing annual work plans for LAEGC, including its subsidiary focus elements and the agencies associated with them.

A rough organizational structure is attached. Please note, however, that the underlying concept here is not hierarchical but rather iterative and interactive. Ideas and concepts can flow throughout the system, ensuring that all have an important role to play. The key to success, however, lies in coordinating and magnifying the efforts of the separate groups in a way that exceeds the abilities of any of the constituent elements/organizations.

Over time, it might also be possible to move toward integrating the various agencies now involved in Economic Development. For example, the ABDC, LDC, LARR, and LAEGC could be merged into a single organization with a board structure inclusive of the interests of each of these groups. This would allow the assets and resources of these groups to be integrated and used where they can be most effective, regardless of municipal boundaries or geographical focus areas.

# **Joint Economic Development Committee Organization and Process**

## **Mission/Purpose**

The mission of the Joint Economic Development Committee (JED-C) is to

- Improve communication between the Cities of Lewiston and Auburn and other entities involved in economic development efforts, including but not limited to the Lewiston-Auburn Economic Growth Council, the Auburn Business Development Corporation, the Lewiston Development Corporation, the Lewiston and Auburn Railroad Company, the Auburn Lewiston Municipal Airport, Androscoggin Valley Council of Governments, and the Androscoggin County Chamber of Commerce;
- Monitor the implementation of approved work plans;
- Coordinate the development of joint economic development strategies, priorities, and policies to ensure that the economic development efforts of the communities are consistent and supportive of established goals and priorities;
- Upon request, meet to review any differences of opinion between the governing bodies of Lewiston and Auburn in regard to economic development and present a recommendation to the Councils as to how they might be resolved.

## **Composition**

The committee will be comprised of 7 members: 3 councilors from each community appointed by the respective Mayors and one of the Mayors, who will serve rotating one year terms with the Mayor of Auburn serving in even years and the Mayor of Lewiston serving in odd years. The respective Mayors shall serve as Chair Person for the Committee. The serving Mayor may vote only in instances where there is a tied vote among the other voting members.

## **TERM**

Councilors appointed to the Committee shall serve a two-year term except for those initially appointed who shall serve until December 31, 2013. Councilors who have served on the prior years' committee shall be eligible to be appointed to the committee for subsequent years.

## **STAFF SUPPORT**

The City Manager of Auburn and the City Administrator of Lewiston, along with their respective economic development staff, shall provide staff support to the committee.

## **MEETINGS**

The Committee shall meet at least quarterly or more often upon the call of the Committee Chair. The Chair shall establish the times and places of meetings, taking care to meet periodically in each community. Meetings shall be open to the public and notice of such meetings shall be posted by the respective City Clerks.



## **REPORTS/RECOMMENDATIONS**

The Committee shall ensure that minutes of its meetings are prepared and provided in a timely manner to the respective City Councils. In addition, the Committee shall:

- Work with the various economic development organizations in the region, to include LAEGC, AVCOG, ATRC, Auburn-Lewiston Municipal Airport, Auburn Business Development Corporation, Lewiston Development Corporation, Androscoggin County Chamber of Commerce, and the Lewiston and Auburn Railroad Company to develop and annually update an economic development strategy for the region.
- Recommend policies to the respective City Councils governing and/or affecting the economic development efforts of the communities;
- Forward recommendations from time to time to the City Councils regarding policies affecting areas related to economic development that the Committee believes should be adopted;
- Annually review and approve the respective work plans of the organizations under its jurisdiction that receive funding from the Cities of Lewiston and Auburn.
- Identify areas for mutual investments and tax sharing agreements in support of such objectives as downtown/riverfront development and or industrial park creation;
- Identify additional areas for potential inter-municipal cooperation;
- Periodically review and recommend amendments to existing interlocal agreements;
- Undertake such other assignments as the respective Councils may, from time to time, direct.

## **PARTICIPATION OF OTHER COUNCILORS**

All members of the respective governing bodies in attendance at any meeting of the Committee shall be provided the privilege of participating in the meeting through asking questions and engaging in discussion; however, only the designated members of the Committee shall have a vote.

## **RECOMMENDATIONS NOT BINDING**

The recommendations of the Committee shall be advisory to the respective governing bodies. Each Council shall retain the right to seek additional information regarding agency work plans and recommendations brought forward by the Committee.

## **DISAGREEMENTS BETWEEN COUNCILS**

In the event that the City Councils fail to agree on any recommendation brought forward by the Committee, either Council may request that the Committee meet to review the disagreement and make a recommendation for its resolution.



## **DRAFT - JOB DESCRIPTION - DRAFT**

**JOB TITLE:** Urban Specialist for Lewiston and Auburn

**Reports To:** President, Lewiston-Auburn Economic Growth Council

**FLSA STATUS:** Exempt

### **GENERAL SUMMARY:**

The Cities of Lewiston and Auburn are committed to a vibrant and mixed use, shared downtown encompassing and integrating the cores of each community. The Urban Specialist will be responsible for taking the lead in implementing a work plan jointly developed with the communities and aimed at revitalizing, renovating, and reinventing the downtowns through a multi-faceted effort that attracts commercial and residential uses; provides guidance and support to potential investors; works closely with both cities regarding land use planning in the shared downtown; closely coordinates financing efforts with the cities and other potential funding sources; markets the downtowns; works to enhance the downtowns' quality of place and in concert with other stakeholders by expanding activities that attract residents, customers, and visitors to the area. Outstanding public relations and interpersonal abilities are a core requirement for this position.

### **ESSENTIAL JOB FUNCTIONS:**

- Develop and propose an annual downtown work plan initially focused on four areas: involving key stakeholders; attracting appropriate investments; marketing and promotion; and addressing key policy and planning concerns advanced by each community.
- Develop strategies for appropriate downtown economic development based on considerations including proposed uses, the preservation of historic structures, anticipated level of investment, and the extent to which such development supports the priorities set by Lewiston and Auburn for the downtowns.
- Act as a resource to individual tenants or property owners regarding physical improvements, maintaining historic integrity, and potential sources of financing.
- Serve as a downtown ombudsman charged with advancing the interests of downtown stakeholders by representing them to the cities and other governments and institutions and assisting those who have or are interested in investing in the downtowns to deal effectively with issues that include, but are not limited to, zoning and land use, permitting and licensing, and financing.
- Identify, recruit, and retain an advisory committee composed of key downtown stakeholders and ensure that this group is provided ample and meaningful opportunities for participating in the overall downtown improvement effort.
- Coordinate and recruit an active volunteer force in support of organizational efforts and activities.

- Provide advice and information and encourage joint involvement in the downtown community's promotional events – advertising, uniform store hours, special events, business recruitment, parking management, etc.
- Market Downtown LA locally, regionally, and nationally.
- Lead and/or support others in efforts to attract people to downtown in coordination with promotional and other special events.
- Develop and conduct public awareness and education programs through speaking engagements, media interviews, and other activities designed to keep the downtowns highly visible.
- Attend meetings and events of local community organizations where such attendance supports the adopted work plan and downtown goals.
- Build strong, productive working relationships with appropriate public agencies at the local, regional, state, and federal levels and with stakeholders.
- Evaluate the National and State Main Street Programs and implement locally those elements of these programs that are appropriate for Lewiston-Auburn.
- Maintain the program's website and ensure its presence on other social media platforms.
- Manage all administrative aspects of the program to include developing and maintaining an appropriate data system for record keeping, developing and monitoring budgets, accounting, purchasing, preparing reports, and tracking information on job creation and business retention
- Develop and seek approval for benchmarks by which program progress can be monitored.
- Periodically report to elected officials and key management staff of both cities on program activities and progress toward meeting the requirements of the annual work plan.
- Attend meetings of the City of Auburn and City of Lewiston when needed.
- Perform other related duties as required.

#### **REQUIRED KNOWLEDGE/SKILLS/ABILITIES**

- Possess strong communication, group facilitation, and organizational skills and be entrepreneurial and energetic.
- Experience with fund raising, marketing, and event planning.
- Strong public relations skills.
- Experience with small business development.
- Excellent oral and written communication skills.
- Proven ability to develop and maintain good working relationships with diverse groups.
- Knowledge of and ability to operate within the processes and constraints of local government systems.
- Excellent skills in problem solving and collaboration.
- Proven ability to work independently.
- Excellent organizational skills and ability to multi-task.
- Proficiency in Microsoft Office and Social Media applications
- Ability to operate a motor vehicle and possess a valid Maine driver's license.



- Ability to use computer hardware and software, office copier, fax machine, printer, telephone and related office equipment.

### **PREFERRED KNOWLEDGE/SKILLS/ABILITIES**

- Knowledge of the Lewiston-Auburn area.
- Marketing, advertising, and graphic art skills.
- Knowledge of public and private issues affecting downtown.
- Economic development experience.
- Familiarity with city zoning, land use codes, financial incentives, training programs, tax incentives, and the real estate market.
- Strong awareness of design and historic preservation issues.
- Ability to manage web sites and related software applications.

### **EDUCATION AND/OR EXPERIENCE**

- Bachelor degree in public policy, business, economics, urban planning, or related field required; additional post degree education preferred.
- Relevant experience in community development, business economics, downtown development, working with volunteers, and/or marketing and promotion required.
- Three to five years of professional experience in community planning and development, land use, business development, or related field in the public or private sectors preferred.
- Experience in downtown neighborhood redevelopment efforts is highly desirable.

### **PHYSICAL DEMANDS**

Occasional walking, bending, lifting, and sitting in routine work environment. Ability to handle street traffic, noise, and fumes.

### **WORK ENVIRONMENT**

Ability to work closely, collaboratively, and provide stakeholders with relevant direction and information, respond to inquiries, explain, interpret, and persuade as the situation may require. Position requires a willingness to work flexible hours and attend and participate in numerous early morning or evening meetings.

***THE ABOVE STATEMENTS ARE INTENDED TO DESCRIBE THE GENERAL NATURE AND LEVEL OF WORK BEING PERFORMED BY INDIVIDUALS ASSIGNED TO DO THIS JOB. THE ABOVE IS NOT INTENDED TO BE AN EXHAUSTIVE LIST OF ALL REQUIRED RESPONSIBILITIES AND DUTIES.***

## **DRAFT - JOB DESCRIPTION - DRAFT**

**JOB TITLE:** Economic Development Associate

**Reports To:** President, Lewiston-Auburn Economic Growth Council

**FLSA STATUS:** Exempt

### **GENERAL SUMMARY:**

Responsible for assisting the President in planning for, implementing, and promoting a variety of programs and efforts aimed at attracting businesses or assisting in the expansion of existing businesses, with a special emphasis on those that would benefit from the region's transportation resources. Incumbent assists with the overall economic development activities of the Growth Council and its public/private partners. .

### **ESSENTIAL JOB FUNCTIONS:**

- Helps promote Lewiston-Auburn as a good place to do business.
- Assists in planning, research, and marketing efforts to attract new businesses and assist existing ones to expand.
- Prepares comprehensive location packages for clients including economic, financial, demographic, utility, tax, zoning, transportation and related information as well as the types of assistance and incentives available from Lewiston, Auburn, and State of Maine.
- Responds to inquiries from businesses regarding technical assistance, site search, and site selection.
- Accompanies clients to view/tour potential sites.
- Assists President in coordinating client interactions with others, including but not limited to representatives of state and local government and potential sources of financing, when desirable and as requested by the client.
- Assists with providing preliminary information on the Growth Council's various loan programs as well as other available loan programs.
- Maintains records and data bases on business prospects and contacts.
- In conjunction with the President, advises and assists clients through the regulatory process to include necessary licenses and permits as well as Planning Board and other regulatory approvals for proposed development projects.
- In conjunction with the President, liaisons with various local, State and Federal agencies and coordinates with such agencies as appropriate to particular development projects and their needs.
- Follows-up with clients on status of current projects, expansions, and relocations.
- Develops and maintains computerized commercial/industrial property database and conventional filing system.
- Attends, when appropriate, governmental and regulatory meetings.



- Schedules meetings, confirms attendance, tracks needs for office supplies, seeks price quotes, assists with special events, bulk mailings, file maintenance, etc.
- Performs other related duties as may be assigned.

#### **FOREIGN-TRADE ZONE ADMINISTRATOR**

- Promotes and administers Foreign-Trade Zone (FTZ) No. 263.
- Responds to FTZ inquiries and provides information regarding FTZ services and benefits.
- Schedules client appointment with Zone Operators.
- Assists with FTZ Board application and activation with U.S. Customs and Border Protection.

#### **KNOWLEDGE/SKILLS/ABILITIES**

- Ability to locate, compile, and analyze data essential to meet client needs and assist stakeholders and partners in establishing economic development strategies and priorities.
- Familiarity with city zoning and land use codes.
- Knowledge of available financial incentives, training programs, tax incentives, and other support.
- Understanding of statewide economic development groups and programs.
- Strong writing, communications and computer skills are essential; use of copier, fax machine, printers, telephones and related office equipment.
- Familiarity with Lewiston/Auburn area preferred.
- Ability to operate a motor vehicle and possess a valid Maine driver's license.

#### **EDUCATION AND/OR EXPERIENCE**

- Four year college degree in public policy, business, or related field.
- Three to five years of professional experience in economic development, community development, land use, business administration, or related field in the public or private sectors required.
- Experience in state, regional and/or local economic development highly desirable

#### **PHYSICAL DEMANDS**

- Occasional bending, lifting, and sitting in routine and normal office environment.

#### **WORK ENVIRONMENT**

- Ability to work closely and collaboratively within the organization and provide staff with relevant direction and information, respond to inquiries, explain, interpret, and persuade as the situation may require.
- Ability to work a flexible schedule that may require frequent attendance at early morning or late night meetings as well as weekends.



## City of Lewiston

27 Pine Street  
Lewiston, Maine 04240

## City of Auburn

60 Court Street  
Auburn, Maine 04210



### RESOLVE

#### **Expressing Support for the Initiative to Evaluate and Improve the Joint Economic Development Efforts of the Cities of Lewiston and Auburn.**

Whereas, concerns have been raised regarding the focus of the Twin Cities' economic development efforts and the extent to which they reflect the changing nature of the national and regional economy; and

Whereas, interest arose during a joint workshop of the City Councils to pursue shared investment in staff support for economic development in the downtown area as well as support for the creative economy in its broadest sense and a desire to pursue policies that enhance the region's ability to attract creative and talented individuals to Lewiston and Auburn as a means to foster economic growth and investment; and

Whereas, there remains a strong commitment to the legacy of Lewiston and Auburn as a manufacturing and transportation hubs and support for strengthening targeted efforts in those areas; and

Whereas, there has been interest among local elected officials in both communities in enhancing their role in the economic development process, including regular discussion between peers on either side of the river, and how that role should be balanced with the involvement of other stakeholders, in order to maintain a high level of involvement from the private sector in Lewiston and Auburn; and

Whereas, these issues, along with the numerous public and private organizations that are involved in economic development in this region, have raised concerns regarding our overall joint economic development strategy, the efficiency of our current structure, and the extent to which the various agencies, including the respective City governments, are coordinating their efforts around areas of joint interest; and

Whereas, there is a desire to develop a focused economic development structure for Lewiston and Auburn; improve communication and coordination between the organizations and principals involved in providing economic development support services; and strengthen the knowledge and involvement of municipal elected officials from both Cities;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCILS OF THE CITY OF AUBURN AND THE CITY OF LEWISTON THAT**

We support the effort to review, revise, and update the economic development structure currently in place in Lewiston and Auburn with the goal of implementing a broadly based, widely supported and focused joint economic development strategy, sustaining broadly based input from partners and businesses, increasing the knowledge and involvement of municipal elected officials in economic development efforts, and better coordinating and focusing the efforts and resources of the Cities and private sector partners on the areas identified as key to the economic future of the cities.



# City of Auburn City of Lewiston

## City of (Lewiston-Auburn)

### *Is it time for the community to decide?*

Over the years, a number of consolidation/cooperation committees have called for direct discussion of the possible merger of the Cities of Lewiston & Auburn.

In a 1995 study, strong majorities supported greater cooperation between the Cities (67% of Lewiston residents; 71% in Auburn). At the same time, there was not overwhelming support for a complete merger.

Fast forward to 2006. The Citizens Commission on Lewiston-Auburn Cooperation presented a much stronger case for merger of the Lewiston-Auburn Municipal Governments. This group recognized that the “low hanging fruit” had already been harvested and concluded that the potential for significant additional savings would primarily result from combining the various departments and agencies of the Cities.

In addition to cost savings, merging the Cities would enhance our political influence both at the state and national levels. It would cement our status as the second largest -municipality in Maine with a population nearing 60,000. It would allow us to pool our resources and target them toward our highest priorities. This is particularly critical in attracting economic development, where resources and investments must be focused to provide the greatest future returns.

Discussions of municipal cooperation and merger have frequently surfaced during difficult economic times when both communities are forced to reduce services and/or raise taxes. However, our current economic difficulties should not be the reason to consider a merger. Rather, we should seriously discuss a merger in order to prepare for the economic recovery. Imagine how this could strengthen our position in today’s growing world-wide economy.

## To Discuss or Not Discuss?

- Previous consolidation committee discussions have suggested that the Cities should consider merger.
  - Yet, no formal merger discussion has ever taken place between the two Councils.
  - Is it time to create a PRO vs. CON list that could be discussed/debated?
  - Is it time to consider putting this question before Lewiston & Auburn voters?
  - Significant energy and hours have been devoted to committees and commissions, -report preparation, and implementation dialogue. Is now the time to have serious Council discussions about a merger?
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## Why Should We Have a Merger Discussion?

- Because both cities need a more powerful economic engine to propel them into the 21st Century.
- Because we already work cooperatively in multiple areas.
- Because we both share a critical need for enhanced schools.
- Because we both have a pressing need for updated infrastructure.
- Because both cities continue to reduce services with no real reduction in taxes.



- Because it will empower our business community which continues to support a municipal government merger.
  - Because citizens are demanding innovation!
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## Fears or Reality?

### **Will the Cities Lose Their Identity?**

- There will always be an Auburn & Lewiston!
- There will always be a New Auburn! Etc.
- There will always be a Little Canada! Etc.

### **Will We Incur All of Lewiston's Debt?**

- State law is clear that outstanding bonded debt remains with the community that issued it. Both cities should also recognize that annual per capita debt service for Lewiston and Auburn is very similar.

### **Will we be burdened with the infrastructure needs for roads and schools of the other community?**

- Yes, but we will have the strengthened finances and resources of a larger community and potential operating savings that would help meet those needs.
-

## Negativity Will Defeat Open, Honest Discussions!

- We can all choose to speak negatively about each city.
- We can all identify problems from our past.
- We can criticize each city's current philosophy.
- We can criticize each city's elected officials.

OR

- We can focus our discussions on the decades of partnerships between our citizens (family and friends).
- We can focus on ongoing and new partnerships in our business community.
- We can focus on and advocate for the continued expansion of our arts and culture community.

Let's start from what we share -- decades of acting as good neighbors who, when in need, have always valued and respected each other. Let's not forget the negatives, but let's also insist on open, honest discussion. Let's commit to moving forward on the many positives that are before us.

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## Next Steps

1. Agree to have a formal discussion.
2. Instruct the Auburn City Manager and the Lewiston City Administrator to jointly produce a report that:
  - Provides a summary of the economic advantages for the municipalities and our citizens, including updated estimates of municipal operating savings.
  - Provides opinions on the economic advantages for our business and corporate community.
  - Establishes a list of pros and cons.
  - Secures and summarizes the opinions of our other community partners.

Once We Have This Information

Lets' Discuss and Debate!

In the End –The Citizens Will Decide!

- We owe it to our constituents to put this question before them.
- Let's harness the courage and energy of our new 21<sup>st</sup> Century Councils to compile all the needed information, make it available to Lewiston & Auburn citizens, and then send the question to a vote!

*It is time for the community to decide.*

## **§2151. Authority to consolidate**

Any 2 or more municipalities may consolidate by following the procedure of section 2152 or the alternative procedure of section 2153.

## **§2152. Joint charter commission**

**1. Petition.** The voters of a municipality may file a petition in the municipal office that must:

A. Be addressed to the municipal officers; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

B. Be signed by at least 10% of the voters of that municipality, except that only 1,000 signatures are necessary in municipalities of 10,000 or more voters; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

C. Propose that the municipality be consolidated with another municipality, or other municipalities, named in the petition; and [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

D. Request that 3 persons be elected by the voters of the municipality to serve as members of a joint charter commission for the purpose of drafting a consolidation agreement. [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]  
[ 1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD) .]

**2. Joint charter commission.** If a petition is filed as required under subsection 1, the 3 members of a joint charter commission shall be elected at the next special or regular election in the manner provided for the election of municipal officers. The election of members by 2 or more municipalities authorizes the commission to draft the consolidation agreement. If a municipality does not elect members, it may not participate in the consolidation.

[ 1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD) .]

**3. Consolidation agreement.** The joint charter commission shall draft an agreement between the consolidating municipalities which includes:

A. The names of the municipalities; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

B. The name under which it is proposed to consolidate, which must be distinguishable from the name of any other municipality in the State, other than the consolidating municipalities; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

C. The property, real and personal, belonging to each municipality, and its fair value; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

D. The indebtedness, bonded and otherwise, of each municipality; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

E. The proposed name and location of the municipal office; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]



F. The proposed charter; [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

G. The terms for apportioning tax rates to service the existing bonded indebtedness of the respective municipalities; and [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

H. Any other necessary and proper facts and terms. [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

[ 1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD) .]

**4. Submission of consolidation agreement.** The consolidation agreement shall be submitted to the voters of each municipality at a municipal election after notice and hearing as provided in paragraphs A and B. The consolidation agreement may be amended, provided that the amended agreement meets the notice and hearing requirements of paragraphs A and B. Upon approval of a majority of those voting in each of 2 or more municipalities, the consolidation agreement becomes effective, according to its terms, in those municipalities.

A. The municipal officers of each municipality shall hold a public hearing on the consolidation agreement. The public hearing may be held on more than one day, provided that it adjourns permanently at least 10 days before the election. [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

B. The municipal officers shall notify the voters of each municipality of the consolidation agreement and of the time and place of the public hearing in the same manner that the voters of each municipality are notified of ordinances to be enacted. This notice must be given at least 30 days before the election and at least 10 days before the hearing. [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

[ 1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD) .]

#### SECTION HISTORY

1987, c. 737, §A2,C106 (NEW). 1989, c. 6, (AMD). 1989, c. 9, §2 (AMD). 1989, c. 104, §C8,10 (AMD).

### **§2153. Alternative procedure**

The municipal officers of 2 or more municipalities may act as a joint charter commission without a petition under section 2152, subsection 1. [1987, c. 737, Pt. A, §2 (NEW); 1987, c. 737, Pt. C, §106 (NEW); 1989, c. 6, (AMD); 1989, c. 9, §2 (AMD); 1989, c. 104, Pt. C, §§8, 10 (AMD).]

### **§2154. Effects of consolidation**

All the rights, privileges and franchises of each of the municipalities and all property, real and personal, and all debts due on whatever amounts, belonging to and of the municipalities, are transferred to and vested in the consolidated municipality, provided that all bonded debt of each municipality remains in effect after consolidation as a debt of that portion of the consolidated municipality within the limits of the former municipality that incurred the debt. Ordinances of the former municipalities remain in effect in their respective territories until 2 years after the effective date of the consolidation when they become void.