



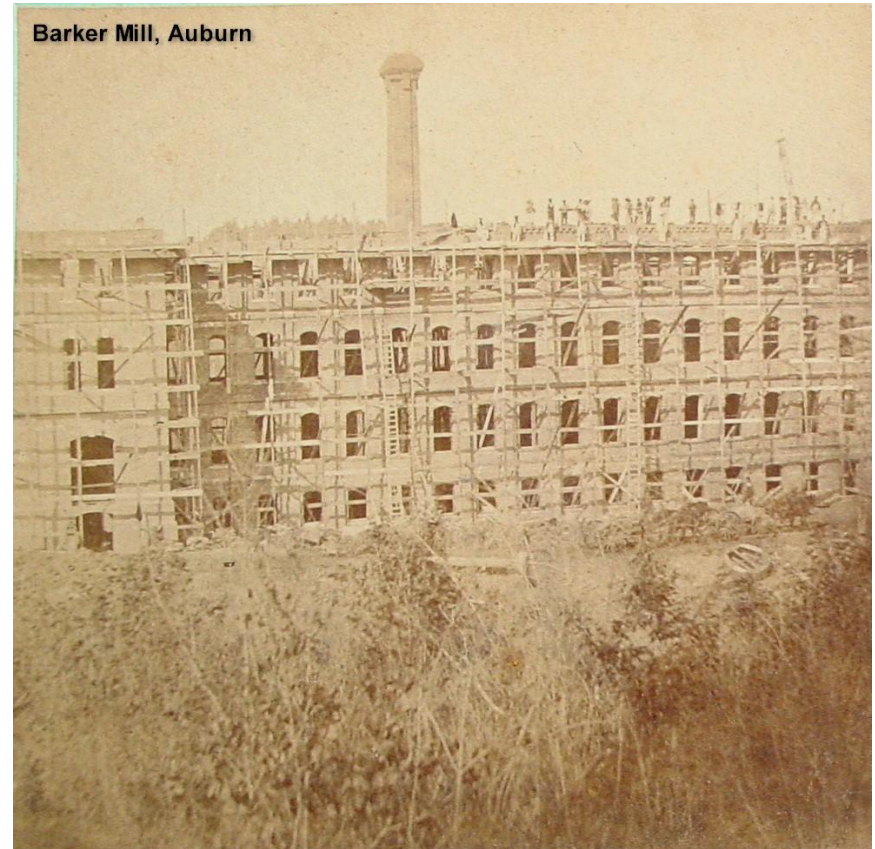
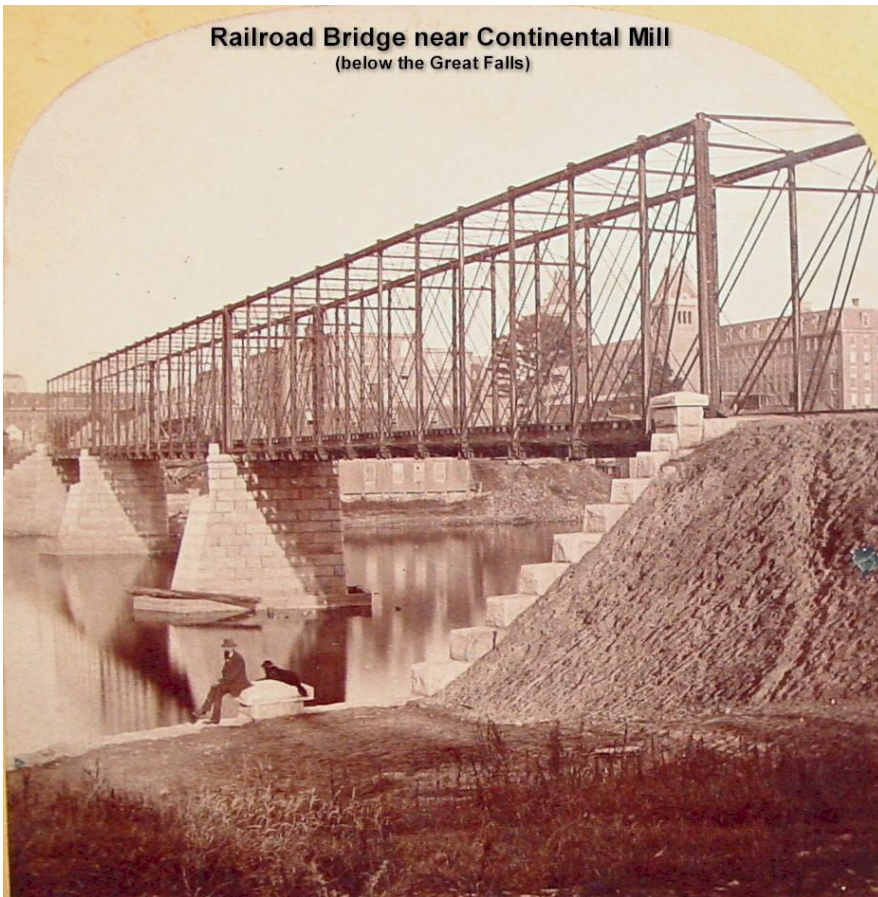
# Investing in our shared strengths: Organizing for the future of Lewiston-Auburn

March 11, 2013

# Questions from current Council

- What does ABDC do?
- What's the status of the new industrial park?
- Who is using the Foreign Trade Zone?
- What do we get for our money from LAEGC?
- Can't we save money by doing more with Auburn staff?
- What is the best way to communicate?

# How we started...



# A really, really, really brief history

- 1870's – Lewiston-Auburn Railroad Company (LARC)
  - » Chartered under a legislative act and operates under its own set of by-laws
  - » Organized as a private corporation with shares split between Lewiston (75%) and Auburn (25%)
  - » Directors are technically appointed by the Lewiston (6 directors) and Auburn City (3 directors) Councils
- 1950's – Lewiston Development Corporation
  - » Private development corporation focused on the development interests of the City of Lewiston
  - » Board Selected by a Nominating Committee of the Board, with one Lewiston City staff representative and no voting rights for elected officials
- 1970's – Auburn Lewiston Municipal Airport
  - » Established as a non-profit corporation under state law through an interlocal agreement between Lewiston and Auburn (including rights to engage in industrial and commercial development)
  - » Governed by a 9 member board that includes one City Councilor from each city, one resident from each city, four staff from public agencies, and one nominated by the County Chamber of Commerce
  - » Industrial/Commercial land and commercial excise tax shared between both Cities

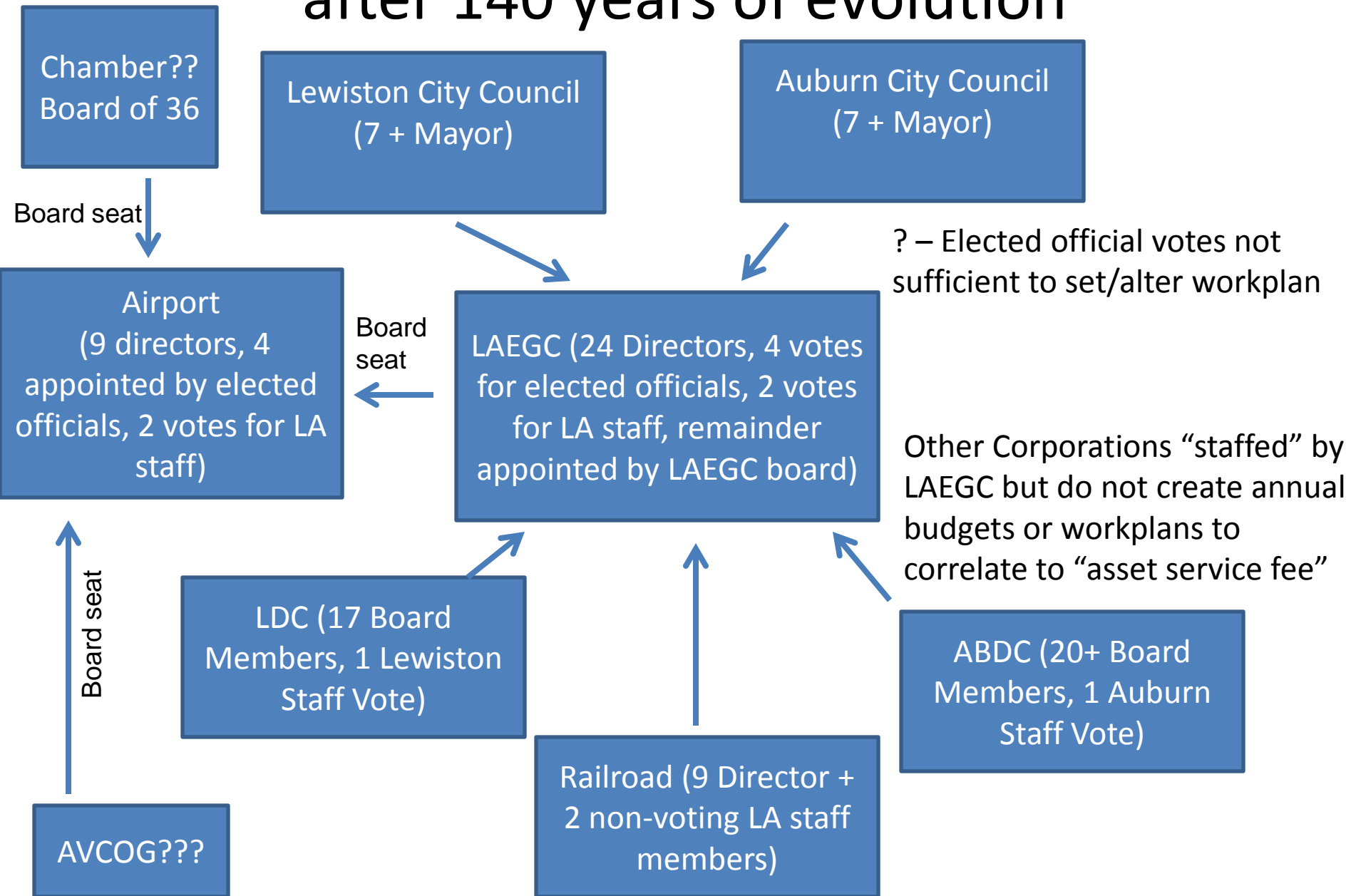
# Still being brief...

- 1970's – Auburn Business Development Corporation
  - » Private development corporation focused on the development interests of the City of Auburn
  - » Board Selected by a Nominating Committee of the Board, with one Auburn City staff representative and no voting rights for elected officials
- 1980's – Lewiston-Auburn Economic Growth Council
  - » Proposed as an agency to staff LDC and ABDC and to “eliminate” competition between the two cities for new business or business relocation.
  - » Original by-laws brought before both city councils to negotiate their consent, no further City Council review/approval before by-laws changed after that.
  - » Governed by a Board of 24 with each City given the right to two seats for elected officials and two seats for staff, with only the manager allowed to vote (Lewiston-Auburn have 6 votes of 24)
- Monty Hydro/Canal Revenue Sharing
  - » Contract agreement between both cities laying out property tax sharing on Monty Hydro and revenue/expense sharing along canal system with specific water rights (until 2034)

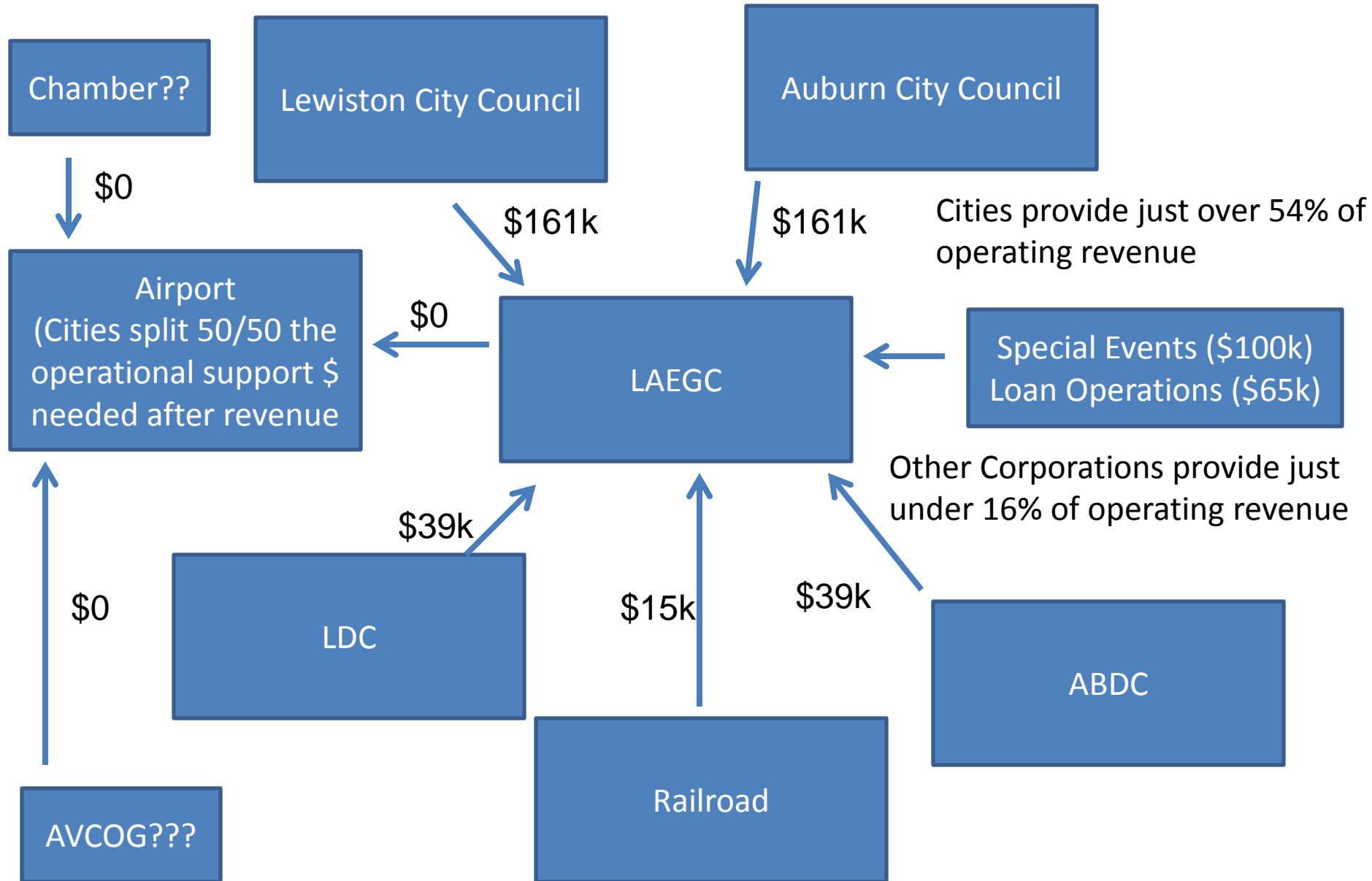
# Two Joint City Council Meetings

- October 2012 and January 2013
  - Recognition of two Lewiston and Auburn economic development shared interests
    - Downtown/Riverfront (river that binds us)
    - Industrial/Transportation legacy
  - Next Steps
    - Desire to fund focused staff efforts on downtown development
    - Interest in sustaining current joint development vehicles (loan programs, support for industrial growth)

# Today's policy making flow chart after 140 years of evolution

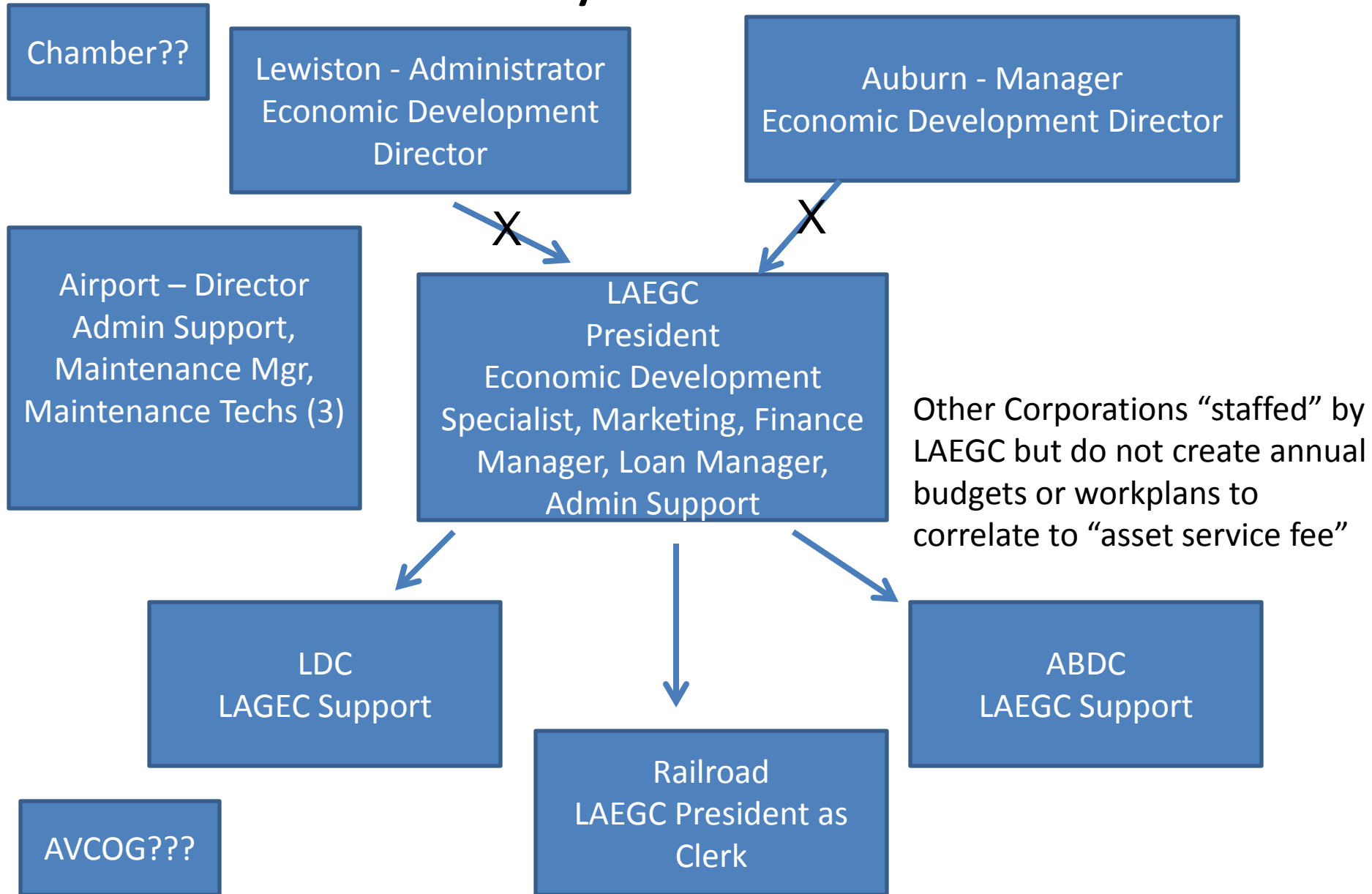


# Today's funding flow chart after 140 years of evolution

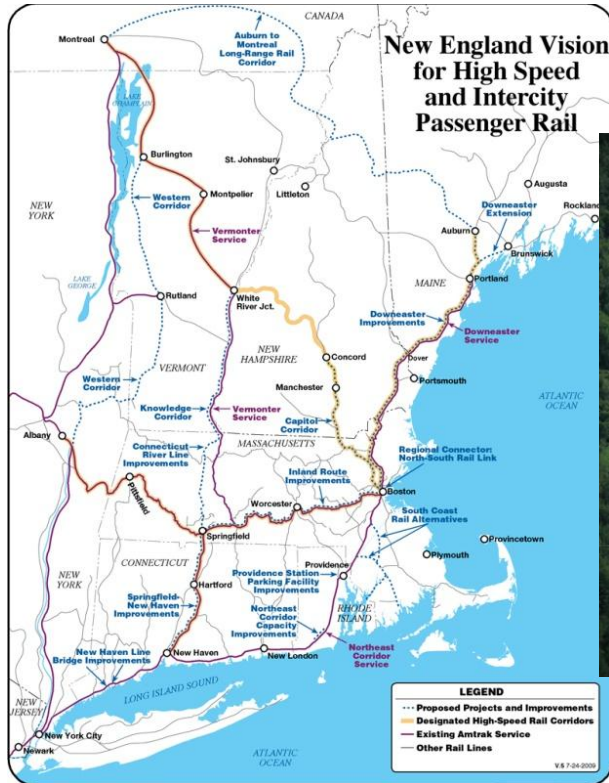




# Today's staffing/management chart after 140 years of evolution



# Designating the Port of Lewiston-Auburn



**INLAND PORTS:**  
Linking Freight and Regional  
Economic Development



NADO RESEARCH FOUNDATION  
Center for Transportation Advancement and Regional Development  
with support from the Federal Highway Administration



# Organizing Joint LA Investment by Focus Areas

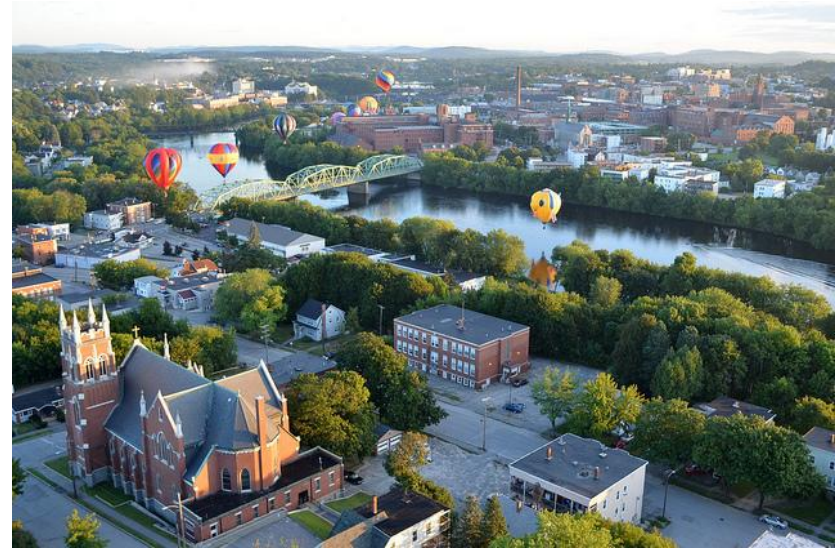
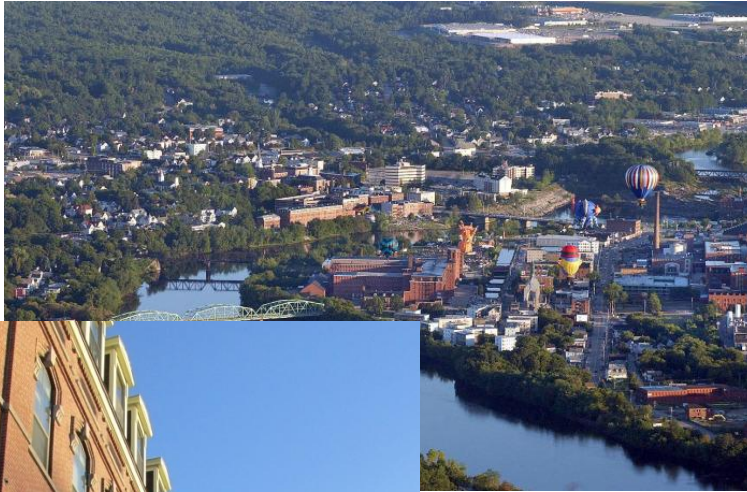
- Industrial/Transportation Related Growth
  - Build on strengths of Lewiston-Auburn as the manufacturing heart of Maine
  - Assert Lewiston-Auburn as an international trade center, given presence of Maine's largest dry-goods port
  - Provide targeted technical assistance for businesses engaged in manufacturing or seeking international procurement of raw materials or shipping of products
  - Existing Organizations with Industrial/Trade responsibilities
    - Lewiston, Auburn, LAEGC, ABDC, LDC, Railroad, Airport
    - Chamber???, AVCOG???

# Organizing Joint LA Investment by Focus Areas

- Downtown/Urban Growth
  - Formulate new staff position with targeted responsibilities
  - Provide expert guidance to downtown investors including niche retail, residential development, building rehab options/programs, etc
  - Existing Orgs with Downtown/Urban responsibilities
    - Lewiston, Auburn, LAEGC, Railroad, LDC
    - Chamber???, AVCOG???

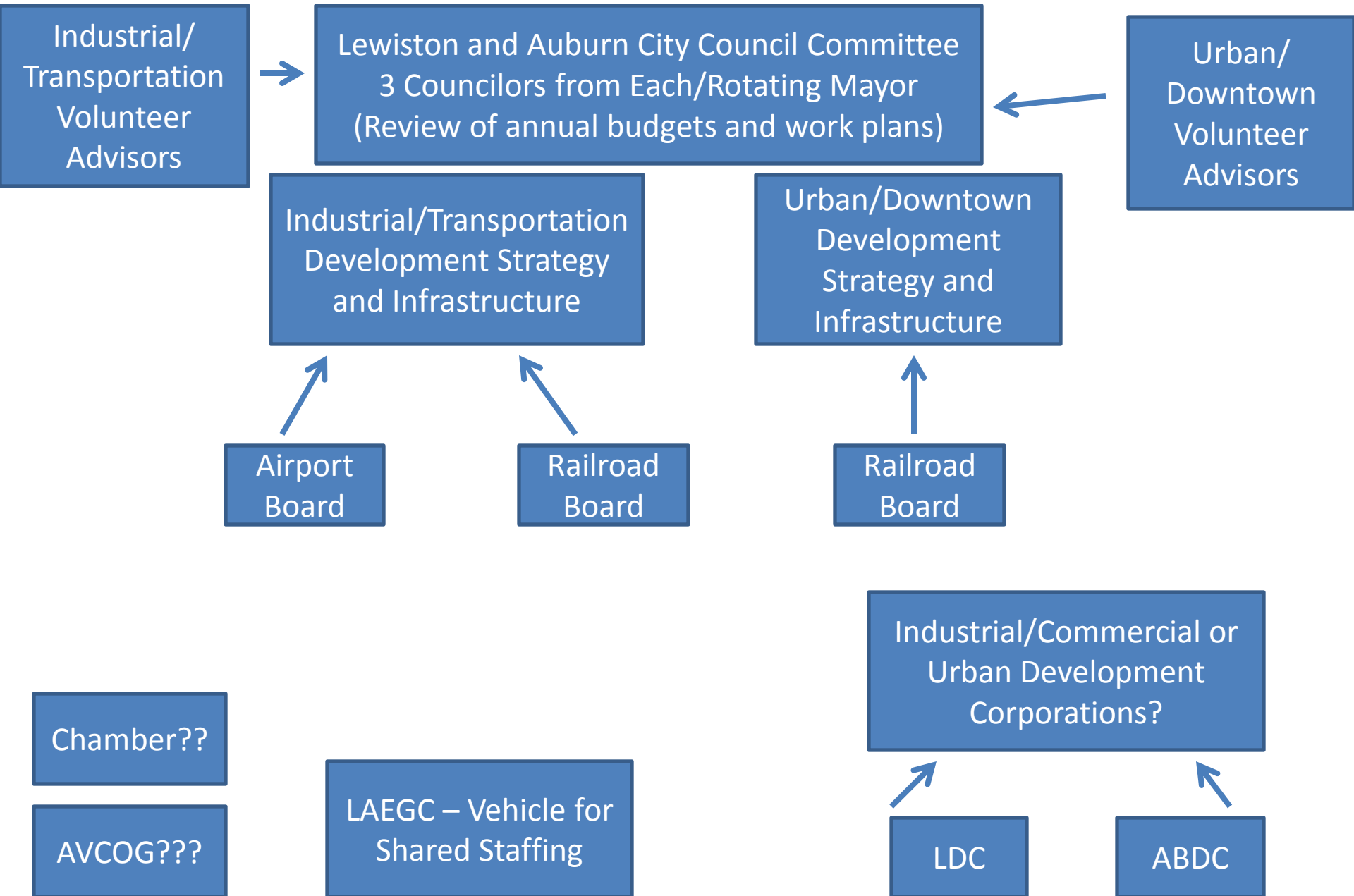


# Establishing Shared Urban Development Efforts

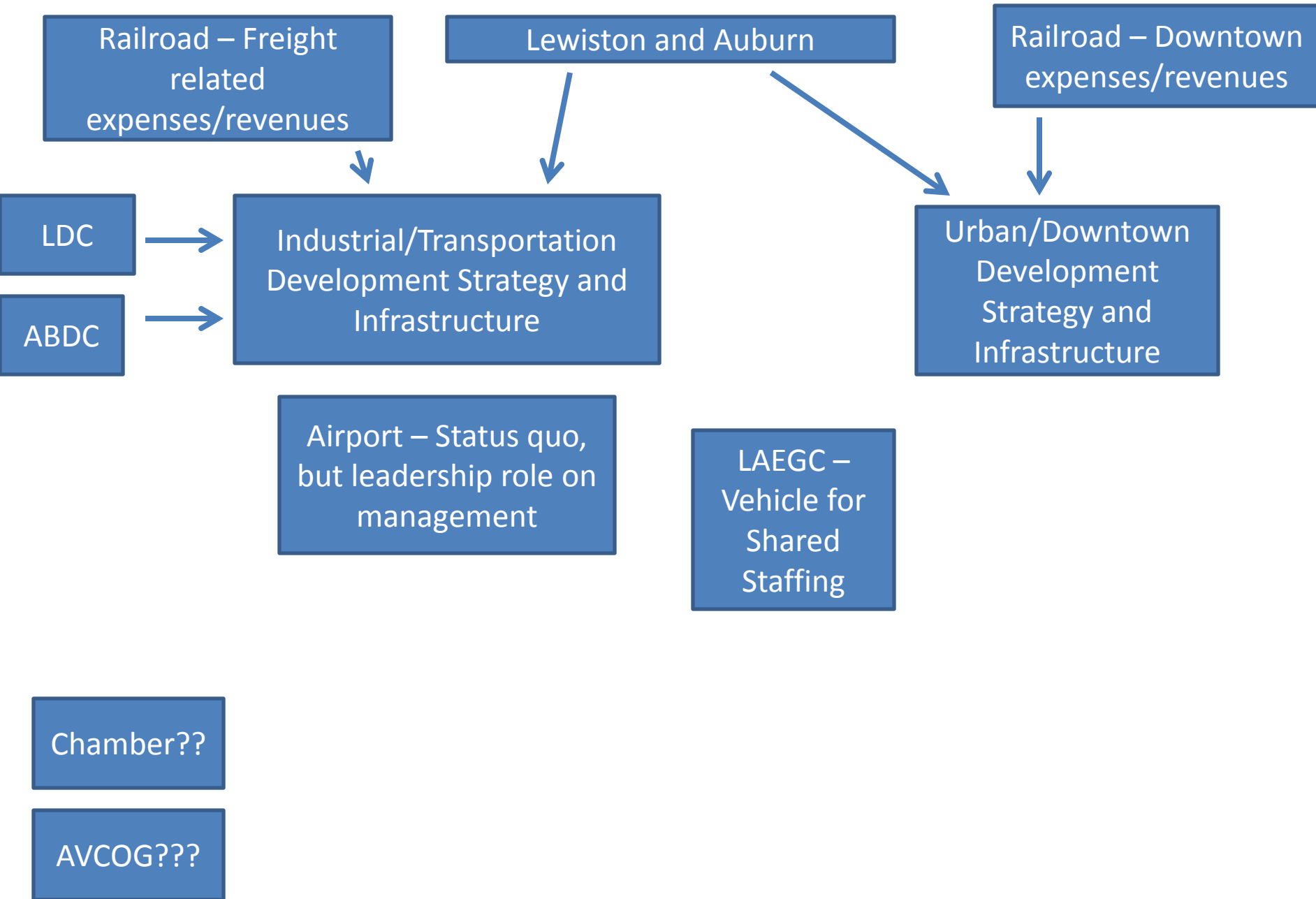


riverfront island master plan

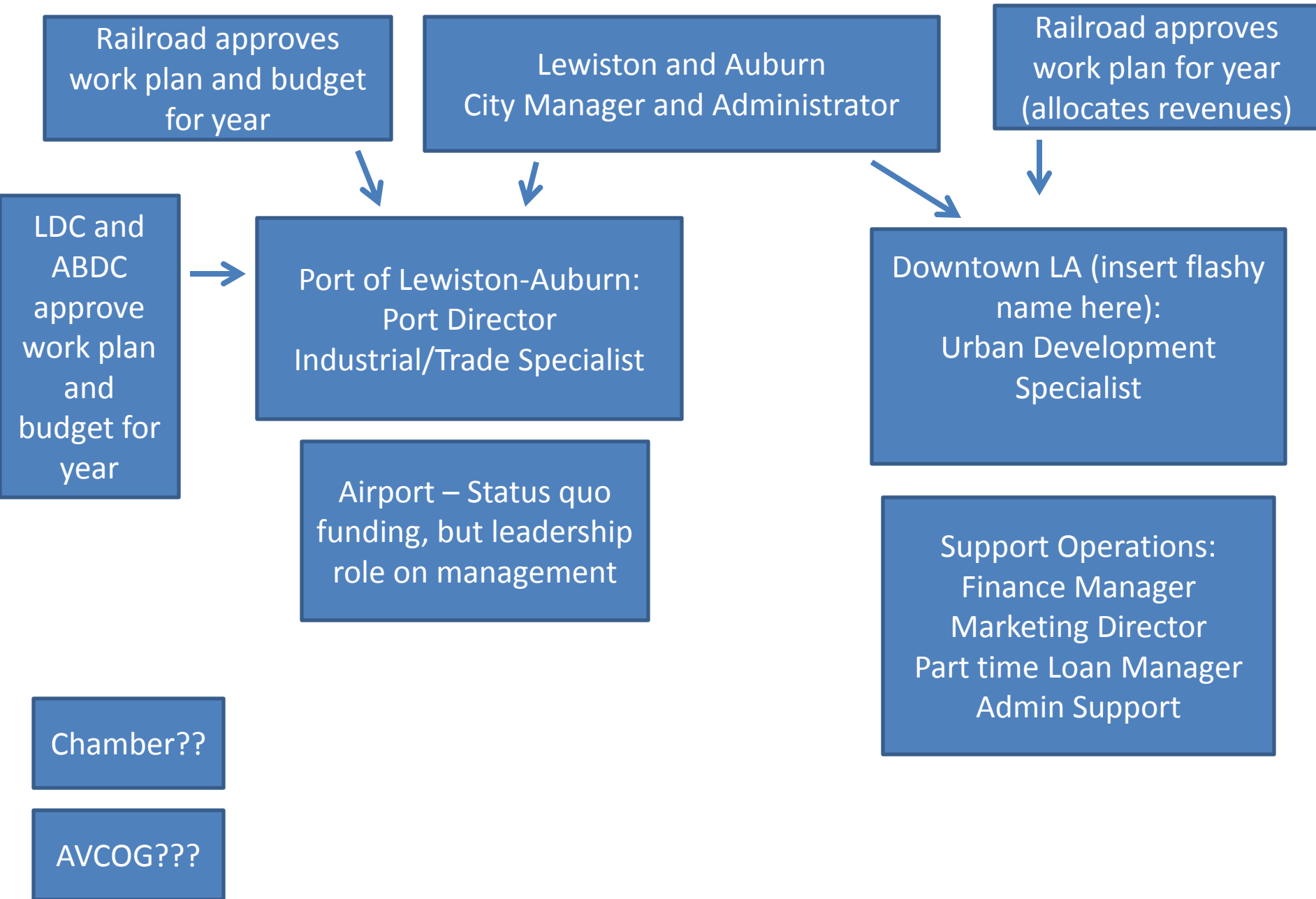
# Proposed economic development policy flow chart



# Proposed economic development funding flowchart

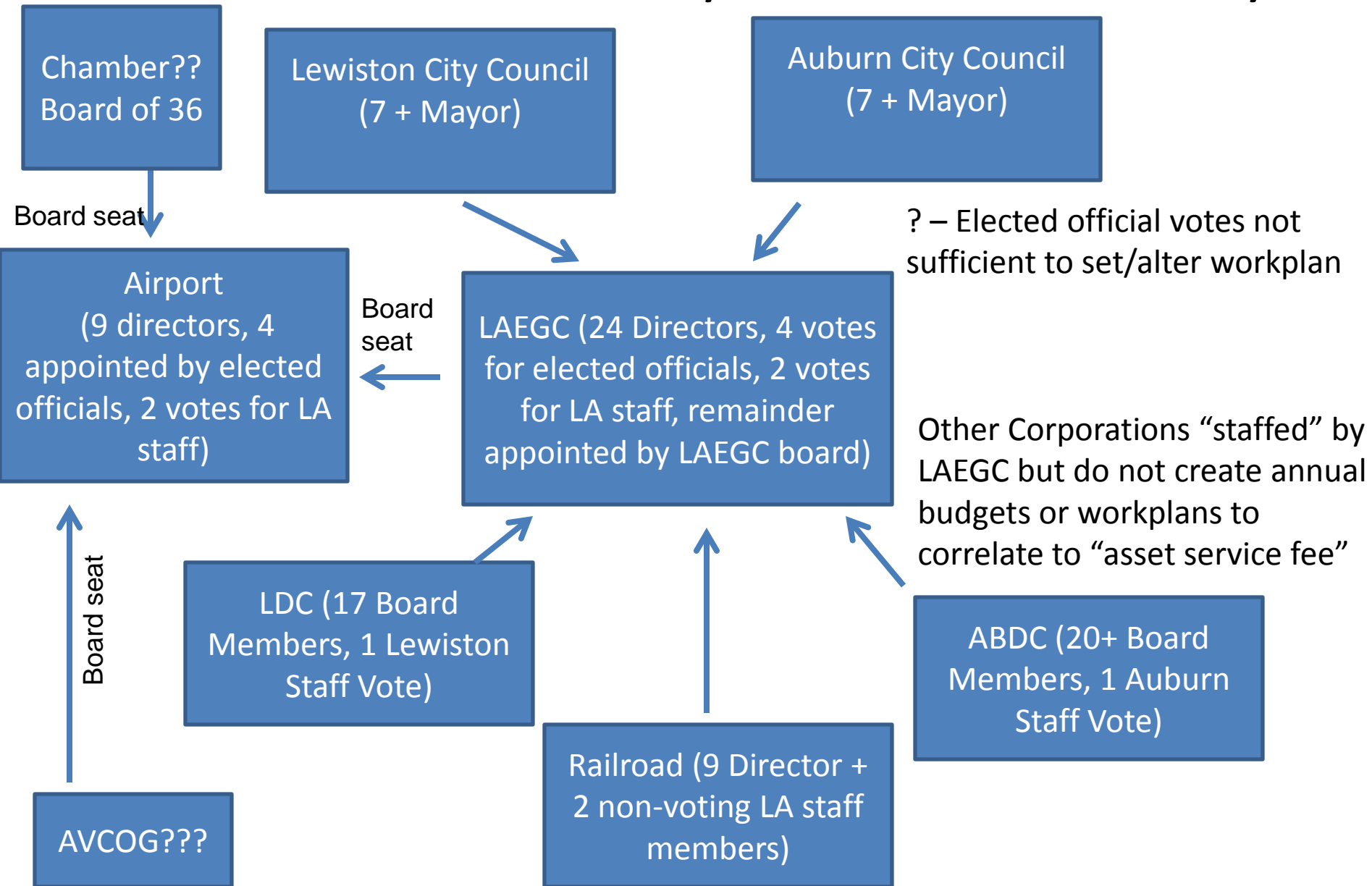


# Proposed economic development management flowchart





# While not efficient, this chart proves **high level** of civic commitment by business community



# Sample of private firms w/ current leadership on Boards



# Sector Interest Groups

- Engagement of existing boards as “advisors”
  - Financial and Professional Services
  - Downtown/Urban Development
  - Tourist/Visitor/Hospitality Development
  - Industrial/Transportation Development
- Specialized staff would convene Advisory Boards for facilitated conversations
  - i.e. repurposing dormant Foreign Trade Zone Committee at LAEGC to a Port Committee)
  - Engaging Regional Image Committee of Chamber as Visitor and Tourism Board

# Establishing a unified face for economic development

Lewiston-Auburn Economic Growth Council

economicgrowth.org

Home Community Business Our Work About Us

Lewiston-Auburn Economic Growth



**Our Work**

The Lewiston-Auburn Economic Growth Council is the central economic development organization for Lewiston-Auburn. [Click here for more...](#)

We think you'll find us *remarkable*

Welcome to Lewiston-Auburn, Maine, the second largest community in the state. The Androscoggin River flows through our community, and determination courses through our veins. Some of the state's most prestigious companies are located in Lewiston-Auburn including Procter & Gamble's [Tambrands](#), [Inc.](#), [General Electric](#), [Country Kitchen](#), and [L.I. Rosen's](#).

**Press Release:**  
[Lisbon Street Celebrates another Grand Opening:](#)  
[Welcomes Downtown Handmade Vintage](#)


**Press Release:**  
[Auburn Public Library Opens Digital Media Lab:](#)  
[First to be Located Within a Public Library in New England](#)

**Press Release:**  
[Rainbow Bicycle and Local Grind Café Celebrate Grand Opening in Downtown Lewiston](#)

Auburn-Lewiston Municipal Airport

www.flytome.com/development.html

80 Airport Drive, Auburn, ME 207-786-0631



**Development Opportunities**

The Auburn-Lewiston Municipal Airport is located on 547 acres and is the home for more than 15 successful businesses. The following businesses are currently located within the Auburn-Lewiston Industrial Airpark (230 +/- acres). Located within easy access to air transportation, railroads, and the interstate highway system, the airpark offers a prime location for businesses. We encourage developers and businesses to explore the development opportunities on the airpark and in the airport environs.

The Auburn-Lewiston Municipal airport is a growing area and at present has over 200 developable acres. The airport is currently constructing a new corporate hangar development and is looking for business ventures to take advantage of this opportunity. Contact the airport manager for more information on business relocations or start ups.

**Why move your business here?**

- Foreign Trade Zone
- Pine Tree Zone
- Urban Development Zone
- Multi-modal freight facility
- Fastest Growing NE Inland Port Over 200 developable acres
- Two established Industrial parks Future Passenger Facility
- Easy access to I-95
- The Auburn-Lewiston Municipal Airport has a long history with the Twin Cities. Since its beginning in 1935, many improvements have occurred which have helped to meet changing aviation demands and community needs. While we started out as an airport supporting mainly recreational flying, we soon took on commercial airline service.

Although the airlines left in 1989 due to restructuring federal aviation subsidies, we now thrive by serving the varied needs of corporate, charter, cargo, and recreational aviation activities. This diversity will continue into the future as we look at ways to incorporate other modes of transportation into an integrated inter-modal passenger facility here at Auburn-Lewiston Municipal Airport. Since over 65% of the state's population lives and works within 30 miles of our main runway this is the perfect spot for such a facility.

With over 200 developable acres, a foreign trade zone, Customs clearance at the inter-

Home  
History  
Management  
Business  
Pilot Information  
Development  
Area Information  
Photo Gallery  
Contact Us



# Establishing a unified face for economic development

City of Auburn, Maine | Business

www.auburnmaine.gov/Pages/Business

Connect Request It Map It

Auburnmaine.gov Government Business Residents Visiting

Business home

> Business > Home

Business links

- Notices
- Clerk
- Property for Sale
- Departments of the City
- Economic Development
- Permits
- Planning, Permitting, & Code
- GIS Mapping

## Business

Auburn is ideal for many businesses in various industries including retail, manufacturing, health care, technology, arts-related, agriculture, and recreation. To assist businesses with the process of locating and thriving in Auburn, we have staff with decades of experience in economic development.

Situated in Androscoggin County, Auburn is conveniently located in southwest Maine, 32 miles north of Portland and 135 miles from Boston. There are many advantages to doing business in Auburn, and we invite you to meet with our staff to discuss whether a future in Auburn is right for you and your business. We have streamlined our development process to make it one of the most reliable and efficient in the state. Auburn has been recognized as a Certified Business Friendly Community and we are ready to grow!




Photo Credit: Daphne Berta of The Library Café

Auburn Hall is open Monday through Friday, 8:00am to 4:30pm

Androscoggin County Chamber of Commerce

www.androscoggincounty.com

Receive Targeted Leads  
Customers are looking for you here... > LEARN MORE



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## THE CHAMBER

Visit Androscoggin Arts & Dining Live & Work News & Events Members Only Our Chamber



Chamber Videos

- 2012 Androscoggin County Chamber Awards 4/12/2012
- 2012 Androscoggin County Chamber Awards Presentation Cast: VIA-VISION Video Tags: Androscoggin, County, Chamber, Awards, ...
- February Chamber Breakfast Presentation 2012 2/2/2012
- The Androscoggin County Chamber presents Welcoming Our New Members Supporting Local...

Welcome

to Androscoggin County & the Lewiston/Auburn area. Visit us and discover why our vibrant area is called "the heart of Maine" -- with our wide variety of destination restaurants, art galleries, performances, and festivals. Or enjoy an outdoor adventure along the Androscoggin River. Centrally located, Lewiston/Auburn is less than one hour from the mountains, the seacoast, Portland, Augusta, & Freeport.

Take Me

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This year's t

# Next Steps

- Policy dialogue about organizational versus functional approach to share economic development
  - Role of city councils, city management, private sector
- Discussions with City of Lewiston (Council, Staff)
- Workshops with various boards, including LAEGC
  - Possible joint air and rail meeting
  - Possible joint ABDC and LDC meeting
- Review of revenue sharing agreements