



**City Council Workshop & Meeting  
January 8, 2018  
Agenda**

**5:30 P.M. Workshop**

- A. Sports Tourism – Jason Paquin and Denise Clavette (20 minutes)
- B. Street Light Conversion – Derek Boulanger (20 minutes)
- C. Service Center Coalition – Denise Clavette (10 minutes)

**7:00 P.M. City Council Meeting**

**Roll call votes will begin with Councilor Titus**

**Pledge of Allegiance**

- I. **Consent Items** – All items listed with an asterisk (\*) are considered as routine and will be approved in one motion. There will be no separate discussion of these items unless a Councilor or citizen so requests. If requested, the item will be removed from the consent agenda and considered in the order it appears on the agenda.
- 1. **Order 01-01082018\***  
Confirming Chief Crowell’s Appointments of Constables without firearms for the Auburn Police Department and Constable Process Servers without firearms within the City of Auburn.
- II. **Minutes** – December 18, 2017 Regular Council Meeting
- III. **Communications, Presentations and Recognitions**
  - Proclamation: Brayden Bashaw - Ornaments of Hope
- IV. **Open Session** – Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*.
- V. **Unfinished Business** - None
- VI. **New Business**
  - 1. **Order 02-01082018**  
Accepting Portland Way as a City street.
  - 2. **Order 03-01082018**  
Approving the discontinuance of Troy Street and to appropriate funding for damages.
  - 3. **Order 04-01082018**

Approving the order directing the municipal clerk to record an attested certificate of the Troy Street discontinuance.

**4. Resolve 01-01082018**

Supporting the formation of a Sesquicentennial (150<sup>th</sup>) Anniversary Committee as recommended by Mayor Levesque.

**5. Resolve 02-01082018**

Supporting the formation of an Age Friendly Community Committee as recommended by Mayor Levesque.

**VII. Reports**

**a. Mayor's Report**

**b. City Councilors' Reports**

**c. City Manager Report**

**VIII. Open Session** - Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*.

**IX. Executive Session**

- To confer with Counsel regarding their legal rights and obligations pursuant to 1 M.R.S.A § 405 (6)(e)
- Discussion on a poverty abatement case # 2017-001 pursuant to (36 M.R.S.A § 841) with possible action to follow.
- Discussion on a personnel matter pursuant to (1 M.R.S.A § 405 (6)(a).

**X. Adjournment**



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

**Author:** Jason Paquin

**Subject:** City of Auburn Sports Tourism / Huddle Up Group LLC

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**Information:** The City of Auburn has partnered with Huddle Up Group LLC, a Consulting Firm Specializing in sports tourism. Huddle Up, accompanied by City Staff, held their first visit to Auburn in September, where they toured our facilities and venues; and conducted stakeholder interviews. Jon Schmieder and Gary Alexander, have prepared a full report on their findings including recommendations on creating a robust sports tourism market here in Auburn. This report includes a SWOT analysis, Primary and Secondary recommendations and identifies working together with community stakeholders to build and manage an expanded tourism marketing program around events, sports, and area tourism. Utilizing the "Powers of Three" format, Huddle Up developed their SWOT analysis and recommendations highlighting three main points, and three action items for each.

Huddle Up Group LLC, will be providing a presentation covering the material within their report to the public and local area stakeholders on January 9, 2018 at 9:00AM in Council Chambers. All are invited to attend.

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**City Budgetary Impacts:**

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**Staff Recommended Action:** None at this time.

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**Previous Meetings and History:**  
September 18th, 2017 Workshop

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**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Denise M. Clavette

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**Attachments:**



**City of Auburn (ME)**

**Sports Tourism & Marketing  
Strategic Planning Project Report**

**Submitted: January 3, 2018**

January 3, 2018

Jason Paquin  
General Manager  
Norway Savings Bank Arena  
985 Turner Street  
Auburn, Maine 04210

Dear Jason,

Thank you for your efforts on our recent work in Auburn. Your team and community stakeholders have been quite helpful throughout this process. The groundwork we have set with your stakeholders will serve as a strong foundation for future sports tourism, venue, and event development efforts in the region.

Enclosed is the report detailing our findings. The report includes a SWOT analysis of the sports tourism efforts of the City of Auburn (“COA”), as well as recommendations for future tourism and event development opportunities. Both the SWOT analysis and the recommendations are built on a “Powers of Three” format (three main points, and in most cases, no more than three action items for each).

Please let me know if you have questions about the enclosed recommendations leading up to our community meetings next month. We are looking forward to our follow-up discussions and final presentations this month.

Thank you again for all your support throughout this process!

Yours in Sport,



Jon Schmieder  
Founder + CEO  
Huddle Up Group, LLC

cc: Mayor Jason Levesque  
Past Mayor Jonathan P. LaBonte  
Peter Crichton, City Manager  
Denise Clavette, Assistant City Manager

Huddle Up Group • 3920 E. Thomas Road #97416 • Phoenix, Arizona 85060

**City of Auburn**  
**Sports Tourism & Marketing – Strategic Planning Project**  
**SWOT Analysis**

It is the opinion of the Huddle Up Group (“Consultant”) that there is an opportunity to grow not only the level of sports tourism in the City of Auburn (“COA”), but the level of tourism overall for the region. Through our extensive phone interviews, review of past research documents, conversations with your local event promoters, and our knowledge of the national marketplace, we believe there is room for the COA to deliver additional overnight stays to the destination through sports and events. An expanded sports tourism effort will lead to increased economic development, and will positively impact the community over time.

In a market the size of Auburn, with its numerous positive attributes and the current absence of a significant convention center space, it is critical that grass roots sports tourism and special events serve as tourism drivers for the local economy. Keeping that concept at the forefront, below is a SWOT analysis of the COA. Each SWOT item features three key issues with no more than three action items for each (“Powers of Three”).

Strengths

1. Leadership – The COA has a superior mix of community leadership and staff that will continue to provide a strong foundation from which to build upon. The COA’s elected officials and staff support an increased emphasis on sports tourism and events marketing in the future. Over the past several years, the staff has built solid local relationships with event organizers and also with leaders in Lewiston. Any new development of the sports tourism market will require Auburn to find ways to continue to partner with the community’s top organizations, and enhance its position as the go to tourism organization in the region. In addition, the Maine Sports Commission is supportive of an enhanced sports tourism program in the Auburn area.
2. Existing Events – There are several annual events in the City of Auburn that give the area a foundation on which to build new event assets in the future. The long-running history of the Dempsey Challenge, the Christmas Classic and Lions Club hockey tournaments, local runs and cycling events, and special events like Winterfest, all provide the City of Auburn a good story to tell and a model to build upon.
3. Destination Offering – The City of Auburn offers event rights holders and visiting teams an inviting community that is event friendly to conduct state level, and regional tournaments. There are adequate hotels and restaurants in the area, and Auburn’s location is convenient to the northeastern drive market. In addition, Auburn offers numerous outdoor assets (lakes, rivers, and trails) that can be further exploited in the future. In addition to the sports and events recommendations noted in this report, a deeper dive into what local groups are in place to partner with on new events should be conducted.

## Weaknesses

1. Tourism Infrastructure – There is no formal tourism program in place to market the Lewiston – Auburn area. While this project is focused on sports tourism opportunities, normally there would be an overarching tourism organization in place where sports would serve as one vertical market. Compounding the challenges for the sports market, the sports marketing team that is currently in place all have full-time job responsibilities elsewhere in Auburn. In all cases, effective tourism marketing relies on a dedicated staff armed with adequate resources to promote their destination.
2. Funding – There is no dedicated funding source for tourism promotion in the area. Successful destination marketing organizations have a dedicated and sustainable funding source to promote across multiple tourism channels, including sports. This would include an event enhancement/grant fund that would be used to attract or create new events. In order to be competitive with the strong sports minded CVBs and sports commissions in the region, a sustainable funding source with an allocation to secure new event opportunities needs to be identified. At a minimum the COA needs to secure funds to help local promoters build and grow their own events that deliver upon the City’s tourism mission. As a point of reference, below are the incentive/deal closing budgets for some of the top sports organizations in the country, along with their staff size (while all of these destinations are larger than the Auburn area, the below examples are offered as a guide to what resources may be needed to compete in this market):
  - a. Tulsa – \$1.2 million budget (sports staff size of 7)
  - b. Fort Worth – \$950,000 budget (sports staff of 2)
  - c. Oklahoma City – \$700,000 budget (sports staff of 2.5)
  - d. Des Moines – \$550,000 budget (sports staff of 3)
  - e. Tuscaloosa – \$250,000 budget (sports staff of 2)
3. Messaging – The historical and ongoing positive impact tourism offers the City of Auburn isn’t well understood. A concerted effort should be made to quantify and communicate the impact sports (and overall tourism) has on the community from one year to the next. This communication should be shared with COA stakeholders, elected officials, and the corporate community at large. The better the City can convey these success stories, the more support the region’s tourism efforts will garner in the future.
4. Facility Challenges – While the City of Auburn area has some excellent facilities that can be used to attract tournament play and their related tourism dollars, there are a few venue challenges in the area. These issues include, but are not limited to, the following:
  - a. Lack of Significant Indoor Facilities – City of Auburn lacks a significant indoor space to use in attracting sports tournaments and competitions (examples: large

scale basketball or volleyball tournaments, cheer and dance events). Focus should be given to using any and all indoor facilities to drive additional overnight stays during shoulder and off-peak seasons from November to March.

- b. Lack of an Anchor Facility – The City of Auburn and the surrounding area have a very limited inventory of flat multi-sport fields, which are often the driving force of a sustainable sports tourism program in small and mid-sized markets. While there are new turf fields coming on board at Central Maine Community College, and a new high school venue is on the drawing board, neither will have enough fields on its own to serve as the “anchor” venue for the larger regional and national events.
- c. Accessibility – The area’s high schools (and in some cases the colleges in the area) have venues that are often unavailable to the COA, due to use by their own internal user groups. While this is common with school-based athletic venues, a strategic discussion with each of the schools in the region should be had to find spots in the calendar where both the schools and the hospitality community could benefit (that is, where both sports tourism and local high school or college tournament play can meet to mutually benefit the City of Auburn). In addition, the venues in the area that are available for tournament use are spread out over a large geographic area, and most are not in tournament ready condition.
- d. Calendars – Currently the COA does not have the same level of access to all area venue calendars. The COA staff is tasked with booking events that drive increased tourism revenues to the area (preferably in off-peak and shoulder seasons). In order to achieve maximum impact, the COA staff needs to be able to consistently review where the community’s venues have open dates and then attempt to book new events in those open windows. Some form of a regularly shared venue calendar/process would be advantageous for the COA sports staff going forward.

### Opportunities

1. Community Engagement – Through an enhanced tourism and events program (inclusive of sports), the COA will have a great opportunity to significantly grow its connection to the community. Specifically, the COA can use this new sports tourism initiative to galvanize area leaders in the following ways:
  - a. Education – Sports tourism has had a positive impact on the City of Auburn marketplace in the past. The Consultant believes there is a great need for both internal and external education on the historical value of sports tourism to the area. In the minds of the Consultants, the COA staff, hospitality community, and

community leaders could all benefit from a summary on the overall impact sports related business brings to the area, and how an expanded sports marketing effort will benefit the City of Auburn in the future.

- b. Stakeholder Engagement – Many high-level decision makers in the region that were interviewed were unable to articulate the impact tourism has on the area. By leading a collective conversation around sports tourism that will focus community leaders on the building blocks for success (examples: destination marketing, event creation, and venue development/enhancement), the COA will be able to better engage community leaders in the region.
  - c. Expanded Partnerships – From information gathered through the research process, the Consultant Team believes there is strong support from community leaders to expand the sports tourism effort in the region. Specifically, this includes an increased engagement of the area’s event promoters, venue managers, elected officials, and the hospitality community at large. Increased collaboration focused on event creation and venue enrichment with these stakeholders will lead to positive results in economic development through the hosting of more sports tournaments and special events.
2. Events – Additional strides can be made in the area of locally driven events, including activation on the following opportunities:
- a. Addition of Special Events – The City of Auburn and the area’s event promoters have a good track record of producing annual legacy events (examples: Dempsey Challenge, several hockey tournaments, Winterfest, and riverside music/cultural events). Sports marketing and event management is quite similar to that of a concert or festival. In that light, numerous destinations have merged the sports market with the “events” market. The Consultant Team suggests that the COA explore the inclusion of special events under the sports and tourism umbrella.
  - b. Created/Owned Events – The City has a collection of event promoters that have had success in creating locally owned events (examples: Baxter Outdoors, Lost Valley Ski Resort, Central Maine Community College). Where possible, these success stories should be replicated to increase the inventory of locally created events that would in turn, deliver increased overnight stays in Auburn. Created (or locally “incubated”) events are becoming more and more popular among destination marketing organizations (DMOs) and sports commissions. Created events can help build a long-term presence that fill the calendar needs of the local hospitality industry, and drive business to the area year over year. Created events allow the managing entity (such as a local promoter in partnership with the City) to control not only where they fall on the calendar to maximize their impact, but also to take advantage of the profits from successful events.

- c. Outdoor Events – Auburn has an extensive inventory of natural assets to leverage in hosting or creating outdoor events. There is an opportunity for the Lewiston – Auburn area to become a highly recognized outdoor sports events destination in the country. Building upon the success of Baxter Outdoors, the City of Auburn can help create more events in the outdoor space (such as a standing paddleboard event or a snow/winter themed event) that would take advantage of the region’s natural geographic assets. In addition, long-term success in this outdoor space should lend itself to a strong branding opportunity for the City to tell this story to the sports tourism and events industry nationally.
3. Increased Collaboration – There is great opportunity to build a stronger and more mutually beneficial partnership with the City of Lewiston. A specific opportunity lies in the creation of a regionalized destination marketing organization. A unified tourism effort between Auburn and Lewiston can greatly impact the local economy, and in turn, deliver long-term benefits to the citizens and businesses in both communities.

### Threats

1. Politics – The long-term success of any tourism program for Auburn will depend on the engagement of partners throughout the region, including Lewiston. A unified and successful tourism effort will require that resources and community support be offered by numerous stakeholders in the area (examples: City of Lewiston, LA Metro Chamber of Commerce, area colleges and high schools). Without a unified effort, it will be difficult to make a significant tourism impact on Auburn and the surrounding communities. A state of tourism collaboration between Lewiston and Auburn is mission critical going forward.
2. Regional Competition – There are several competitors in the northeast that are well established in the regional and national sports tourism space (see Appendix C). The high level of competition from nearby states is only the beginning. This growing competition makes it more difficult each day for the COA to remain relevant. While the City of Auburn may not want to be like some of these communities, their presence in the sports tourism space will require the COA to pick its proverbial spots and be smart about what its focus areas become. In addition, there is an expanding national trend of small and mid-market DMOs increasing their bed tax percentage and/or using other tourism-related funds (such as food & beverage taxes) to build sports venues (see Appendix A). As this bed/restaurant tax activation trend is in its infant stages, the Consultants believe that no conclusions on the trend’s success or failure can be accurately drawn at this time. However, the use of tourism generated funding sources for venue enrichment and development (bricks and mortar), and also event creation, are strategies that should be considered by the City of Auburn in the future.

## SWOT Executive Summary

In the opinion of the Consultant Team, that even as a small market player, the COA has an opportunity to build an infrastructure that can drive more overnight stays to the area through sports and special events. This is largely in spite of a limited venue inventory of tournament-friendly (or “anchor”) facilities, and what will likely be a small budget for traditional tourism marketing. The opportunity at hand is to put in place a streamlined organization that is regional in nature, and focused on locally created and operated events (sports or otherwise). Through this community-wide effort, the Auburn region can realize increased economic activity through additional overnight stays, in the form of lodging and sales tax revenues, via sports tournaments and special events. Throughout the research for this project, it was evident to the Consultant Team that community leaders are largely supportive of an expanded tourism effort, and would use their time and political capital to support such an initiative.

This initiative must be strategic and myopically focused. A resource efficient approach will be required to have long-term success in the hyper-competitive sports tourism and events industry. This includes an evaluation on whether resources should be spent on human capital (staff), marketing (sales), event creation and expansion, and/or venue enhancement and development. There are more options that need to be considered today, than in the “old-school” sports tourism model of the past (where attending industry conferences and bidding on RFPs was enough to achieve success). The City of Auburn’s competition is well funded, well trained, and laser focused. To be relevant in the sports and events tourism market, the COA team must match the level of its competition in every way possible.

In the opinion of the Consultant Team, continuing to build community relationships, looking at the potential expansion of human capital, and expanding on the City’s created events would strengthen the region against its competitive set, and to grow its impact on the local economy. Given the proper resources, the COA could provide a significant impact to the region year over year, and could also enrich the lives of its citizens as well. By sharpening its overall event development and marketing effort, and strategically filling tourism gaps in the calendar, the COA and its partners will enhance community ROI in the sports and events tourism market, which will drive significant economic development to the region.

By continuing to strategically engage the community’s leaders, the COA can build a strong long-term environment for hosting regional and national tournaments, creating its own event inventory with local partners, and drive overnight stays through special event-type programs. It is critical that the COA not only deliver on the recommendations set forth here, but also to create opportunities to draw the community together (examples: enable local promoters to grow their events and to create new ones, educate area civic groups and leaders on the value of sports tourism in Auburn, offer the hospitality and corporate communities meaningful engagement opportunities in this effort). The perception must be that the COA is leading a tourism and marketing effort that is inclusive of all stakeholders in the region, and is enriching the community in a meaningful way.

**City of Auburn**  
**Sports Tourism & Marketing – Strategic Planning Project**  
**Synopsis and Recommendations**

The sports tourism industry has grown consistently over the past 20 years. Studies show that the grass roots portion of this market is worth more than \$10.65 billion annually to the domestic economy. Whether you use the National Recreation and Parks Association spending estimate (\$85 per person per day), the 2011 National Association of Sports Commissions (NASC) study (\$208 per person per day), or the Destinations International (DI) economic impact calculator, the value of this niche market is palpable for many small and mid-sized markets.

Add to this industry growth, the increase in popularity of soccer, lacrosse, and other emerging sports (examples: Bicycle Moto Cross or BMX, pickleball, quidditch, rugby, and ultimate), the opportunity for the continuing expansion of economic development through sports tourism is tangible.

Throughout the research process, it became apparent to the Consultant Team that there is an opportunity for the City of Auburn to enhance its presence in the overall tourism market, and as part of that, the sports tourism and events space. The key moving forward is for community stakeholders to work together in building and managing an expanded tourism marketing program, and to focus political capital on enhancing the venue inventory in the region where possible. This unified effort will drive economic development to the Lewiston – Auburn region on a recurring basis from one year to the next. Through the execution of a strategic and targeted game plan, the City of Auburn will enhance its position regionally as a player in the sports tourism and events industry.

Methodology

The Huddle Up Group, LLC (“Consultant”) conducted an audit on the current sports tourism work of the City of Auburn (“COA”). The audit included over a dozen in-person meetings with multiple community groups and 29 phone and in-market interviews with key stakeholders, including the COA staff, community leaders, venue managers, athletic administrators, event owners, elected officials, and additional targets that were identified by the COA. The Consultants also visited 32 existing sports and entertainment facilities, several of which have multiple sports and/or entertainment uses. The Consultants reviewed several historical and internal documents including, but not limited to, the following:

- Sports tourism venue inventory list
- Recreation facility map
- 1919 City Plan for Auburn document
- Sports Tourism Group membership roster
- Mt. Apatite Park Trail Map

The audit was led by Huddle Up Group Founder + CEO, Jon Schmieder (Phoenix, AZ), and Huddle Up Group Principal, Gary Alexander (Nashville, TN). The audit focused on four themes: (1) facilities inventory and quality, (2) national best practices for sports tourism and events marketing with a similar market size, (3) identification of new business models/opportunities that would enhance the City of Auburn's overall tourism results, and (4) estimated financial implications for each recommendation. Discussions were held around national best practices in these theme areas and focus was given to applications for the COA. The intent of this process was to create community support for the COA's increased general tourism and sports tourism marketing, event creation, and venue enrichment efforts by giving local stakeholders a voice, and to foster a teamwork mentality for the City of Auburn and the surrounding region.

The Consultant Team took the results from the phone and in-person interviews, as well as the data from a site visit to the City of Auburn area (September 18-20, 2017), then overlaid national best practices to develop and deliver the enclosed recommendations. These recommendations are intended to spark a dialog within the City of Auburn leadership hierarchy in order to build a framework for next steps on an expanded tourism marketing program, inclusive of sports and events.

The recommendations presented here are based upon what the Consultant Team believes are six (6) universal truths about the City of Auburn area's tourism and sports market position:

1. Several of the key venue assets that can drive tourism to the Auburn area actually lie in Lewiston (examples: Bates College, Lewiston Amory, and the Androscoggin Bank Collissee). It is imperative that the City of Auburn partner with Lewiston to be successful in marketing the area to various tourism audiences, including sports groups.
2. Beyond the new Lewiston High School facility project, funding for a new sports facility or the expansion of an existing venue will not be secured in the immediate future (12-18 months). Further, any facility construction process and potential land acquisition will take additional time. For these reasons, facility recommendations have been put into the secondary focus section of the enclosed recommendations.
3. There is a pending decision on the site of new school facilities in Auburn (including new athletic venues). While this decision would normally be considered outside the scope of the recommendations in this report, a site selection and usage model for these new sports venues that could be shared by multiple schools and also used for sports tourism would greatly enhance the sports tourism effort for the region going forward.
4. Any funds allocated to tourism will be limited compared to Auburn's competitive set, so the community must be creative and focused with these funds to be effective over time.

5. Sports and special events tourism are critical to the economy of the City of Auburn. Without a significant meetings venue, it is imperative to diversify the tourism offering of the Lewiston – Auburn region through specialty markets such as sports, special events, and festivals.
6. Outdoor sports and activities are part of the DNA of the Auburn region. The outdoor trails and water assets are excellent, and should be explored with local outdoor-sports related groups that have an aligned interest in growing tourism and events in the area.

The enclosed game plan includes recommendations for four (4) primary focus areas and two (2) secondary concepts for future consideration. The primary areas must happen in the short-term, regardless of new resource acquisition or if a venue enhancement program is put in place. In addition, within the primary focus areas, each recommendation has an estimated annual cost associated with that action. The secondary recommendations are every bit as critical as the primary ones, however will likely take more time and strategic planning to bring to fruition. Costs for activation are noted at the end of each recommendation.

#### Primary Recommendation Areas

1. Organizational Structure
2. Messaging and Marketing Platforms
3. Event Solicitation/Creation Concepts
4. Funding Model (Annual Operations)

#### Secondary Recommendation Areas

1. Venue Development/Enrichment/Usage
2. Venue Funding Model

### **Primary Recommendations**

#### Primary Recommendation #1: Organizational Structure

There is an opportunity for the COA to increase its tourism impact on the community, inclusive of the sports and special events market. In order to expand in a meaningful way, the Consultant Team recommends three (3) action items aimed to strengthen the foundation of the COA's tourism efforts. These recommendations are noted below with their anticipated activation costs in parentheses:

1. Organizational Structure – Currently, the Auburn region does not have a tourism marketing infrastructure in place. In order to capture the myriad of opportunities in front of the COA, the Consultant Team believes the City needs to put in place a tourism and events office (“Tourism Office”), complete with a small staff (2) and a marketing budget. It is imperative that the COA have this added horsepower in place to enhance tourism's

impact on the local marketplace. This new office can help lead the community's efforts to attract more visitors to the area, and with that effort, drive economic development. We recommend that a strategic discussion with the City of Lewiston take place in the near term with a focus on sharing the financial responsibilities of this new office as it will enhance both cities equally. In addition, a conversation with the Lewiston Auburn Metropolitan Chamber of Commerce should take place to identify their level of interest in participating in this new program.

(Activation Cost for a Tourism Director: \$50,000 - \$60,000 exclusive of benefits).

(Activation Cost for an Event Coordinator: \$30,000 - \$40,000 exclusive of benefits).

2. Staffing Focus – The new Tourism Office would be focused on three primary market areas: (1) meetings/reunions, (2) sports, and (3) special events and festivals. In the early years of this new effort, the budget will likely not allow for bidding wars with Auburn's competitors. National best practices for markets similar in size and budget to Auburn are trending towards a higher level of partnership with local area event promoters. By working with local event producers to create and grow events more organically three things occur: (1) these created events are not ones that can be stolen by City of Auburn's competitors through a traditional bid process, (2) the creators of these events (the COA and its partners) can build these competitions in times of need for area hotels, attractions, and venues, and (3) the entrepreneurial nature of this model builds community partnerships that will enhance collaboration inside and outside of sports. In the case of created events or bid-in events, the Consultant Team recommends the following annual benchmarks be used for the new Tourism Office.
  - a. New hotel room nights generated.
  - b. New events secured.
  - c. Number of participants/attendees visiting from outside of Lewiston – Auburn.
  - d. Newly created events developed and executed (with a target of 2 per year).
  - e. Number of events renewed from the prior year (these would also be evaluated on items a and c above).
3. Board Creation – This new tourism effort will need widespread community support to be successful over time. The Consultant Team recommends this entity work to become a standalone non-profit organization in order to be nimble in its efforts to attract more resources and engagement from the community at large. The governing board of the organization should represent stakeholders from all funding partners, the hospitality community, corporate citizens, sports and event leaders, as well as key "At Large" or

“Independent” directors. In each case, the board’s goal would be to enhance the organization’s resources to fulfill the recommendations outlined in this report.

### Primary Recommendation #2: Messaging and Marketing Platforms

Throughout the research process, the Consultant Team encountered instances where stakeholders (both internal and external) were unsure of the historical importance of sports tourism on the Auburn area. While this is very common in markets the size of Auburn, there is a good amount of education that needs to take place in the future. The Consultant Team recommends four (4) action items to help improve the COA’s messaging to both internal and external stakeholders:

1. Local Communications – COA stakeholders, elected officials, and the hospitality community at large in the City would be well served by a session on the value tourism brings to the area today, and what it could drive to the area in the future. To deliver upon this message, the Consultant Team recommends the COA undertake the following actions:
  - a. Value Proposition – Create an education campaign to roll out both internally and externally. This quarterly road show would be presented in a 60-minute coffee workshop format. The Tourism Office staff would present on the value of tourism and also sports tourism to the region, and the opportunities available to Auburn in the sports and events marketplace. The first of these meetings each year should be held with the City of Auburn staff, elected officials, and the newly formed Board (internal) to ensure the COA family is singing from the same “song sheet.” Additional presentations should be made to various community groups (examples: chamber leadership, civic clubs, high school athletic directors, hoteliers, restaurant association, sports venue managers, etc.). It is important to reiterate that the tourism staff utilize outside supporters (example: Tourism Office Board members) as partners in these meetings in order to give the presentation community (or third party) validation.
  - b. Create Corporate/Hospitality “Forums” – Where the education campaign noted above is aimed at community groups, the tourism staff should also develop a channel to educate and engage the corporate communities in Auburn and Lewiston. The Consultants recommend the creation of a quarterly “6&6 Lunch”. These lunches employ six existing stakeholders (example: Tourism Office Board members) to each invite one guest from the business community (six stakeholders, six guests, “6 & 6”) to attend an informative luncheon on the importance of tourism, sports and events, and the work of the Tourism Office.
  - c. Measurements – In order to create and deliver the educational outreach programs outlined above, the Tourism Office must be able to message the success of its efforts. This would require the staff to be able to accurately measure the

economic impact of its activities (through past data captures, or via the NASC or DI impact models), and also be able to effectively capture room night totals from events it hosts (through live data captures, or the use of a standardized formula based on participant numbers). In addition, the new Tourism Office should attempt to gather some historical data on some of the key events for years past to use as positive examples of tourism can drive to the region.

(Activation costs for items A & B: Nominal food and beverage costs if Value-In-Kind sponsors cannot be identified).

(Activation costs for item C: Nominal cost to join the NASC and gain access to their impact model and their professional development events).

2. Targeted Outreach – Most Tourism Offices work to generate business by attending travel industry conferences, conducting sales trips, and coordinating familiarization (FAM) tours. The new Tourism Office should attend trade shows where necessary for professional development purposes (examples: NASC Symposium, Destination International Annual Conference), use its limited resources to secure long-term partnerships with sports and events groups, and to launch locally created event products. Where possible, the new Tourism Office should engage elected officials and community leaders in this process, and budget for the costs of travel for one individual to attend each conference or special event where potential partners can be sought out and secured.

(Activation Costs: \$6,000 per outreach event or trade show, inclusive of costs for a community stakeholder, VIP, or elected official to attend. Two outreach events would require \$12,000 in budget support).

3. Strategic Partnerships – There is great opportunity for the new Tourism Office to build bridges in the community. More specifically, there is a need for this newly expanded tourism effort to bring area sports and event groups into the fold. Relationships can be enhanced with the various venue managers, community sports groups, and the region's tournament organizers among others. There are two (2) specific areas where the COA's Tourism Office can enhance its relationships locally:
  - a. Develop an informal Sports and Events Advisory Committee (SEAC) to include area venue managers, event promoters, and sports leaders that may or may not serve on the Tourism Office Board (examples: CMCC Athletics, Great Falls Balloon Festival, National Savings Bank Arena, Baxter Outdoors, Bates College Athletics). This group would meet quarterly with the sole purpose of collaborating towards creating new locally owned and operated events.
  - b. There is opportunity to recognize the past work of these community leaders through an annual community awards event of some type.

In both of the above recommendations, the end goal is for the COA to be viewed as the "go to" organization when its partners need help to host an event.

(Activation Costs: \$2,500 - \$5,000 for an annual event or program to recognize the contributors to tourism in Auburn).

4. Trumpet Successes – In all cases where the COA’s Tourism Office is involved in the production of an event, the organization should make it a priority to issue a press release on the community impact of the event. This release should be sent out via traditional and also new media outlets, to both media and non-media audiences. The information should include economic impact data derived from the aforementioned NASC or DI tool. It is important that in this process that the COA steer clear of the perception of taking credit for the event in total, and that the event rights holder be included in the promotion process throughout. Further, an ROI should be calculated on the tourism spending return for every marketing dollar spent by the COA (most destination marketing organizations, or DMOs, aspire for a 9-to-1 or better return on each dollar invested in tourism development).

(Activation Costs: Nominal).

### Primary Recommendation #3: Event Solicitation/Creation Concepts

During the research and analysis for this project, several areas of opportunity presented themselves relating to the attraction, creation, and servicing of events. Two (2) such concepts are outlined below:

1. Venue Booking Policies – The COA should strive to have “favored nation status” at all parks and recreation facilities, scholastic venues, as well as at private facilities. While this is easy to state on paper, it is often tougher to achieve due to differing priorities between the venue manager and the COA. In some cases, this is also difficult to achieve where there is “territorialism” between various community user groups. If the COA were able to assist financially with the enrichment or expansion of area venues, there would be opportunity to request this favored nation status in the future. In addition, a transparent (shared) calendar at all venues is critical for the COA to add value to venue managers over time. This calendar would include area parks facilities, privately run venues, middle school and high school fields, and additional locations with sports and event friendly spaces such as Riverwalk Park’s Festival Plaza, and outdoor/water venues such as Mt. Apatite and Auburn Lake. In order to be effective in the sports tourism space, a well-balanced use (between community user groups and tournament play) of all venues is critical. With that in mind, in the case where the COA is investing in sports facility improvements, the City should have control of those venues 18-months and further out (similar to how a DMO would normally block out key dates in their convention facilities).

(Activation Costs: A significant venue improvement fund could be used to leverage the event calendars controlled by area venue leaders, see “Secondary Recommendations” below).

2. Empower Local Promoters – The Auburn area has a solid foundation of event promoters whose work supports the tourism vision of the City. These locally based event leaders offer the community a tremendous resource to build annual sports and event properties, and thusly increase economic development. By offering support to these locally incubated programs (by creating a sports specific event grant fund within the COA’s Tourism Office), the COA can build a solid annual cache of events that will allow it to then pick and choose where to participate in competitive bids for additional state, regional, and national tournaments. The COA staff needs to engage in a progressive dialog with area sports/events leaders on the expansion of their existing franchises, and also the creation of new events within the structures that already exist. Examples would include:
  - a. Replicating and growing sporting events like the Dempsey Challenge, Lion’s Club hockey tournaments, and the cache of events produced by Baxter Outdoors.
  - b. Creating and operating events such as a Maine State Games and/or a Junior College Holiday Basketball Classic with CMCC.
  - c. Replicating and growing special events such as the Great Falls Balloon Festival, and/or Winterfest.
  - d. Creating special events such as a boxing “fight night” at the Colisee in partnership with the Muhammad Ali Museum (Louisville, KY).
  - e. Creating a series of high school events between schools in Lewiston – Auburn and those of Portland, Augusta, and Bangor. This could include numerous traditional sports, as well as club or intellectual competitions (examples: chess club, band competitions, spelling bees, Esports). Over time, these high school events could produce a library of tourism driving events for the Auburn area each year.

Growing and/or replicating the successful events that already exist in the City of Auburn allows the City to expand its tourism impact without having to bid against other communities for events through a traditional RFP process. Engagement of the local event promoters and their properties will likely lead to opportunities to expand into multiple championships over additional weekends across all sports. Where the COA can help build recurring community “owned” events and championships, the City won’t have to rely as much on bid-in events to fulfill its tourism mission.

(Activation Costs: \$50,000 - \$75,000 for an opportunity fund to secure new events, or to incubate new properties operated by a local promoter).

#### Primary Recommendation #4: Funding Model (Annual Operations)

Tourism industry expert Bill Geist of DMO Proz (Madison, WI) was consulted for his national best practice knowledge of creating new Tourism Offices in small to mid-sized markets. Bill's opinion is that a basic Tourism Office in a market the size of Auburn would require approximately \$250,000 per year to operate effectively. A budget of this size would provide for a staff of 2-3 employees, a marketing and event fund, and would cover associated costs of the office's day to day operations. The Consultant Team believes the new Tourism Office can be funded at an adequate level through unallocated TIF funds that currently exist in Auburn, and through additional partnerships (examples: Metropolitan Chamber and/or the City of Lewiston). The recommendation here would be to use TIF dollars to fund the line items above (also outlined in Appendix D), and expand the work of the Tourism Office as additional partners and resources become available.

#### **Secondary Recommendations**

##### Secondary Recommendation #1: Venue Development/Enrichment/Usage

As the proposed tourism program matures, the Consultant Team recommends the COA and its leadership group expand its work in two (2) additional areas as outlined here:

1. Infrastructure Challenges – In order to be a valued community partner over the long haul, the COA's Tourism Office needs to be able to offer support for future venue expansion and enhancement. Creating a venue improvement fund (see below), and/or finding consistent ways to support area venues and their events will allow the Tourism Office to grow its impact in the Auburn – Lewiston region for not only tourism, but also for community user groups. The COA staff, along with the area's venue owners/managers, should compile a wish list of all potential venue improvements that would ultimately drive more tournaments (and overnight stays) to the area. Also note that any improvements that are made would also enhance the local user group's experience, which should not be lost in the enclosed tourism-related recommendations.

(Activation Costs: Nominal in this phase).

2. Venue Enrichment/Development – Noted previously in this report, venue development and/or enhancement are very likely long-term in nature. Even so, the Consultant Team feels there are potential opportunities that need to be noted here. For the COA to positively impact the City of Auburn's grass roots sports events community as well as its future sports tourism work, the City and its partners must identify a funding mechanism for venue enhancement and development projects (see below). This would include special projects needed to consistently land major regional and national tournaments for the area, and to enhance the local user group's league and recreational play. The current

needs for this fund would include, but are not limited to, the following projects:

- a. **Outdoor Venues** – A potential expansion of the flat field inventory in the Auburn area could potentially be had at the current Schott gravel site. As that site is adjacent to other multi-purpose flat fields, the addition of more field surfaces could allow the facility to evolve into an “anchor” venue and help drive more tourism to the region. Additionally, several communities across the country are in the process of converting municipal golf courses into multi-sport flat field sports complexes (as golf participation has been flat or on a slight decline over the past decade, cities such as Anaheim, CA and West Monroe, LA are pursuing venue conversions away from golf). In their current state, none of the existing facilities in the Auburn area would be considered “anchor facilities” for larger regional or national tournaments. An expansion or enhancement of the flat field inventory in the area could serve as a game changer for both the sports tourism market and the local community user groups that call the City of Auburn home.
- b. All venues in the region that are used to host regional and national tournaments should provide permanent restrooms and concession facilities, television ready lighting, adequate parking on site, a championship field, wifi coverage, a tournament office to serve as an operational headquarters, and adequate power locations to accommodate television/streaming or new media style broadcasts. Most of the venues in the City of Auburn area lack some or all of these assets (example: Garfield Road Complex has but one lit field).
- c. Beyond the soon to be completed venue expansions at CMCC, the City of Auburn should add additional artificial turf fields to its venue mix, which would help “non-traditional sports” such as lacrosse, rugby, quidditch, and ultimate. These turf upgrades/additions would assist with field wear and weather-related issues, and greatly enhance the flexibility of the community’s venue mix for both community user groups and also tournament play. For instance, adding turf to the Lewiston Auburn Youth Soccer Association facility would likely allow for an increase in the number of tournament weekends they host, which would deliver additional tourism dollars in overnight stays and restaurant receipts. This addition would also provide more field time for the community user groups in the area for practice and league play, all without significant wear and tear on the facility’s grass field surfaces in place today.
- d. **Indoor Venues** – The area’s indoor venues can likely be utilized as sports facilities beyond hockey. The Lewiston Armory does a good job in hosting a variety of different events, which is a model that could be employed by the two major arenas in the area as well. To do so, it is likely that an investment in athletic equipment needs to be made in the form of sport court and sport-specific items (examples:

basketball baskets, volleyball nets, pickleball net systems). As tournament opportunities arise, the venue enhancement fund should be tapped into to pay for these equipment upgrades, that can be used for years into the future. Expanding the vision for the area's indoor facilities to host additional sport disciplines would allow for the newly formed Tourism Office to host numerous events in the fastest growing indoor sports, and to diversify beyond the traditional sports. The growing sports opportunities could include:

- Mixed Martial Arts (MMA) – Core participation in MMA competitions is up 77% over the past three years, totaling nearly 1.3 million athletes.
- Pickleball – USA Pickleball's membership has grown four-fold in the past three years.
- Cheer and Dance – 1.6 million core participants engaging in the sport at least 13 times per year.
- Additional Growth – Boxing and roller hockey also offer a significant growth market in the indoor sports space, rising in core participation 41.4% and 39.5% since 2012, respectively.

The City could also allow for the hosting of many of the larger more traditional and established sports competitions, including:

- Basketball – 15.6 million people in the United States are considered core basketball players, participating in the sport 13 or more days per year.
- Volleyball – Has a core audience of nearly 3.6 million people.
- Indoor Soccer – Over 2.6 million core athletes participating 13 or more times a year.
- Archery – Core athlete participation in archery (26 or more days per year) is up 8.1%.\*

\* – The statistics noted above were obtained from the 2016 Sports & Fitness Industry Association's annual sports participation report. The study measures participation changes over one, three, and five years.

(Activation Costs: \$100,000 - \$250,000 per year based on venue priority and dependent upon a stable and secured funding source).

## Secondary Recommendation #2: Venue Funding Model

After a review of the various funding sources that may be available to this expanding tourism effort, the Consultant Team believes the most viable funding model for the enclosed recommendations in Auburn would be through the addition of new partners as outlined below:

1. Sports Development Fund – Identifying a dedicated funding source for the venue projects noted above, and those opportunities that may arise in the future, is critical for the COA to grow the sports market. Without the use of a traditional bed tax, whose collections go directly to the State of Maine, the Consultant Team believes the best revenue source for an event and venue development fund would be through the addition of new partners. Specifically, the City of Lewiston, Androscoggin County, the Metropolitan Chamber of Commerce, and the Harold Alfond Foundation are all entities that have a vested interest in participating with the COA. Additional financial resources could be used to enhance the venue infrastructure in the area, and to expand the destination marketing reach of the new Tourism Office. A major point of note, numerous cities are increasing their bed tax rate and/or using a food and beverage tax to put towards the construction and/or operation of new sports facilities (Examples: Evansville, Shreveport, Spokane, Appleton, Tulsa, Eau Claire, Fort Wayne, Ashland, Millville, etc.). See Appendix A for additional details on this topic.

(Activation Costs: Nominal costs associated in working with potential partners to join in the efforts to grow tourism and economic development to the region).

Note: A summary of all recommended activation costs can be found in Appendix D.

### **Conclusion**

The City of Auburn has had some success in creating and hosting sporting tournaments and special events over the years, even without a unified game plan. The Consultant Team believes there is additional opportunity for the City and its partners to grow the impact of tourism in the future, largely through sports and special events. To frame up this vision, the Consultant Team offers three “Big Ideas” for the City of Auburn:

1. There are several opportunities to leverage today. Create small opportunities year over year, with a vision for the longer term.
2. Auburn shouldn’t let facility discussions get in the way of blocking and tackling tourism efforts that can happen now.
3. The COA to become the go to organization that the community can lean on for all tourism related issues/opportunities (example: be in a position to take on a leadership role with area promoters to remove barriers for them to create tourism driving products).

The City of Auburn and its partners can achieve tourism growth in the region through the empowerment of local event promoters/operators to build upon the area’s historical success in developing home-grown grass roots events, creating new event inventory, and hosting state and regional championships. In order to further enhance the impact of sports and events tourism on Auburn, the City needs to focus its efforts on three (3) overarching objectives:

1. Create a culture of sports and events development. Develop new events (two per year), develop human capital, develop relationships, develop venues (longer term).
2. Partner with local promoters to build created events that will call Auburn home long into the future, that will not be subject to an RFP process with the City’s competitors.
3. When able, enhance the region’s venue “tool kit” by improving the existing facilities and potentially adding new physical assets.

In order to pursue the “Big Ideas” and objectives laid out above, the COA Tourism Office needs to identify a sustainable funding source. Even with the allocation of TIF funds, it is likely that the new organization will be underfunded against its regional competitive set (such as Bangor and Portland). In order to be effective with its limited resources, the COA needs to be aggressive in partnering with like-minded cities and organizations in the area, and strategic in how it promotes the destination. Further, the new Tourism Office must create an empowering environment for its local event promoters to build a foundation for long-term success.

Specifically, the COA should focus its resources on three (3) initiatives (or “Pillars” as outlined in Appendix E). Each Pillar has a specific target audience, as well as tactics to achieve the City’s tourism goals for each area. The Pillars are meant to be simple and also clarifying, so both internal and external stakeholders can easily understand the mission and goals of the new Tourism Office. The Pillars include the following three (3) focus areas:

1. Events – This two-pronged approach would include pursuing a limited number of traditional bid-in events with event rights holders, as well as incubating and creating new events with the area’s local promoters (example: the “12<sup>th</sup> Man” concept where the COA sports and events team has developed one event each month that is locally owned and run). As the COA’s expanded efforts take root and new (locally produced) events are developed, there will be less of a need to focus on competitive bid processes to drive overnight stays. Both the traditional bid-in events as well as creating events that drive overnight stays will deliver on the COA’s tourism mission.
2. Venue Enhancement – Providing a revenue stream as identified here through expanded partnerships, the new Tourism Office should lead a master planning process for the entire Lewiston – Auburn region. This process would be the launching pad to enhance the area’s existing venues, and to potentially develop new facilities that can positively impact tourism for the area. These facility upgrades would not only drive additional tourism to

Androscoggin County, but would also serve as assets for the region's community user groups.

3. Community Engagement – Messaging the mission of the Tourism Office, the importance of sports and events tourism to the area, and the historical success of the organization to various stakeholder groups in a meaningful way. In addition, the creation of both governing and Advisory Boards would draw in new talent and further deepen the organization's community ties.

The unprecedented growth of the sports tourism industry (see Appendix B) shows the high level of market sustainability that support the expansion of economic development in this space for Auburn. The recommendations suggested here will positively impact the region's tourism profile and also positively affect the citizens and community user groups on a day-to-day basis.

Throughout this project, subjects expressed a desire for community leaders to work together. There is a great deal of support for the COA to expand its reach in the sports tourism space. With that in mind, there is an opportunity for the COA to be the connection point for the community in the area of sports tourism through the development of new event and venue products. This investment will, in turn, help drive economic development year over year.

As in any new project, there are numerous variables that would need to be considered in evaluating the ROI and risk in expanding the COA's tourism program, including the addition of new venue assets. It is the experience of the Consultant Team that the communities who consider the overall impact on their tax base as a whole, will have more success than those that measure success purely by room nights or bed tax collections. That is, the cities that take into account the entirety of the community impact and total economic activity that is generated by a sports tourism marketing program, generally display a higher level of collaboration than those that simply measure heads in beds and sales tax totals.

In summary, the Consultant Team offers what we feel are the six (6) most important things for the COA to facilitate in the immediate future:

1. Determine what revenue stream (TIF) and annual amount the City will allocate to this expanded sports and events tourism effort.
2. Put dedicated staffing in place to lead the creation and growth of the new Tourism Office.
3. Utilize the enclosed recommendations and the financial commitment from items #1 and #2 above to solicit the City of Lewiston to participate in the program, preferably in a dollar for dollar match. Solicit additional partners, including the State of Maine, Metro Chamber, Androscoggin County, and the Harold Alfond Foundation.

4. Meet with the leaders of top tournaments and special events to identify areas where the City's new tourism initiative can partner with them to enhance their existing properties, and potentially create new ones. Engaging local promoters in the event development process to create more owned event assets will have positive long-term effects on the City of Auburn, including lessening the dependency on bid-in events and transient tourism.
5. Begin the nonprofit application process to create an infrastructure where outside resources can be obtained to support the development mission of the new Tourism Office.
6. Develop a venue enhancement wish list, along with projected budgets for the desired improvements. Prioritize those improvements in order of those that will drive more overnight stays to the Auburn region, and formally adopt the list of enhancements as a long-range improvement plan.

In the eyes of the Consultant Team, the puzzle pieces exist in the City of Auburn to build upon the area's past success and to expand the economic development for the region through sports and special event activities. The only question would be to what extent this development effort can be supported financially in order to best benefit the City of Auburn and the region. The Consultant Team believes it is within the power of the City and its stakeholders to capture more opportunities in the sports tourism and events market, while also enriching the lives of its citizens. This community-wide effort will lead the area towards a "regionalism" mentality by connecting the tourism and business communities in an ongoing and proactive manner.

Report submitted to the City of Auburn on January 3, 2018.

## Appendix A – Trends in Sports Facility Funding

The most common funding source for new facilities is a general fund allocation from the city/county where the facility is located as well as a land contribution for the venue to be constructed (again donated by the city or county). Although the level of success is yet to be determined, several communities around the country have already, or are in the process of, raising their bed tax collection rate to fund sports-related facility development, including:

- Evansville (IN) recently opened a new \$15 million multi-use outdoor sports complex that is entirely funded by bed tax dollars. The future management of this facility will also be funded by bed tax dollars and it is run by the DMO itself.
- Spokane (WA) is in the process of bonding \$25 million against future bed tax collections to construct a new athletic field house.
- Shreveport (LA) recently passed a bed tax increase for the expansion of their sports commission's national marketing program. This new tax also supports the Independence Bowl (venue enhancements and improved match-ups) and the regional airport (incentives for new airline routes). This combined effort between three of Shreveport's leading agencies shows the economic development impact that sports tourism can have on a mid- or small-size market.
- Fox Cities (Appleton, WI) recently raised their bed tax rate from 6% to 10% to build a convention center, a new large (hardwood, turf, and ice) indoor sports complex, and to renovate three existing sports facilities used to attract regional and national tournaments. This facility is breaking ground in Q1 of 2018.
- Rockford (IL) having already finished a significant expansion of its outdoor sports venues, used bed tax dollars to bond \$10 million towards a new indoor facility. The Downtown Sports Complex carried a price tag of \$24 million and opened in late 2016.
- Placer Valley (CA) is allocating funds from an increased bed tax as well as a new hotel assessment to construct and manage a \$35 million multi-use all turf sports complex. The venue will be managed by the area tourism bureau and is slated to open in 2018.
- Pasco (FL), in partnership with the Florida Sports Foundation, is in the process of developing a new sports complex on 120 acres of county-owned property. Pasco County is investing \$11 million to the project, including \$8.5 million in tourist tax funds and \$2.5 million in unrestricted bond proceeds.
- In January 2016, Warren County (OH) raised the lodging tax one (1) percent to finance a \$10 million, 20 field sports complex. The rate hike increased the county hotel occupancy tax from 3% to 4%. The tax will be used over 20 years to pay off debt the Warren County Convention & Visitors Bureau will take on to pay for the complex.

## Appendix A (Continued) – Trends in Sports Facility Funding

In addition to the hotel tax examples noted on the previous page, several communities have implemented a food and beverage tax for the purpose of developing or enhancing sports facilities.

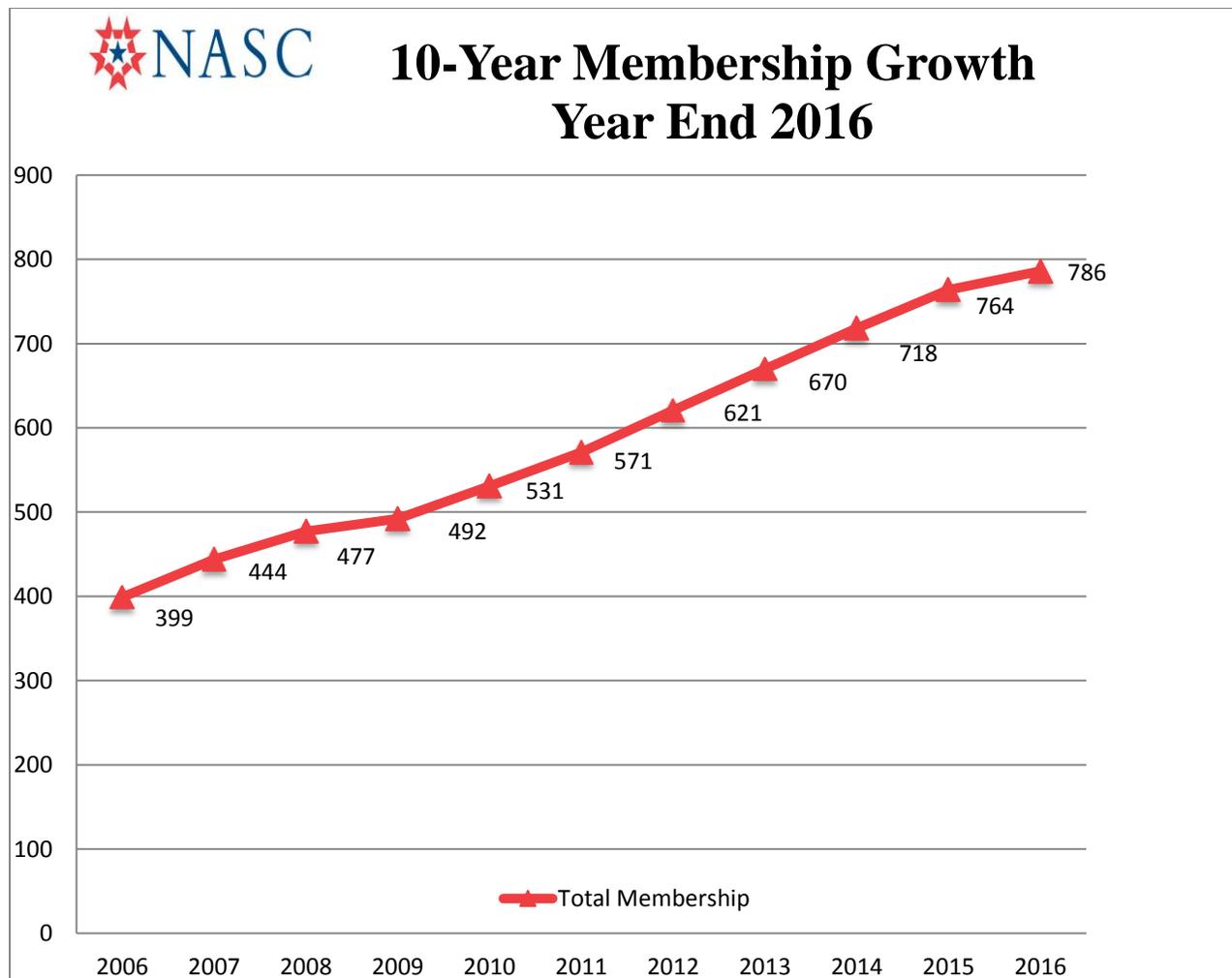
- For the past 30 years, Fort Wayne (IN) has implemented a 1% food and beverage tax that is used for capital projects. This program has funded several new buildings at the site of the Allen County War Memorial Coliseum arena, including a 100,000-square foot expo center and 5,000 seat baseball stadium. These funds have also been used to renovate the arena’s ice floor, to add 2,500 seats and meeting rooms to the arena. Currently the program is used by the City’s Capital Improvement Board to finish the financing of major capital projects such as a new hotel in downtown next to the convention center, building an industrial building to retain a major employer, and helping to build a parking garage to attract a major mortgage company to downtown. The fund generates \$7.5 million per year and is currently being considered to help finance a new arena downtown.
- Ashland (OR) employs a 5% food and beverage tax which garners nearly \$4.5 million a year. Twenty percent of these funds are allocated to the acquisition and preservation of open spaces for parks and recreation, with 80% of the funds used to retire debt for a recently completed community-wide waterway enhancement.
- Historically, King County (WA) has used intermittent funding from food and beverage taxes to build stadiums such as the King Dome. While this program is not active today, it has been a tool the Greater Seattle area has used in the past for venue development to entice professional sports teams to the area. Similarly, the State of Florida has a professional league stadium venue development program that is also funded by temporary food and beverage taxes, when needed. Finally, Milwaukee used a food and beverage tax to build Miller Park, home of Major League Baseball’s Milwaukee Brewers.
- In 2007, the State of New Jersey created the “Sports and Entertainment District Urban Revitalization Act.” This legislation authorizes a municipality to establish a sports and entertainment district within that municipality. The act authorizes the establishment of one or more new local taxes and dedicates the revenue from some or all of those taxes to financing projects in the sports and entertainment district. Under this legislation, the community of Millville levied a 2% local food and beverage tax to fund the Millville Sports and Entertainment District. The District spurred the development of the New Jersey Motorsports Park, a 500-acre sports and entertainment destination that hosts numerous events including NASCAR racing.

It should be noted that different states have different regulations regarding the use of funds generated by bed and/or food and beverage taxes. The cases outlined above are not exhaustive, and should be viewed only as examples for further discussion.

## Appendix B – National Association of Sports Commissions (NASc) Membership

Sports tourism has grown exponentially over the past two decades. The nature of the industry is that it is relatively “immune” to market factors such as troubled economies, war, high unemployment, 9/11, or similar factors. Studies by the NASC show that the grass roots sports tourism industry is worth over \$10 billion and that there are more events today, with more participants competing in those events, than ever before.

Projections indicate that the grass roots sports tourism industry (exclusive of mega events like the Superbowl, Final Fours, etc.) is growing at a pace of 12-14% per year, with more growth anticipated in the coming decade. Below is a chart outlining the growth of membership organizations within the NASC, which is a direct correlation to the growth of the sports tourism industry as a whole.

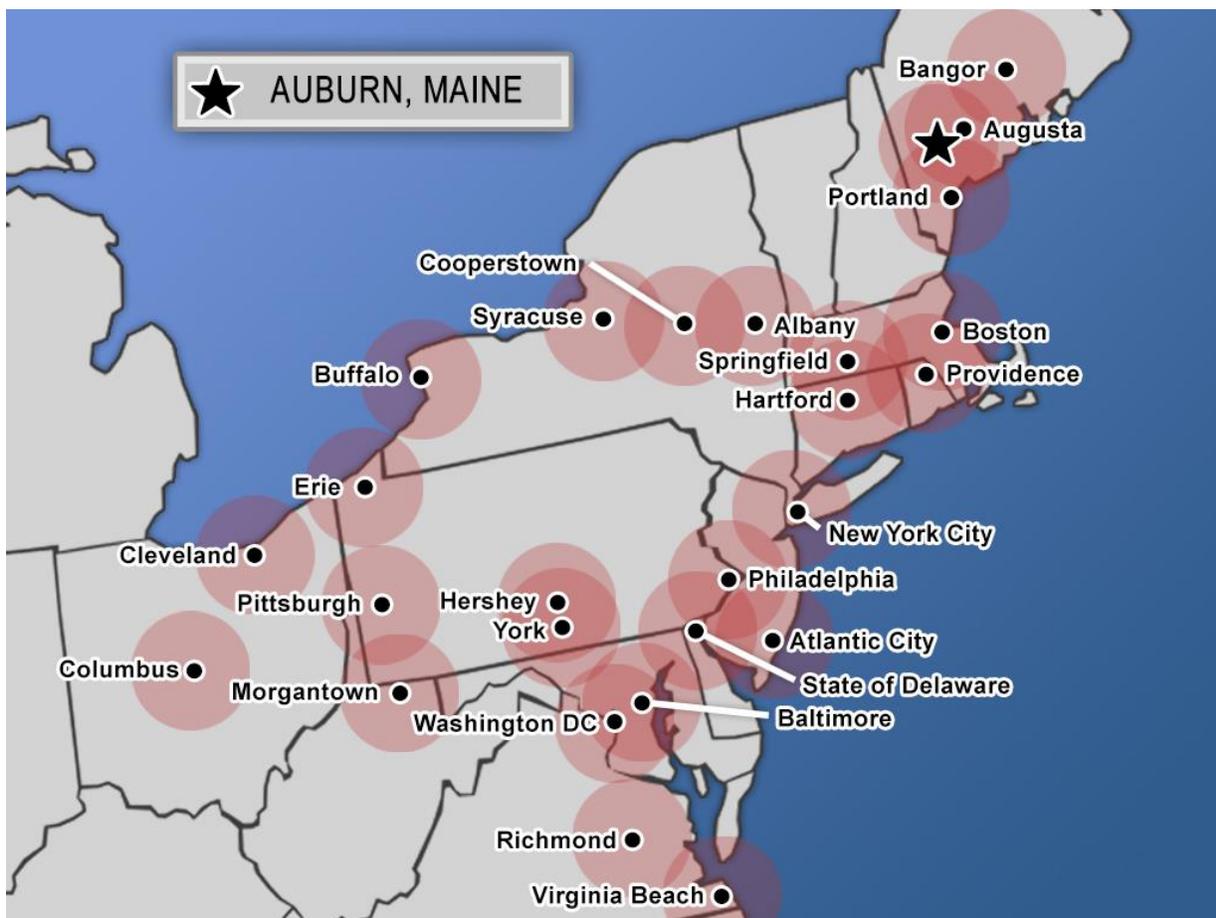


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## Appendix C – Regional Competition Analysis

The sports tourism and events industry is as competitive today as it has ever been. Numerous destinations market themselves in this niche industry in the form of a DMO, sports commission, city, or through an alternative organization.

Below is a visual representation of the various entities in the City of Auburn’s region that are active in the sports tourism and events space. The circles surrounding each city represent a 100-mile drive market for local and regional events. While tournaments often attract teams from as far away as a full day’s drive, this graphic shows the significant level of competition in this industry and the high level of geographic overlap amongst these communities.



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## Appendix D – Summary of Activation Costs

### Primary Recommendations (Near Term)

Director of Tourism	\$50,000 - \$60,000*
Event Coordinator	\$30,000 - \$40,000*
Outreach Events w/Key Stakeholders	\$6,000 - \$12,000
Strategic Partnerships	\$2,500 - \$5,000
Event Opportunity Fund	\$50,000 - \$75,000
<b>Primary Recommendations Gross Total</b>	<b><u>\$138,500 - \$192,000</u></b>

### Secondary Recommendations (Longer Term)

Venue Enhancement Fund**	\$100,000 - \$250,000
<b>Secondary Recommendations Gross Total</b>	<b><u>\$100,000 - \$250,000</u></b>

\* - The two new tourism positions include salaries only, exclusive of applicable benefits.

\*\* - Under the enclosed recommendations, revenues for a Venue Enhancement Fund would come in the form of additional resources contributed by partners outside of the City of Auburn.

**Appendix E – City of Auburn Tourism Office  
5-Year Strategic Mission Pillars**

In the future, the City of Auburn’s enhanced tourism effort should sharpen its focus on three (3) key mission areas, or “Pillars.” Each Pillar is driven by a different audience, all focused on increasing overnight stays and consumer spending in the Auburn area. This refined focus will help the City enhance its messaging and will deliver directly on the community’s tourism mission. The recommended Pillars are below along with their driving audiences/factors.

<b>City of Auburn Tourism Office 5-Year Strategic Mission Pillars</b>			
<b>Pillar</b>	Events Bid/Created/Owned (Short-Term)	Venue Enhancement (Long-Term)	Community Engagement (Ongoing)
<b>Audience</b>	Tourism Economic Development Rights Holders/NGBs Local Promoters	Venue/League Managers Hospitality Leaders Elected Officials Economic Development	C-Level Community Leaders Local Media Non-Profit Civic Groups Hospitality Community
<b>Tactics</b>	RFPs & Event Bids Grants/Incubator Program “12 <sup>th</sup> Man” Grow existing events 10%/Yr. Create two new events/Yr.	External Partnerships Venue Master Plan Venue Development Fund Challenge Grants	Board Creation (2) “6&6” Lunches Economic Impact Releases Corporate Support/Recognition National Outreach



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

**Author:** Derek Boulanger, Facilities Manager/ Purchasing Agent

**Subject:** The purchase of utility owned community street light system and conversion to LED fixtures.

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**Information:** The City's approximately 1250 street lights are currently owned and maintained by Central Maine Power. The current inventory is comprised of aging and inefficient technology. The purchase of these light fixtures would allow the City to convert the fixtures to efficient LED technology. This conversion would reduce the annual electricity consumption from street lights by an estimated 61% and would reduce annual electricity costs related to street lights by an estimated 85%.

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**City Budgetary Impacts:** No impact to the current budget, once the project is complete an estimated monthly savings of approximately \$16,700.00 is expected. Any debt service will be covered by the reduction in electricity costs; additional savings will be utilized to reduce electricity expenditures in future budgets.

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**Staff Recommended Action:** Enter into an agreement with RealTerm Energy for the LED Street Light Conversion Project. \$81,000 in available funds as part of the FY 2018 CIP will be utilized to begin the project. The remaining funds needed will be requested through a Bond Order at a later date.

---

**Previous Meetings and History:** Budget meetings: fiscal year 2013- 2014. \$750,000 was bonded in FY2014 and was reallocated to other projects. Issues with rules and regulations at the State level prevented this project from moving forward at that time. These issues have been resolved allowing the project to now move forward.  
November 6, 2017 Workshop presentation.

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**Assistant City Manager Comments:**

I concur with the recommendation. Signature: *Denise M. Clavette*

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**Attachments:**

- **Staff Power Point Presentation**
- **Real Term Proposal**
- **Request for Qualifications - Conversion of community street light system to LED fixtures and from utility owned to municipally owned and maintained fixtures on utility owned poles.** Cities of Rockland, South Portland and Biddeford, and Town of Falmouth, Maine



# Streetlight Acquisition

*A “bright” future for Auburn!*

# history

---

Auburn has approximately **1,250** street lights, currently owned & maintained by CMP.

This inventory is aging, inefficient & **VERY** costly to operate.



# history

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Due to legislative changes, we are now positioned to **purchase** the street lights from the utility and **convert** them to energy-efficient LED technology.

**The annual savings realized from this purchase will be significant.**



# history

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FY2014, Council bonded \$750,000 for this purchase.

Questions & concerns at the State level regarding implementation prevented the project from moving forward at that time.

As a result, the bonded funds were reallocated to other projects.

These concerns have been resolved, allowing the project to move ahead.

# history

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In 2016, a **Request for Quotes** seeking highly-qualified consultants was issued jointly by Rockland, South Portland, Biddeford and Falmouth.

After extensive committee review, **RealTerm Energy** was selected as the top candidate.

# today

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More than 25 municipalities across Maine have now selected RealTerm Energy as part of a **cooperative purchasing agreement**.

**Team Auburn recommends the same approach.**



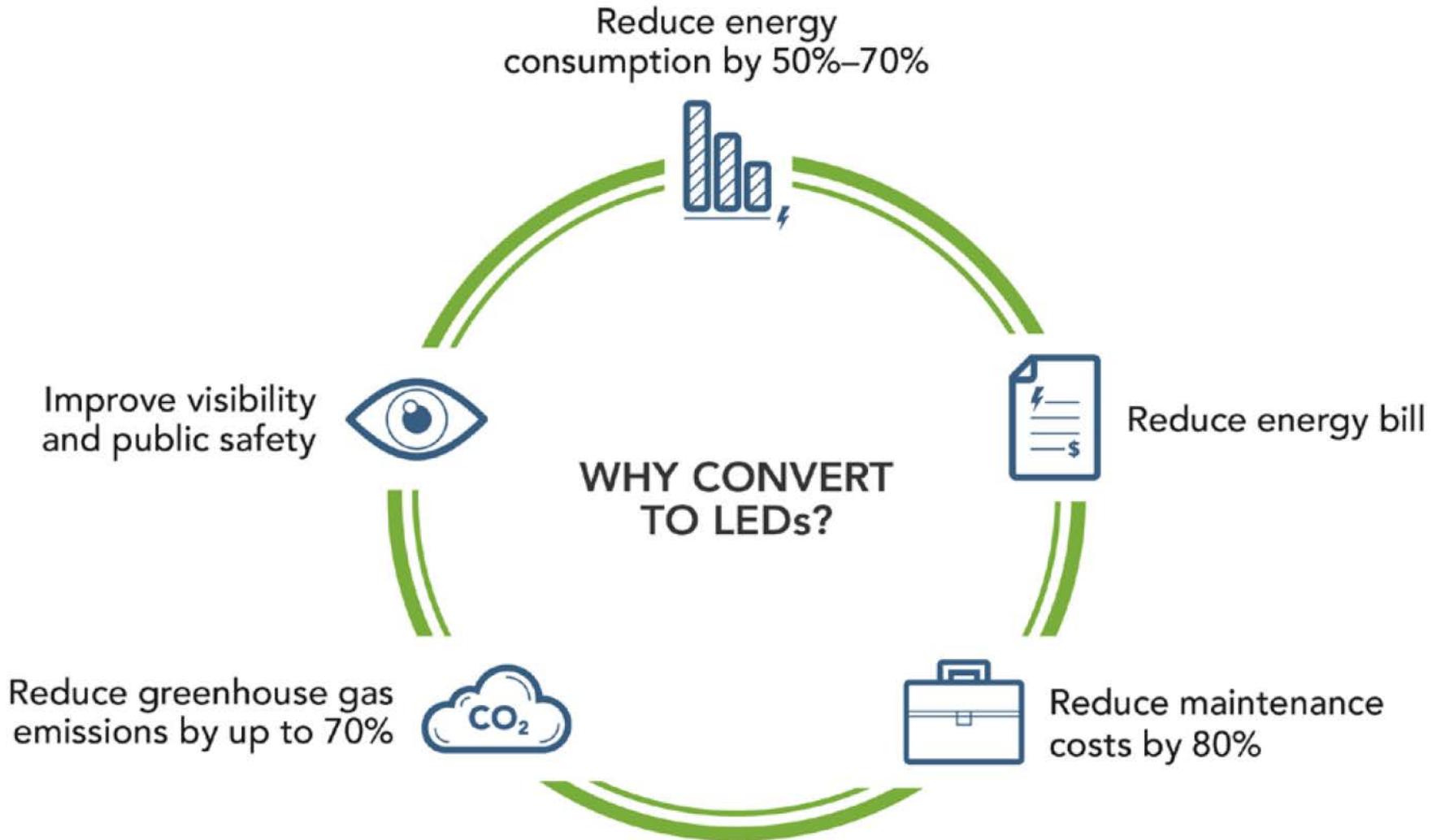
# the process

---

**RealTerm** is a turn-key solution for Auburn:

- **Evaluate/audit current infrastructure using GIS data collection (will become ours)**
- **Manage bid process & fixture selection**  
(Better pricing -“economies of scale”)
- **Project management**
- **Quality control & final commissioning**

# project benefits



# the numbers

	<b>BEFORE UPGRADE</b>	<b>POST UPGRADE</b>	<b>VARIANCE</b>	<b>PERCENT</b>
Number of Fixtures	1,253	1,253		
Annual Electricity Consumption (kWh)	644,858	249,640	395,218	61%
<b>Annual Electricity Costs</b>	<b>\$233,815</b>	<b>\$34,244</b>	<b>\$199,571</b>	<b>85%</b>
Annual Maintenance Costs	\$0	\$10,024	(\$10,024)	
Total Expenditures	\$233,815	\$44,268	\$189,547	81%
Avg Annual Cost per Fixture	\$187	\$35	\$151	81%

# why now?

---

Making this decision ahead of usual bonding schedule allows Auburn to capitalize on **significant potential savings of approximately:**

**\$16,700 per month**

# next steps

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- \* **Decision to move forward from Council:**  
Action at future meeting to bond project
- \* **Award contract to RealTerm**
- \* **Data collection & audit process begins**

# other benefits

## Potential for Smart Controls:

- Dimming
- Metering
- City-wide Wireless Network
- Cameras
- Air quality monitors



**Smart City** technology...in Auburn!



# Proposal to the City of Auburn

## LED Street Light Conversion

August 11, 2017

O-1109

### Primary Contact

Paul Vesel, Director, Business Development – NE USA  
201 West Street, Suite 200, Annapolis, MD 21401  
(413)-695-0045  
[pvesel@realtermenergy.com](mailto:pvesel@realtermenergy.com)



# TABLE OF CONTENTS

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>	<b>4</b>
<b>2.</b>	<b>PRELIMINARY ANALYSIS</b>	<b>5</b>
2.1.	Current Inventory and Proposed LED Replacements	5
2.2.	Robust Photometric Design is Recommended	6
2.3.	Expected Savings	7
<b>3.</b>	<b>PROJECT FINANCING</b>	<b>8</b>
3.1.	Tax Exempt Lease-Purchase Agreements (TELP)	8
3.2.	Design, Upgrade, and Transfer (DUT)	8
<b>4.</b>	<b>PROJECT COSTS AND PAYBACK PERIOD</b>	<b>9</b>
4.1.	Investment Return	9
4.2.	Calculation Assumptions	10
4.3.	Opportunity Cost	11
<b>5.</b>	<b>APPROACH</b>	<b>12</b>
5.1.	GIS Inventory Survey	14
5.2.	Photometric Design	15
5.3.	Investment Grade Audit Report	16
5.4.	Procurement	16
5.5.	Installation	17
5.6.	Closeout	19
<b>6.</b>	<b>CONCLUSION AND NEXT STEPS</b>	<b>20</b>
<b>7.</b>	<b>VALUE ADDED SERVICES</b>	<b>21</b>
<b>8.</b>	<b>COMPANY PROFILE</b>	<b>22</b>
8.1.	RealTerm Energy	22
8.2.	Summary of Projects by Phase	23
8.3.	Recently Awarded Projects	24
<b>APPENDIX A:</b>	<b>LUMINAIRE SPEC SHEETS</b>	<b>25</b>
<b>DISCLAIMER</b>		<b>26</b>

August 11<sup>th</sup>, 2017

Derek Boulanger  
Facilities Manager and Purchasing Agent  
The City of Auburn  
60 Court Street  
Auburn, ME 04210

Dear Mr. Boulanger,

RealTerm Energy is pleased to propose its LED conversion services to the City of Auburn. Our experienced team of lighting professionals employ customized and innovative solutions utilizing the highest quality luminaires to provide you with increased system performance, safe and reliable lighting, and maximized energy savings. The economics of this project are compelling, as substantiated by the **81% overall operating cost savings** on your streetlight expenditures in the first year.

Our turnkey service offering includes:

- An initial GIS/GPS inventory assessment of your existing streetlight network
- Complete photometric designs to optimize energy efficiency, minimize costs, and protect public safety
- A comprehensive Investment Grade Audit (IGA)
- Robust procurement to ensure best value pricing on equipment and labor
- Installation of new LED fixtures and responsible recycling of old fixtures
- Transfer of all inventory files, data, and warranties
- Review of project financing options, and
- Customized community outreach services

We manage all of our conversion projects in a transparent fashion. During each phase, we will keep the City of Auburn informed of all progress facilitated by regular meetings and continually accessible reports.

You will find included a preliminary LED life-cycle cost analysis based upon data provided by the Town. The next step is a demanding Investment Grade Audit (IGA) that includes extensive field investigations, data collection and verification, infrastructure analysis, comprehensive lighting designs, and detailed engineering calculations to project accurate and reliable energy and maintenance savings. This Proposal includes the estimated acquisition cost of \$187,950 from Central Maine Power (CMP). The acquisition cost is provided solely for analysis purposes and is not included in RealTerm Energy's total project cost.

The RealTerm Energy team appreciates this opportunity to present our proposal. We look forward to the prospect of working with the City of Auburn to design and install your new, highly-efficient LED street lighting system. We are passionate about what we do and want you to feel the same way about this project's results.



Sean Neely, President  
[sneely@realtermenergy.com](mailto:sneely@realtermenergy.com)

# 1. EXECUTIVE SUMMARY

<b>Technical/ Environmental Assessment</b>	Title	City of Auburn LED Street Light Conversion
	Baseline	1,250 HID <sup>1</sup> Cobrahead fixtures, 3 HID decorative fixtures Total demand: 151.3 kW Annual energy consumption: 644,858 kWh Annual operating hours: 4,260
	Technology Employed	Smart ready LED Fixtures
	Technology Provider(s)	Acuity Brands
	Technical Specifications	7-PIN, Smart ready fixtures Color temp: 4,000K, Average life ≥ 100,000 hours CRI ≥65, IP ≥ IP 65
	Fixture Warranty	10 years
	Annual Energy Savings	395,218 kWh (61%)
<b>Financial Assessment</b>	Financing Scheme	Capital Purchase (Financed by Auburn)
	Project Cost	\$586,911
	Acquisition Cost (estimate) <sup>2</sup>	\$187,950
	Total Project Cost (RTE & Acquisition Cost)	\$774,861
	Project Reference Period	23 Years
	Payback Period	3.9 Years
<b>Organizational Assessment</b>	Time Schedule	TBD

(1) – High Intensity Discharge

(2) – Acquisition Cost from Central Maine Power is Estimated

## 2. PRELIMINARY ANALYSIS

Our team has constructed an initial LED assessment for illustrative purposes. The inventory that is presented was established using data provided by the City of Auburn. For any assumptions made regarding the inventory, please refer to the Calculation Assumptions section of this report. We have selected Acuity Brands LED fixtures with comparative light outputs for all existing HPS fixtures recorded in the City of Auburn’s most up to date inventory. This analysis is only a starting point, and demonstrates the energy savings that are possible using LED technology while deploying industry standard roadway practices. Final luminaire selection and revised energy savings will follow, after the design phase of the analysis.

Please note that these estimates are conservative. Once our IGA report and photometric analysis are completed, our team typically improves the efficiency levels and project costs by as much as 10%.

### 2.1. Current Inventory and Proposed LED Replacements

COBRAHEAD FIXTURES								
HID Fixture type	HID System Wattage	HID Qty.	Total HID Demand (kW)	LED Fixture type	LED System Wattage	LED Qty.	Total LED Demand (kW)	Energy Savings
100W Sodium Cut off	130	78	10.1	40W_ATBS E MVOLT R2 MP NL P7	40	78	3.1	69%
50W Sodium Enclosed	65	246	16.0	31W_ATBS C MVOLT R2 MP NL P7	31	246	7.6	52%
70W Sodium Enclosed	95	55	5.2	40W_ATBS E MVOLT R2 MP NL P7	40	55	2.2	58%
100W Sodium Enclosed	130	22	2.9	50W_ATBS G MVOLT R2 MP NL P7	50	22	1.1	62%
150W Sodium Enclosed	195	29	5.7	76W_ATBS I MVOLT R2 MP NL P7	76	29	2.2	61%
250W Sodium Enclosed	300	56	16.8	95W_ATBM D MVOLT R2 MP NL P7	95	56	5.3	68%
400W Sodium Enclosed	465	6	2.8	164W_ATBM H MVOLT R2 MP NL P7	164	6	1.0	65%
70W Sodium Cut off	95	86	8.2	40W_ATBS E MVOLT R2 MP NL P7	40	86	3.4	58%
50W Sodium Cut off	65	487	31.7	31W_ATBS C MVOLT R2 MP NL P7	31	487	15.1	52%
250W Sodium Cut off	300	117	35.1	95W_ATBM D MVOLT R2 MP NL P7	95	117	11.1	68%
150W Sodium Cut off	195	56	10.9	76W_ATBS I MVOLT R2 MP NL P7	76	56	4.3	61%
400W Sodium Cut off	465	10	4.7	164W_ATBM H MVOLT R2 MP NL P7	164	10	1.6	65%
70W Sodium Open	95	2	0.2	40W_ATBS E MVOLT R2 MP NL P7	40	2	0.1	58%
<b>Total (Cobras)</b>		<b>1,250</b>	<b>150.1</b>			<b>1,250</b>	<b>58.2</b>	<b>61.2%</b>

FLOOD & DECORATIVE FIXTURES								
HID Fixture type	HID System Wattage	HID Qty.	Total HID Demand (kW)	LED Fixture type	LED System Wattage	LED Qty.	Total LED Demand (kW)	Energy Savings
400W Sodium Flood	465	2	0.9	150W_ACPOLED PK4 MVOLT FL 40K YK GYSDP 10KVMP PER7 04 23 NL	150	2	0.3	68%
250W Sodium Flood	300	1	0.3	119W_ACPOLED PK3 MVOLT FL 40K YK GYSDP 10KVMP PER7 04 23 NL	119	1	0.1	60%
<b>Total (Decos)</b>		<b>3</b>	<b>1.2</b>			<b>3.0</b>	<b>0</b>	<b>65.9%</b>
<b>Total (Cobras+Decos)</b>		<b>1,253</b>	<b>151.4</b>			<b>1,253</b>	<b>58.6</b>	<b>61.3%</b>

## 2.2. Robust Photometric Design is Recommended

Relying solely on a “one-for-one” replacement technique has limitations:

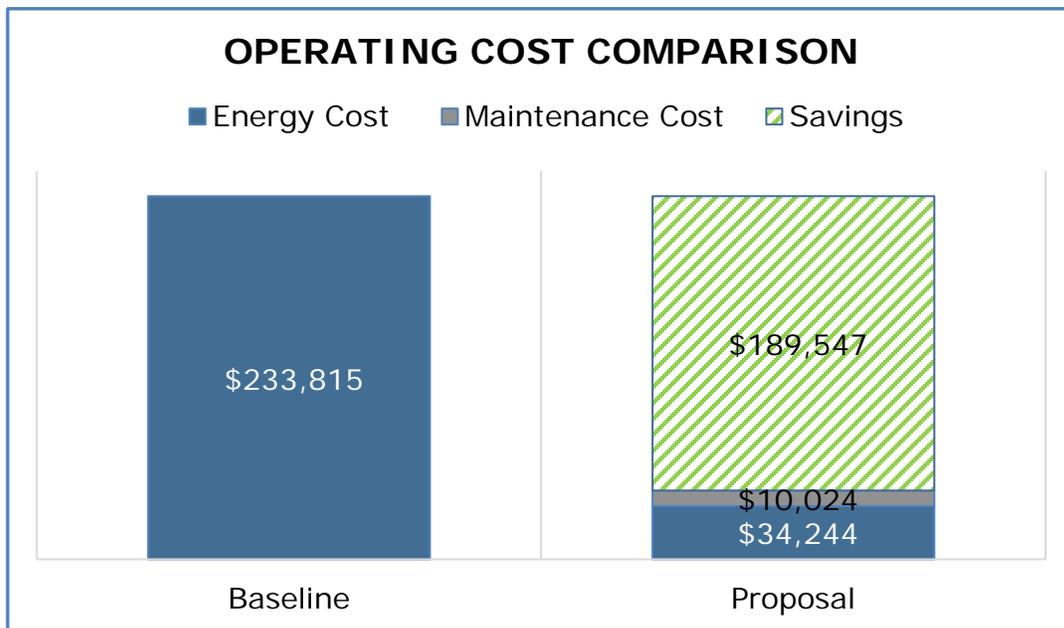
- It is limited to existing inventory records that are often outdated and/or inaccurate.
- It can only prescribe the LED replacement wattage according to the wattage that is recorded in the most up to date inventory.
- No consideration is made for a proper lighting design and updated for current roadway conditions.
- Without lighting designs, over-lit or under-lit streets today will continue to be so, even with LEDs.

The limitations of the industry-standard one-for-one replacement, listed above, are why RealTerm Energy advises all of its clients to undertake an Investment Grade Audit (IGA). The IGA includes extensive field investigations, infrastructure analysis, comprehensive photometric designs, and detailed engineering calculations to project accurate and reliable energy and maintenance savings. The many benefits of robust photometric design are described in more detail in Section 5.2 below.

## 2.3. Expected Savings

CURRENT STATUS	BEFORE UPGRADE	POST UPGRADE	VARIANCE	PERCENT
Number of Fixtures	1253	1,253	-	-
Annual Electricity Consumption (kWh)	644,858	249,640	395,218	61%
Annual Electricity Costs <sup>(1)</sup>	\$233,815	\$34,244	\$199,571	85%
Annual Maintenance Cost	\$0	\$10,024 <sup>(2)</sup>	(\$10,024)	-
Total Street Lights Expenditures	\$233,815	\$44,268	\$189,547	81%
Average Annual Cost per Fixture	\$187	\$35	\$151	81%

- (1) Before upgrade, the maintenance cost is included in the electricity cost. After the acquisition of the lights from Central Maine Power, Auburn will be responsible for the maintenance cost of the new LED lighting system.
- (2) Estimated maintenance cost includes only the warranty maintenance cost of the fixtures and photocells.



## 3. PROJECT FINANCING

The cash flows associated with implementing energy efficiency projects create unique opportunities for alternative financing structures. Auburn may wish to consider one of the options presented below for this project. RealTerm Energy can assist the City in procuring its preferred source of financing:

1. Tax Exempt Lease-Purchase Agreements (TELP)
2. Design, Upgrade, Transfer (DUT) Option

### 3.1. Tax Exempt Lease-Purchase Agreements (TELP)

Numerous municipalities have opted for TELP for their LED upgrades. RealTerm Energy possesses extensive experience in structuring this financing option.

#### Advantages of TELP

- No creation of debt
- Typically, no voter approval needed
- Conservation of working capital
- Building of Equity
- Full ownership
- Flexibility, convenience and cost-effectiveness

Several other important factors to consider:

- Provides effective solutions during revenue shortfalls and other unexpected situations
- Enables the prompt acquisition of modern equipment and technology upgrades, and continues to provide quality public services
- Appropriates annually
- Ties to the useful life of the equipment
- Allows for the lowering of cost to administer a lease versus a bond

### 3.2. Design, Upgrade, and Transfer (DUT)

The Capital Purchase, or Design, Upgrade and Transfer (DUT) option provides the same services as in the other options but is self-financed through reserves, levies, or some other local source. In this option, the City provides its own financing, and purchases from RealTerm Energy a fully-designed and upgraded system, with ownership being transferred immediately upon final payment.

#### Advantages of DUT

- RealTerm Energy delivers a full turn-key program to manage the entire project, including design, procurement, installation and final commissioning
- Easy to administer, no need for third-party involvement unless desired
- Turnkey services greatly minimize staff time over the life of the project
- No creation of debt
- Able to enjoy 100% of the savings from project completion

## 4. PROJECT COSTS AND PAYBACK PERIOD

PROJECT COSTS	
Number of Fixtures	1,253
Total RTE Project Cost (excluding Acquisition Costs)	\$586,911
Estimated Acquisition Cost	\$187,950
Total Project Cost (including acquisition cost)	\$774,861
RTE Price per Fixture	\$468.40
Estimated Acquisition Cost per Fixture	\$150.00
Total Price per Fixture (including Acquisition Costs)	\$618.40

### 4.1. Investment Return

The payback period of the project, including acquisition cost but excluding any financing costs is **3.9 years**. The following table shows an example of financing based on a representative interest rate (3%):

CAPITAL COST	TERM (YEARS)	INTEREST RATE	ANNUAL PAYMENT	COST OF BORROWING
\$774,861	10	3.00%	<b>\$89,706</b>	\$122,196
\$774,861	15	3.00%	\$64,129	\$187,082

#### Annual Savings over 10-year Period for a 10-year loan period with 3% interest rate

Year	1	2	3	4	5	6	7	8	9	10
Annual Savings	\$189,547	\$195,334	\$201,296	\$207,439	\$213,769	\$220,291	\$227,010	\$233,933	\$241,066	\$248,416
Loan Repayment	<b>\$89,706</b>									
Annual Net Savings	\$99,841	\$105,628	\$111,590	\$117,733	\$124,063	\$130,585	\$137,304	\$144,227	\$151,360	\$158,710
Cumulative net Savings	\$99,841	\$205,470	\$317,060	\$434,793	\$558,857	\$689,442	\$826,747	\$970,974	\$1,122,334	\$1,281,045

## 4.2. Calculation Assumptions

1. The electricity cost savings were calculated based on Central Maine Power current rates valid at the date of the preparation of this Proposal. The annual energy savings of the new LED street lighting system were calculated based on the data provided by the City. Any modifications in the data outlined in section 2.1 of this proposal report will change the energy consumption and cost savings. The annual streetlight system operating hours were obtained from Central Maine Power's current tariff structure.
2. The Total project cost includes the following costs:
  - Refusing Each new LED fixture to include a new fuse
  - Fuse Holder Replacement 100% of Inventory to require a new fuse holder
  - Disposal Included at no additional cost
  - Arm Replacement 2% of the davit arms
  - Quality Control 2% fixtures to undergo installation quality control

RealTerm Energy includes each of these elements because, based upon our extensive experience over a wide range of infrastructure conditions, we know that they are required to do the job properly. While it is not uncommon in the industry to see attractive looking proposals with lower-cost fixtures and workmanship, often there is no provision for refusing or required arm replacements. While appearing lower in price, many in the industry rely upon change orders to both complete the job and make their margins. At RealTerm Energy, we work extensively at the outset to properly assess costs and establish work standards that eliminate, as much as possible, the need for change orders, thereby reducing the need to return to Council to request additional funds to complete the project.

Therefore, we provide transparent and realistic allowances for all cost centers as part of our proposals, upon which staff reports to Council are based. In the event that we spend less than the provisions which have been allocated, you will receive a credit for the work that was not required.

3. The total project cost does not include any of the following costs:
  - Secondary Connection Refresh
  - Modification of fixture mounting
  - Relocation of fixture
  - The replacement of the fixtures near high tension located in the restricted zone
  - Any potential connection or disconnect fees by the Central Maine Power
  - Any applicable Sales Tax
4. The specified fixtures have a 10-year warranty and include Long Life Photo controls with a warranty of the same length. Specified LED fixtures come with Dimmable Drivers and 7-pin NEMA Photocell Receptacle.
5. The energy and costs savings have been calculated assuming that the current lighting inventory baseline is being billed by Central Maine Power based on Rate SL-Full Service Lighting. The proposed LED energy costs have been calculated assuming that the new LEDs will be billed under the Delivery Only Service lighting where your municipality will own and maintain the street lights. Special facility charges have not been factored into the energy and cost savings.

### 4.3. Opportunity Cost

Sometimes postponing the decision to buy something today is rewarded by a lower price tomorrow. While on the surface this is sometimes true, we have to examine the dollar value of any anticipated cost savings versus the lost energy and maintenance savings from postponing the project. Energy experts and our LED production partners have determined that the major price reductions and efficiency advances that we've seen in the past 5 years in LED manufacturing are not likely to be seen again.

With LED streetlights, postponing doesn't just mean waiting, it also means continuing to operate the existing inefficient system and missing out on material energy and maintenance savings while waiting for the prices to drop. In other words, if you're waiting, you're wasting energy and money. For example, even in the unlikely event of a 10% price reduction as shown in the table below, there is still a net loss for those who decide to wait:

OPPORTUNITY COST	
<b>Foregone Energy/Maintenance Savings (1 Year)</b>	\$189,547
<b>LED Luminaire Cost (today)</b>	\$237,267
<b>Projected Price Reduction (10%)</b>	-\$23,727
<b>Opportunity Cost of Waiting (12 months)</b>	\$165,821

As you can see, postponing a decision to upgrade, costs the City each year in foregone savings and wasted money spent on maintaining an inefficient and costly system.

## 5. APPROACH

RealTerm Energy uses a proven six-step approach. Each of these steps is fundamental to achieving the most efficient LED conversion with the highest degree of energy savings and the greatest assurance of safe light levels. We tailor our work to the context and needs of your City, relying on the input of your knowledgeable municipal staff.



1. GIS Inventory	2. Photometric Design	3. Investment Grade Audit Report
<ul style="list-style-type: none"> <li>• Conduct comprehensive geospatial streetlight inventory</li> <li>• Identify any discrepancies in previous streetlight inventory</li> <li>• Develop accurate base for an interactive, geospatial streetlight map</li> </ul>	<ul style="list-style-type: none"> <li>• Create robust photometric designs based on updated streetlight inventory and selected LED luminaires</li> <li>• Maximize energy savings and roadway / pedestrian safety while minimizing glare</li> </ul>	<ul style="list-style-type: none"> <li>• Complete analysis of your current streetlight infrastructure's performance</li> <li>• Comparison of the City's current energy consumption with the post-conversion LED system</li> </ul>



4. Fixture Procurement	5. Fixture Installation	6. Project Close-Out
<ul style="list-style-type: none"> <li>• Negotiations with vendors aimed at securing best value prices</li> <li>• Complete all administrative and logistical tasks relating to the procurement of all products and labor</li> </ul>	<ul style="list-style-type: none"> <li>• Complete installation of new LED street lights</li> <li>• Real-time installation tracking</li> <li>• Recycling / safe disposal of old fixtures</li> <li>• Community outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of commissioning binder</li> <li>• Finalize incentive and/or rebate application(s)</li> <li>• Assist with utility billing changes</li> <li>• Transfer of finalized geospatial streetlight map</li> </ul>

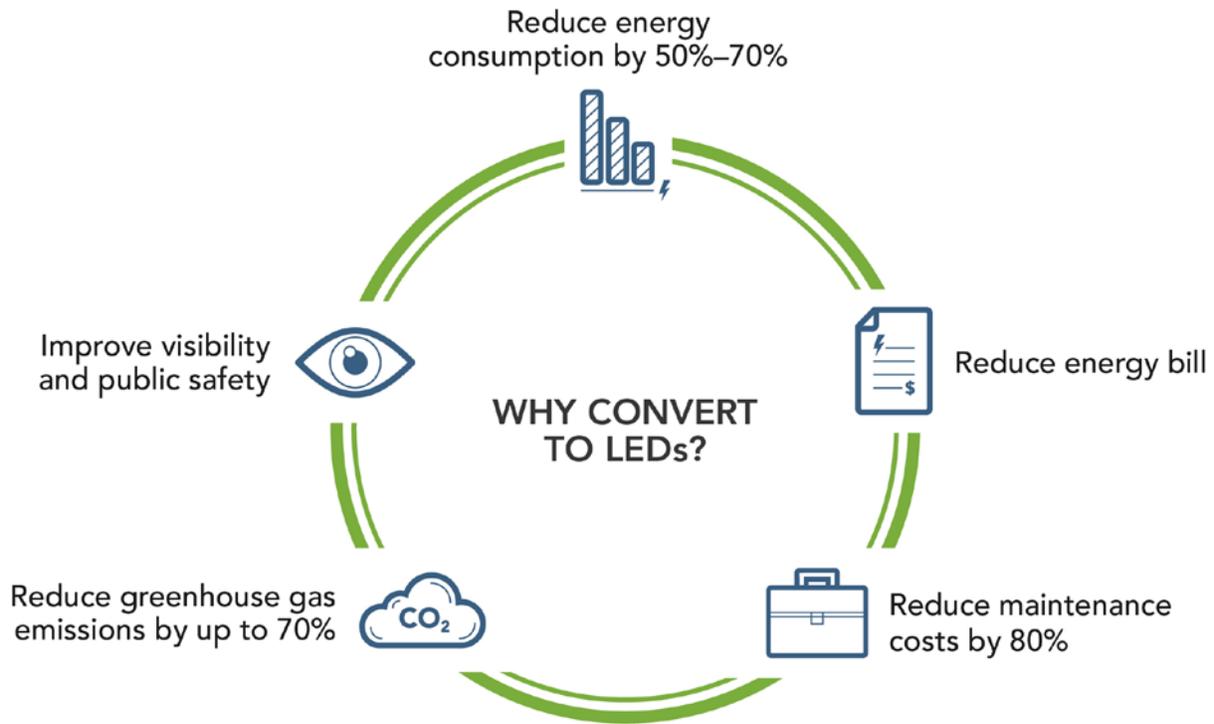
## Project Management Experience

RealTerm Energy's conversion projects have ranged from 13 fixtures to over 12,000 fixtures in urban, suburban and rural municipalities. Our project management team has demonstrated its ability to effectively manage and complete numerous turn-key LED conversion projects simultaneously for multiple municipalities in wide-spread locations. We adapt our approach to each municipalities' unique needs and streetlight infrastructure requirements, standards and legislation. During a recent quarter, our project management team was overseeing 64 installation subcontractors on 35 separate projects. All projects were completed on time and within budget.

### Single Point of Contact (SPOC) Management

We will assign a project manager as the single point of contact for the duration of the project. This enhances overall efficiency and increases project transparency. Our team recommends that the City also assign a SPOC as this will provide a clear management structure to communicate all project information.

## RealTerm Energy Can Help You:





## 5.1. GIS Inventory Survey

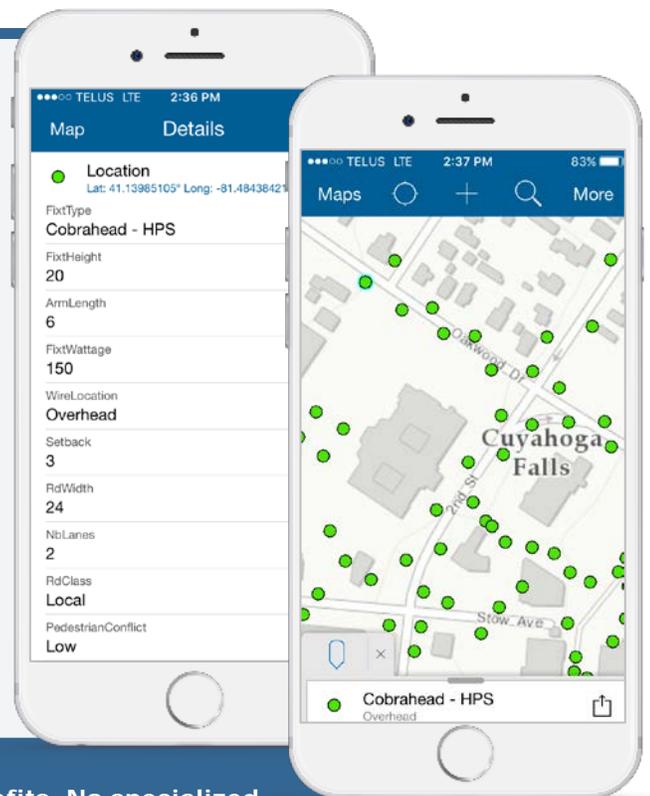
The GIS inventory is a critical component of our approach. Our project team collects all the baseline geospatial streetlight data required to develop a comprehensive photometric design plan of your new LED street lighting network.

Your staff will find that asset management is now easy. They will be able to identify each individual light in the system and view its history and characteristics.

RealTerm Energy uses a customized ESRI application to capture and record detailed street light data and measurements.

The GIS-based application records and verifies the following characteristics:

- Exact pole location (longitude, latitude)
- Unique ID number
- Fixture type, wattage and mounting height
- Pole setback from edge of pavement
- Arm length
- Pole material (steel, aluminum, wood)
- Pole ownership
- Connection location (overhead or ground)
- Road classification and pedestrian activity
- Decorative data (pole color, photocell)
- Street name



**Our mobile street lighting app offers significant benefits. No specialized equipment or expensive software licenses are required for the Town's authorized users to access the survey data online and all data can be easily exported to MS-Excel.**

Access the link below to view a work product sample of RealTerm Energy's street light map:

<http://arcg.is/2dzu9SA>

Troy and Banks Smart Solutions

RealTerm Energy has partnered with Troy & Banks Inc., a professional cost management and consulting firm specializing in solutions to reduce utility and telecommunications expenses based out of Buffalo, NY. They will perform the GIS inventory survey for the Village.

PROJECTS COMPLETED TOGETHER		
		
Municipality	# of Fixtures <u>Before</u> GIS Survey	# of Fixtures <u>After</u> GIS Survey
Watertown, CT	1,205	1,276
Holden, MA	1,655	1,836
Great Neck, NY	740	792



## 5.2. Photometric Design

RealTerm Energy's in-house design team uses GIS-based inventory data to create photometric design plans that optimize lighting quality, safety levels and energy savings.

- All designs follow the RP-8-2014 Roadway Lighting recommendation produced by the IES.
- They are done in accordance with LEED-ND (Neighborhood Development) and specifically, with GIB Credit 17-Light Pollution Reduction.
- Each design reduces back-light and up-light while delivering the required light to the targeted area.
- Light trespass and Dark Sky considerations are incorporated to avoid light pollution.
- Designs allow for local choice of color temperature (i.e. 3000k, 4000k, or a hybrid approach)



“Many municipalities seemed to be going with a one-for-one replacement. We liked the GIS mapping, and the design process brought additional value to the project.”

Barry Thompson, Manager of Energy Management, City of Barrie, ON

Figure 1: The sample graphic above is a digital rendering of RealTerm Energy's photometric calculations, taking into account the GIS inventory survey data and the lighting recommendations for the given street, intersection, sidewalks and pedestrian crosswalks.

Our team delivers the most efficient design methodology to achieve standardized designs that meet the RP-8-2014 guidelines wherever possible, thereby reducing the number of over- or under-lit roadways. While every effort is made to use RP-8-14 in all instances, concerns specific to the Village will be addressed by the design team (such as adding or reducing light levels where desired by the Village). Unique regional characteristics such as neighborhoods, schools, hospitals and areas with higher levels of street crime, accidents and/or vehicle-bicycle-pedestrian conflicts, are taken into account.



### 5.3. Investment Grade Audit Report

The Investment Grade Audit (IGA) report will provide the City with 1) a complete analysis of your current streetlight infrastructure's performance and 2) a comparison of the status quo energy consumption with the post-conversion LED system, using highly accurate data from the custom photometric designs.

This bankable report is based on precise, fixture-by-fixture inventory and design, and provides the optimal fixture types, wattages, light distributions and quantities for approval by the City and for procurement. It is easily understood and acts as a helpful tool for communicating the advantages of the LED conversion to non-expert decision-makers, stakeholders and community members.



### 5.4. Procurement

RealTerm Energy will carry out the procurement of all the necessary equipment and installation services.

#### Selection of LED Supplier(s)

RealTerm Energy will use a competitive bidding process, involving non-proprietary performance specifications describing relevant photometric, electrical, physical, and durability characteristics of the luminaires, to select a luminaire supplier(s). The City will be requested to review and approve the luminaires based on the RealTerm's recommendation and on the specifications required by the City.

The RealTerm Energy team has directly handled the procurement of approximately 150,000 streetlight fixtures in the last 3 years working with the major LED streetlight manufacturers.

Municipalities we've worked with know that we will only design LED streetlight systems using products from reputable manufacturers. These manufacturers must be financially solid, certified, proven and supply the highest quality luminaires accompanied by appropriate warranties. Various fixture characteristics are reviewed during the selection process such as color temperature, color rendition index, distribution pattern, efficacy, etc., and the impacts of each.

## Selection of Installation Contractor

RealTerm Energy will work with the MUNISHORT to develop detailed installation specifications and through a competitive procurement process, to engage a firm, authorized by the electric utility, to install the light fixtures.

Our experience gained from preparing 160+ Installation Quote Requests (IQRs) will ensure a proper tender for installation services is developed in collaboration with the City and any other relevant stakeholders. Our team has learned that a more detailed and clear quote request will eliminate delays during the construction phase and will establish a better working relationship with the selected contractor as the project progresses.



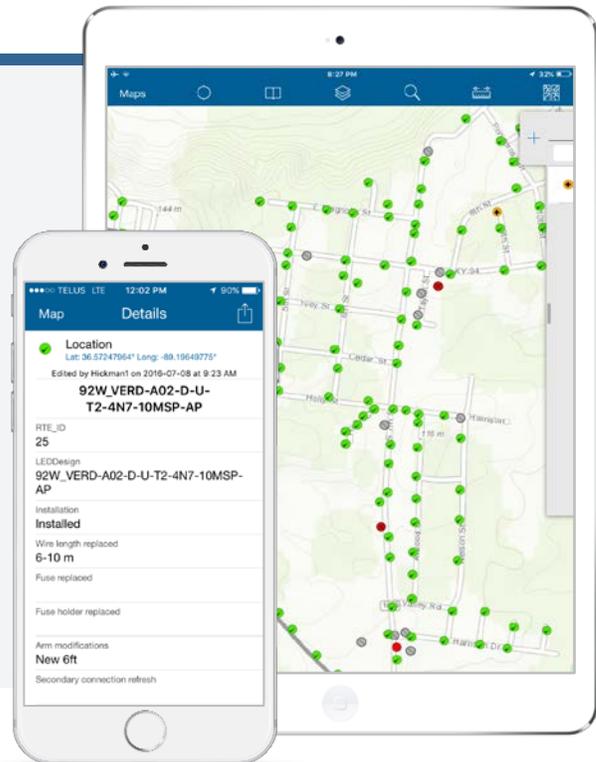
## 5.5. Installation

### Oversight of Installation

Our project manager and field installation supervisor outline installation protocol and provide all necessary training for each team of installers. This ensures that all work is done to the highest standards and is fully documented. Procedures are worked out in advance to ensure a safe working environment and to establish guidelines for handling exceptions and reporting problems.

All installation personnel will use RealTerm Energy's customized GIS streetlight app, which builds on the GIS survey and design data. Use of this app is extremely important as it tells the installation crew what LED luminaire to install at each individual location and confirms what has been installed and removed. Team members and any municipal stakeholders can review project progress in real-time.

The installation team can also use the app to view and/or record any streetlight infrastructure that requires a return trip for unexpected repairs and/or new wiring.



## Installation Protocols

Our field-tested highly efficient installation protocols:

- Minimize disruption to traffic, pedestrians and residents
- Minimize the installation timeline
- Maximize safety standards
- Maximize installation crew efficiency

## We Think Local

Our goal is to identify and contract with qualified local electrical contractors for the conversion of your streetlights. We train them in best practices and the use of the latest technology which we provide. This technology allows them to know exactly which streetlight to install in each location and provides detailed documentation to the City that the correct equipment was installed.

## Media and Community Outreach

Our Marketing team provides the City with resources for media and community outreach such as press releases, frequently asked questions, and white papers on key topics. RealTerm Energy staff are also available for open houses, council meetings, and other community outreach events.

## Quality Control and Spot-Checks

Quality control verifications are initiated as soon as the installation begins to verify that all standards are being met. We ensure that fixtures are mounted level, that all connections are secure, and that proper safety equipment is in place both for the workers as well as the site. We remain in constant communication with the City's staff and respond to any issues raised by community members throughout the installation process.

## Billing Changes

The tremendous benefit of your energy savings won't be realized until the energy bills from your utility are adjusted to reflect the new lower kW consumption of the new LED street lights.

Revised billing usually begins the very next billing cycle after installation is completed. Our proven experience with over 40 utilities to date reveals that billing changes have never been refused nor delayed due to our accurate data and efficient procedures.

## Environmental Management Plan (EMP)

RealTerm Energy will develop an Environmental Management Plan (EMP) together with the installation contractors to respect the requirements for identifying, handling, storing, and shipping of fixtures, and of the hazardous materials resulting from the removal and recycling of the existing luminaires. Our team will maintain organized disposal records for reference as needed.



## 5.6. Closeout

Upon completion of the contract, RealTerm Energy transfers a Commissioning Binder (on paper and on a USB key) to the City. This ensures that you and your team have all the necessary and complete information going forward. This will include but is not limited to:

Closing and Contractor letters	Disposal approvals
Luminaire and photocell warranties	Lighting designs
Cost outline	Customer Care information
All collected metadata on the street lights and their LED replacements	Final installed mapping (ESRI, KMZ and Excel Spreadsheet Format)
Insurance	Emergency contact details of our key staff
Final incentive and/or rebate application documentation	Billing change confirmation from the utility

## 6. CONCLUSION AND NEXT STEPS

We are available to meet with municipal staff either in person or by video conference to review this proposal, answer any questions you may have, and gain a better understanding of your lighting needs and objectives.

The next steps for implementing this new technology and seeing energy and maintenance savings are as follows:

1. **Recommendation from Staff to Council to proceed** (RealTerm Energy Personnel are available to make a presentation to Council on the contents of this proposal)
2. Letter of Intent (LOI)
3. RealTerm Energy commences our Investment Grade Audit of your Streetlight network
4. Data Collection (GIS/GPS mapping and physical parameters)
5. Review of Energy and Maintenance Records
6. Photometric Analysis and Detailed Lighting Designs
7. Final Fixture Selection
8. Economic Models and Savings Forecasts
9. Preparation of Project Financing
10. Final Costing and Timetable for Completion
11. Presentation of Findings to Staff/Council
12. Approval by Council (if required)

## 7. VALUE ADDED SERVICES

### Troy and Banks Smart Solutions – Forensic Audit

One of Troy & Banks' core specialties is its forensic audit of municipal street lighting, aimed at identifying errors in utility rates, tariffs and service options. Troy & Banks has recovered over \$500 million for its clients and has performed over 10,000 utility audits in all 50 states.

**Troy and Banks is offering their contingency-based forensic audit on your utility bills. All fees are paid from the refund or reduction in the costs charged to the municipality. The municipality only pays if they receive a refund or savings.**

Some of its street light audit clients and their savings include: Town of Cheektowaga, NY - \$300,000, Town of Dewitt, NY – \$261,000, City of Buford, GA - \$76,000, Village of Royal Palm Beach, FL - \$21,000, and City of Virginia Beach, VA - \$16,000.

#### City of Buffalo

The City of Buffalo issued an RFP bid for streetlight consulting services, which was subsequently awarded to Troy & Banks.

Over the course of the street light portion of the audit, Troy & Banks found that the City of Buffalo was being charged for 3,500 luminaires that did not exist. The disparity was a data entry error of the part of the city's electricity provider, National Grid, which resulted in **\$1.1 million** in overcharges.

## 8. COMPANY PROFILE

### 8.1. RealTerm Energy

RealTerm Energy is an international leader in providing energy-efficient turnkey LED street lighting conversions for cities. Over 175 municipalities have selected RealTerm Energy for such projects over the past three years.

Our group of 40 full-time employees is dedicated exclusively to designing and executing high-quality and cost-effective LED street light conversions for cities. We have complete GIS, lighting design, project management, implementation, government relations, and client services departments.

Cities we've worked with quickly recognize that RealTerm Energy lives and breathes its business. Our team's innovative technical and operational processes ensure we accomplish what we set out to do – in short, what we promise at the onset of a project. This approach results in municipalities finding we are tenacious when it comes to making things right. Should any issues arise during or post a project, we'll all work together until they're resolved.

RealTerm Energy's solid expertise with similar conversions enables us to provide the scope of services you are seeking. Our combined teams are equipped with the resources they need, and the on-the-ground experience, to complete this project on time and on budget for the City.

#### Realterm (Parent Company)

Founded in 1991, Realterm is a privately-held international on-airport real estate operator and leader in infrastructure and logistics strategies, with installations in North America, Europe, and Asia. Since its inception, Realterm has grown steadily, currently managing over \$3 billion in assets. RealTerm Energy, established in 2013, is the division of Realterm that was created to deliver best-in-class technological, managerial and financial solutions for efficient energy-related projects to municipalities and public authorities.

*"The LED streetlight conversion project went very smoothly. RealTerm Energy developed an installation protocol that allowed them to work rapidly, while doing the job right. The RealTerm team converted 10,622 High Pressure Sodium lights to LED in three months (57 working days). We had very few complaints on any aspect of the project, especially considering this change impacted virtually every resident in Barrie."*

Barry Thompson, Manager of Energy Management  
City of Barrie, ON

### Company Mission

RealTerm Energy's mission is to deliver future-ready "Smart City" solutions that allow forward-thinking communities to reduce energy costs, improve the quality of life of citizens, and protect the environment. Building on RealTerm's expertise as a leader in logistics infrastructure, RealTerm Energy delivers best-in-class technological, financial, and managerial solutions for efficient energy-related projects to municipalities and public authorities.

### Municipal Associations

Two major North American municipal associations have selected RealTerm Energy as a preferred provider of LED street lighting services: Connecticut Conference of Municipalities (CCM) and Ontario's Local Authority Services (LAS). Similarly, the Metropolitan Area Planning Commission (MAPC) of Massachusetts has partnered with RealTerm Energy in their street lighting conversion program.

## 8.2. Summary of Projects by Phase

The table below provides an overview of all our past and current LED street lighting projects, valued in excess of \$100M.

PHASE	PROJECTS	STREETLIGHTS
Installed	250	108,773
Installation phase	20	22,138
Inventory Survey, Design, and Procurement	101	50,365
<b>Total</b>	<b>371</b>	<b>181,276</b>



**Proud to be recognized by the World Bank.**

RealTerm Energy's "remarkable" partnership in the joint-procurement model developed with LAS and the Association of Municipalities of Ontario has been recognized by the World Bank as being among the most efficient and successful delivery models in the world.

The World Bank Group estimates that 20% of global electricity is consumed by lighting and it projects that widespread adoption of LED lighting can reduce that to 7%. We are proud to join the World Bank's efforts to increase energy efficiency and lower greenhouse gas emissions as we continue to expand to new jurisdictions. Access our homepage to view the complete case study:

<http://www.realtermenergy.com/>

### 8.3. Recently Awarded Projects

RECENTLY AWARDED PROJECTS		
Municipality	Fixtures	Scope of Work
City of Brockton, MA	8,761	Consulting Services
City of Biddeford, ME	2,325	Turn-key Conversion
Holden Municipal Light Dept., MA	1,655	GIS Audit
City of South Portland, ME	1,597	Turn-key Conversion
City of Newark, NY	1,500	Turn-key Conversion
Town of Watertown, CT	1,160	Consulting Services
Town of Seymour, CT	1,133	Turn-key Conversion
Town of Great Neck, NY	800	Turn-key Conversion
Town of Rockland, ME	704	Turn-key Conversion
Town of Falmouth, ME	597	Turn-key Conversion
Town of Wells, ME	500	Turn-key Conversion
Town of Mt. Desert, ME	294	Turn-key Conversion

## APPENDIX A: LUMINAIRE SPEC SHEETS

Please refer to the zip file attached in our email to access the Luminaire Specification Sheets.

## DISCLAIMER

This confidential Proposal is being provided to the City of Auburn for the sole purpose of demonstrating various options for the City to consider in designing and upgrading its street lighting network to LED technology, (the "Project") including evaluating a possible shared energy savings partnership, and is not to be used for any other purpose or made available to any other party without the prior written consent of RealTerm Energy.

This Proposal contains select information about the Project and the LED Street Lighting market, but does not contain all of the information necessary to evaluate the exact energy savings potential of the Project. The financial projections contained herein (or in any other Evaluation Material, including any computer diskettes) are for general reference only. They are based on assumptions relating to the overall market and historical data, among other factors. Accordingly, actual results may vary materially from such projections.

While the information contained in this Proposal and any other Evaluation Material is believed to be reliable, RealTerm Energy cannot guarantee its accuracy or completeness. Prospective clients or other parties authorized by the prospective client to use such material solely to facilitate the prospective client's investigation are advised to make their own independent investigations, projections and conclusions regarding the energy savings of the Project without reliance on this Proposal or any other Evaluation Material. Although additional Evaluation Material, which may include engineering, system design or other reports, may be provided to qualified parties as the evaluation period proceeds, prospective clients should seek advice from their own attorneys, accountants, engineers and street lighting experts.

RealTerm Energy expressly reserves the right, at its sole discretion, to reject any offer to partner or to terminate any negotiations with any party at any time upon written notice to the client. RealTerm Energy shall have no legal commitments or obligations to any prospective client unless and until a written term sheet has been fully executed, delivered and approved by RealTerm Energy.

This Proposal is the property of RealTerm Energy and may be used only by parties approved by RealTerm Energy.

# Cities of Rockland, South Portland and Biddeford, and Town of Falmouth, Maine

## Request for Qualifications - Conversion of community street light system to LED fixtures and from utility owned to municipally owned and maintained fixture on utility owned poles.

January 28, 2016

The four communities are inviting qualified companies to submit proposals for the design and implementation of community-wide street light enhancements and conversions to LED fixtures. **Proposals must be submitted no later than 2:00 PM on February 25, 2016.**

### I. GENERAL

#### A. Project Background

Maine's municipalities incur significant annual costs related to street lighting. Through this RFQ, the participating municipalities "PM" are interested in selecting a service provider to assist them in reducing streetlight costs by retrofitting their streetlights to LED technology. The PM anticipate that the scope of work may include street lights mounted to utility owned poles, decorative streetlights, parking facility lighting, lighting controls, etc., in the LED conversion process. A profile of each participating municipality is included in Attachment A. Detailed billing for all street lights attached to utility poles is also attached.

#### B. Scope of Services

PM are seeking proposals from qualified service providers (referred to variously as "proposer", "firm", or "contractor") This proposal is to be a turn-key proposal that includes: undertaking an IGA (Investment Grade Audit) of the street lights and their attributes, performing an independent and certified lighting design analysis which includes designing each unique street to either an RP 8-14 standards where applicable or at a standard to be specified; providing a comprehensive financial analysis to indicate ROI (Return On Investment), savings and payback period; completing all applicable incentive applications; carrying out all procurement requirements; applying on behalf of the PM for all available grants and rebates relating to the LED conversion project; performing project management functions; undertaking or overseeing the LED luminaire installation and the recycling/disposal of all waste material; and identifying any Financing Options that the supplier can provide. The service provider must also demonstrate experience in performing street light acquisitions from Electric Utilities or submit a detailed approach to how best perform an acquisition and the options associated with an acquisition.

#### C. Non-Compete

PM plan to select a firm that will provide the services requested in this RFQ, including but not limited to LED streetlight conversions and streetlight maintenance services for public entities in Maine. If selected, the firm shall agree to provide such services to Maine municipalities, individually or collectively.

#### **D. Conflict of Interest**

PM seek to work with firms that represent consumers, not suppliers, avoiding both the appearance, as well as any actual conflict of interest. Any subsequent disclosure of a conflict of interest after the award has been made, but which existed at the time of proposal submission, will be grounds for termination of any resulting contract

## **II. PROPOSAL FORMAT**

Proposals must be submitted in the following format using the numbering sequence outlined below. This is the minimum information to be provided and will be used in the evaluation process. Proposals are to be limited to a maximum of 25 pages excluding addendums

#### **A. Covering Letter**

A covering letter signed by an authorized representative of the company of Proposer shall outline the intent of the response and shall state that the information contained in the Proposal accurately describes the services to be provided

#### **B. Company Profile**

- Provide a description of the Proposer's company or business, purpose, history and successes, including the number of years in LED street lighting business and major successes.
- List any similar projects, the client/owner, and the approximate value of the work.
- List similar partnerships with municipalities including collaborations with groupings of municipalities to carry out LED lighting upgrades
- Extensive knowledge of relevant legislation, standards, including the knowledge of available grants and rebate programs
- Describe any unique technologies pertinent to improving street lighting projects
- Knowledge of local municipal operations and maintenance requirements
- Experience in assisting municipalities with evaluation and acquisition of their streetlights from electric utilities.

#### **C. Key Personnel**

Identify key personnel that would be employed for this program and provide a detailed resume/CV of their relevant experience, education & successes. Key personnel should demonstrate ample experience in managing turn-key street lighting projects.

#### **D. References**

Include a list of at least three (3) projects that the Proposer has successfully completed an LED retrofit and provide associated references and contact information for the persons or organizations

that engaged the Proposer. By submitting a proposal, the Proposer consents to PM contacting these references, and consents to PM also contacting any other organization for the purposes of evaluating the Proposal.

## **E. Approach**

Describe the approach and/or process proposed to address the project requirements. Include any notable methodologies, tools and techniques, and their respective suitability to this project. Also provide a project plan that reflects your proposed approach/process and demonstrates your ability to meet the milestones.

The following key components must be included in the approach description:

### **1. Audit**

The provider will determine the existing street and outdoor light inventory via a Geographic Information Systems (GIS) inventory assessment of all the streetlights and outdoor lights included in the project. The provider should list the attributes that they collect and describe how they relate to the design process.

During the inventory assessment, the provider will report and review all issues with the PM weekly so that the PM may begin to address them in order to minimize any delay on the eventual conversion.

The proponent must produce an electronic inventory file suitable for use in common GIS software (e.g. ESRI ArcMap), as well as Microsoft Excel, that contains the required attributes.

Based on the inventory, utility bill analysis, and consultation on controls and/or other products, the Proposer will develop an Audit Report which will include:

- Deficiencies in the current street lighting network
- Baseline energy use, energy cost and operations & maintenance costs
- Estimated retrofit energy use and operations & maintenance costs
- Estimated sources of funding, including rebates
- Calculation of estimated total conversion cost (remaining design tasks, product, and installation), energy reduction, and simple payback

The PM seeks Proposers who can provide the strongest case for why their Audit will be most accurate and support approval by the PM.

## **2. Financial stability**

- Proposer should demonstrate the capacity to finance street lighting projects by having financed or been part of a financing project using an Energy Savings Performance Contract (ESPC).
- Should the PM opt for this type of financing, the Proposer must produce an ESPC contract at the time opt in.

## **3. Design**

The design of an LED network will have a measurable impact on both the life cycle savings as well as overall light quality. Proposers must include a design component in the scope of work.

The determination of adequate light levels for safety of pedestrians, cyclists, and vehicles is guided by the Illuminating Engineering Society (IES) Standard for Roadway Lighting (RP-8-14). The PM recognizes that existing pole placement limits the degree to which IES standards may be met. The PM will look favorably upon proposals that use design methodologies that will best deliver adequate lighting through the PM for the expected life of the products and the PM's desire for specific goals associated with customized lighting levels. IES standards may not be the standard selected by the PM. Additionally, the designer should incorporate an analysis of the following data points to identify target areas that may need special consideration:

- Pedestrian/vehicle and bicycle/vehicle crash data for the last 5 years to identify areas where light levels and/or spacing have affected public safety.
- Important localized land uses (e.g. parks, schools, hospitals, etc.)
- Relative volumes of pedestrian and bicycle activity
- Unique neighborhood characteristics

The provider should describe their design process, including how actual light levels are measured before & after the conversion, and how designs are modified for unique street characteristics.

## **4. Project Management**

Proposers shall describe their approach to Project Management and how this will impact cost, quality control and timing of the project.

- Qualifications and experience of Project Team
- Experience in projects managing multiple projects simultaneously
- Experience in projects managing large LED retrofits (over 1,000 fixtures)
- Detailed description on how the project will be managed including:

- A description of the methods to be employed in the performance and coordination of the work that will control the scope, quality, schedule and cost of the Project
- The anticipated risks and assumptions that will be part of completing the Project
- Any special challenges or considerations foreseen by the Proposer and proposed solutions for each.

## **5. Technology Procurement**

### **a. Fixtures**

Describe the process for selecting appropriate fixtures.

The Proposers should develop complete and detailed specifications for LED Luminaires to replace lighting fixtures. The specifications will be non-proprietary performance specifications describing all relevant photometric, electrical, physical, and durability characteristics of the luminaires.

The Proposer should provide details on their method of developing specifications and how that ensures that appropriate quality standards are met.

### **b. Smart Controls and other Smart City solutions**

The Proposer will advise the PM on the use of controls in terms of impact on safety, standardization, and energy and cost savings. The Proposer should be able to present analysis of how controls could impact the total lifecycle costs of the system. The Proposer should also propose to the PM any other value-add systems and discuss with the PM their financial impacts, commercial readiness, and alignment with utility policies.

The Proposer will demonstrate their knowledge and ability to advise municipalities on different Smart City applications to add on to their existing street light infrastructure.

## **6. Installation & Maintenance**

Based on the finalized design, the Proposer will describe their approach to installation and maintenance or oversight as an owner representative. The following elements should be covered:

- Description of Work
- Required installation schedule
- Reference standards
- Submittals
- Quality Assurance and Warranty
- Installation
- Field Quality Control
- Adjusting and Cleaning
- Disposal

## 7. Construction Administration

The Proposer will describe their approach to Construction Administration including the following:

- Perform a sampling of spot-checks on installed lights to ensure proper installation procedures are being followed, especially at the beginning of the project
- Manage data on installations and provide a weekly status update of the of the project
- Confirmation of satisfactory installation completion by install contractor

## 8. Acquisition of Streetlights

The Proposer will describe their experience and methodology for assisting municipalities in acquiring their streetlights.

## 9. Rebates/Incentives

The Proposer will describe their experience and approach to managing rebates/incentives for streetlights on behalf of municipalities.

## F. Value Added Services

The Proposer has the opportunity to propose value added services or products and detail what the Proposer is prepared to supply as part of the contract.

## G. Additional Information

The proposer may provide any other information that may be relevant for the review and evaluation of the prospective vendor's experience or capabilities.

## H. Project Schedule

The selected Proposer shall be expected to begin work immediately upon contract signing and complete the tasks in their entirety within a reasonable yet aggressive schedule. The dates below indicate desired dates for the completion of project milestones however the PM anticipates guidance from the selected Proposer to refine the project schedule.

- January 28, 2016 Issue RFP
- February 8, 2016 11:00 AM EST - Pre-bid meeting (*Falmouth Town Hall, 271 Falmouth Road, Falmouth Maine or via conference call by dialing 207- 699-5399. All participants who plan to use the conference call to attend the meeting must pre register with Nathan Poore by e-mail at [npoore@falmouthme.org](mailto:npoore@falmouthme.org).*)
- February 25, 2016 Deadline for Submission of Proposals
- March 1, 2016 Interviews with lead proposer(s)
- March 3, 2016 Select consultant
- March-May 2016 Meet with staff, utility and other stakeholders
- April 2016 Audit

- May-June 2016 Design and product selection
- July 2016 – Aug 2017 Installation

#### **I. Submission**

Nine (9) paper copies and four digital copies of the proposal must be submitted. No facsimile or e-mail submissions will be considered. Please submit the electronic copy as a disc or thumb drive in PDF format and enclose with your paper copies. Submission delivery instructions – see Section K.

#### **J. Proposer Selection**

At its discretion, the Municipalities may select a firm outright or select a finalist(s) for in-person interviews. The Municipalities reserve the right to negotiate directly with the firm selected for additional project work at a negotiated contract for services. The Municipalities reserve the right to accept or reject any or all proposals for any reason, to negotiate with any individual or firm and to select one or more of the proposals. Attachment B includes a table that identifies the selection criteria which will be used to rank proposals.

#### **K. Questions**

The Town of Falmouth will administer all aspects of this RFQ. Questions regarding this RFQ may be directed, in writing, to Nathan Poore, Town Manager, Falmouth Maine via e-mail at [npoore@falmouthme.org](mailto:npoore@falmouthme.org). All submitted inquiries and responses will be posted to the Town of Falmouth web site in an area dedicated to bids/RFP/RFQ <http://www.falmouthme.org/current-bids-rfps/pages/current-bids-rfps>

#### **Deadline for Submissions:**

**All responses to this Request for Qualifications must be received by the Town of Falmouth no later than February 25, 2016, 2:00 PM.** Proposals should be sent to: Nathan Poore, Town Manager, Town of Falmouth, 271 Falmouth Road, Falmouth, Maine 04105. Proposals shall be labeled “RFQ – Street Lights.”

## ATTACHMENT A – Participating Community Profile

COMMUNITY PROFILE	Approximate Units
<p><b>Falmouth, Maine</b></p> <ul style="list-style-type: none"> <li>• Road Miles</li> <li>• Street Lights attached to public utility poles and scheduled for replacement through this project</li> <li>• Population</li> </ul>	<p style="text-align: right;">78</p> <p style="text-align: right;">700</p> <p style="text-align: right;">11,185</p>
<p><b>Rockland, Maine</b></p> <ul style="list-style-type: none"> <li>• Road Miles</li> <li>• Street Lights attached to public utility poles and scheduled for replacement through this project</li> <li>• Population</li> </ul>	<p style="text-align: right;">57</p> <p style="text-align: right;">704</p> <p style="text-align: right;">7,297</p>
<p><b>South Portland, Maine</b></p> <ul style="list-style-type: none"> <li>• Road Miles</li> <li>• Street Lights attached to public utility poles and scheduled for replacement through this project</li> <li>• Population</li> </ul>	<p style="text-align: right;">153</p> <p style="text-align: right;">1,597</p> <p style="text-align: right;">25,002</p>
<p><b>Biddeford, Maine</b></p> <ul style="list-style-type: none"> <li>• Road Miles</li> <li>• Street Lights attached to public utility poles and scheduled for replacement through this project</li> <li>• Population</li> </ul>	<p style="text-align: right;">135</p> <p style="text-align: right;">2,325</p> <p style="text-align: right;">21,277</p>

## ATTACHMENT B – Rating Categories

The following table will be used to rank proposals in the selection process:

RATING CATEGORY	WEIGHT
<p><b>Company Capability &amp; Experience</b></p> <ul style="list-style-type: none"> <li>• Respondent demonstrates strong knowledge of streetlight technology, quality standards, and design requirements.</li> <li>• Respondent has project experience               <ul style="list-style-type: none"> <li>○ Managing or performing all aspects of the project</li> <li>○ With large projects (1,000+ lights) in urban and suburban areas for a PM</li> </ul> </li> <li>• Knowledge of local municipal operations and maintenance requirements</li> <li>• Experience with similar partnerships with municipalities and/or municipal collaborations</li> <li>• Experience or demonstrated understanding of utility requirements and incentives.</li> <li>• Experience in assisting municipalities with evaluation and acquisition of their streetlights</li> <li>• Experience and capability of providing financing</li> <li>• Possession of unique tools and technologies to improve system performance</li> </ul>	30
<p><b>Project References</b></p> <ul style="list-style-type: none"> <li>• For the three project references. Each should:               <ul style="list-style-type: none"> <li>○ Demonstrate high degree of responsiveness to client needs</li> <li>○ References speak highly of all aspects of the project and the key delivery personnel</li> </ul> </li> </ul>	15
<p><b>Qualifications &amp; Experience of Project Team</b></p> <ul style="list-style-type: none"> <li>• Sufficient staff to support project implementation</li> <li>• Employees that will staff this project have:               <ul style="list-style-type: none"> <li>○ Experience performing or managing all aspects of the project (i.e. audit through verification)</li> <li>○ Experience on the projects listed as references</li> <li>○ Connections with the appropriate utility reps</li> <li>○ Experience managing a project in this region</li> <li>○ Appropriate training/certifications</li> </ul> </li> </ul>	25
<p><b>Project Approach</b></p> <ul style="list-style-type: none"> <li>• Describes a coherent, convincing plan to meet or exceed requirements of scope of work for all tasks               <ul style="list-style-type: none"> <li>○ Includes a detailed schedule that accelerates implementation where possible</li> <li>○ Includes a description of a rigorous Audit Report that can be used to support financing of the remaining project costs</li> <li>○ Includes a design approach that will meet the PM’s goals of safety, standardization, and minimizing lifecycle costs</li> <li>○ Includes a project management approach which demonstrates efficiencies in time and cost</li> <li>○ Describes the PM’s involvement in all phases and describes an efficient use of their time and resources (e.g. efficient plan for meetings, use of police details or avoiding them)</li> </ul> </li> </ul>	30



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

**Author:** Peter Crichton, City Manager and Jody Durisko, Executive Assistant, City Manager's Office

**Subject:** Maine Service Centers Coalition

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**Information:** The Maine Service Center Coalition provides advocacy efforts for the state's service center communities with the legislature, federal government, and any other influential group. They are strong advocates for restoring municipal revenue sharing and other municipal revenue sources. They work with local legislators, federal officials, municipal leaders, and lobby with other service center municipal officials at the State House. Efforts last year included helping to prevent or mitigate attempts to decrease municipal revenue sharing which would result in higher property taxes on municipalities around the state.

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**City Budgetary Impacts:** Membership to the Maine Service Center Coalition is set at twelve cents (12¢) per capita based on the city's population. The dues for the City of Auburn are \$2,730.84 for a population of 22,757.

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**Staff Recommended Action:** To join the Maine Service Centers Coalition as soon as possible.

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**Previous Meetings and History:** City has been a member previously. It is in the best interest of the city to rejoin the Coalition.

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**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Denise M. Clavette

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**Attachments:**

# MAINE SERVICE CENTERS COALITION

60 Community Drive • Augusta, Maine 04330 • (207) 623-8428

William Bridgeo, Chair  
City of Augusta  
(207) 626-2300

December 20, 2017

Catherine Conlow, Vice Chair  
City of Bangor  
(207) 992-4204

Mr Peter J Crichton, City Manager  
City of Auburn  
60 Court St  
Auburn, ME 04210

Scott Morelli, Secretary  
City of South Portland  
(207) 767-3201

Christine Landes, Treasurer  
Town of Bethel  
(207) 824-2669

Dear Peter:

The 2018 Maine Legislative Session is about to begin. I wanted to take the opportunity to extend an invitation and ask that you consider rejoining the Maine Service Centers Coalition and provide dues support for this organization and the many policy initiatives and positions we advocated for on your behalf. The need for your participation in the Maine Service Centers Coalition's advocacy efforts has never been greater. Our efforts in outreach to local legislators, working with local municipal officials and in many cases lobbying with us at the State House were critical to success in defeating or mitigating so many of the attacks directed at municipal revenue streams and services.

This second session of the Legislature again begins with Maine's most onerous fiscal problems not only unsolved but, in many cases not even prudently addressed. While we were successful last year in helping prevent or mitigate some of the most harmful attacks on municipal revenue the cuts that were included in the biennial budget left most of Maine's taxpayers faced with property tax increases that show no sign of abating.

Several significant issues were carried over unresolved from the 2017 session. They include County Jail issues now in the third year deadlocked over a variety of conflicting measures to address stability and adequate funding. Also of particular interest to most municipalities is LD 1629 that proposes wholesale changes to the statutes relating to elderly tax lien foreclosures. The carryover bills also include those dealing with municipal road maintenance responsibility, municipal control of pesticides and opioid use.

Legislative Leaders voted to allow only 93 new bills for the upcoming session but several of those propose changes to motor vehicle excise and sales taxes, additional funding for state correctional facilities and programs, and several bills dealing with expensive program changes in Health & Human Services.

And speaking of expenses, the recent November election resulted in the passage of the citizen initiative that authorizes the expansion of Medicaid. The expansion would cover an additional eighty thousand Maine citizens earning less than \$17,000 per year. The program would draw down \$525 million in federal funds but carries a hefty price tag as Maine's share is estimated to be somewhere between \$55 million (the Legislature's fiscal office) or the \$63 million estimated by Health & Human Services. The Governor has already drawn lines in the sand refusing to consider several possible methods of covering that cost including any tax increases or use of rainy day funds.

(over)

The bottom line is that this "short session" has a potential to negatively impact the General Fund Budget to a significant degree and MSCC will carefully monitor the upcoming budget discussions to prevent any further raids on municipal revenue. We also remain committed to our long term goals of restoring Revenue Sharing and other municipal revenue sources. We will continue to work with a group of organizations to restore full funding to municipalities. Our strategy includes holding every Maine legislator accountable for every vote that impacts municipal revenue and impairs our ability to provide long overdue property tax relief to our citizens. However, as always we will need your help.

We are committed to restoring Revenue Sharing and other municipal revenue sources. We will continue to work with a group of organizations to restore full funding to municipalities. Our strategy includes holding every Maine legislator accountable for every vote that impacts municipal revenue and impairs our ability to provide long overdue property tax relief to our citizens.

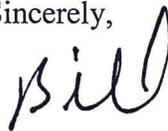
Given the ongoing fiscal problems, the Maine Service Centers Coalition leadership and staff will continue to need your help, support and input. For this Legislative Session, we are again relying upon Richard Trahey and his firm of Maine Governmental Relations for professional lobbying staff support. I believe that this relationship with Richard has benefited the Coalition greatly in providing us access to policy makers, sound policy advice and effective advocacy services.

We are enclosing the MSCC Membership Dues Invoice for 2018 and hope you will respond favorably. Membership dues are set at twelve cents per capita based on your community's population (established by the 2000 U. S. Census) with a minimum dues payment of \$500 per community. In addition, enclosed please find an informational form that we ask you to update and return to us. Please be sure to note to whom we should rely upon as the principal REPRESENTATIVE and ALTERNATE for your community.

Also, please feel free to contact me directly at the Augusta City Hall (207.626.2300) or by e-mail at [william.bridgeo@augustamaine.gov](mailto:william.bridgeo@augustamaine.gov)

Once again, thank you for your municipality's past support. Together we can make 2018 a productive year for the Maine Service Centers Coalition.

Sincerely,



Bill Bridgeo, Chairperson  
Maine Service Centers Coalition  
Augusta, Maine

Enclosures (3)

*Best wishes to you  
and your family for a great  
holiday season!  
B.*

**MAINE SERVICE CENTERS COALITION**

C/O MAINE MUNICIPAL ASSOCIATION  
60 COMMUNITY DRIVE  
AUGUSTA, ME 04330

Mr Peter J Crichton, City Manager  
City of Auburn  
60 Court St  
Auburn, ME 04210

DATE: December 20, 2017

DUES NOTICE: MSCC-MBR

DATE	DESCRIPTION	POPULATION	AMOUNT
01-01-18	Annual Membership Dues for 2018  [Annual dues are based on 12¢ per capita with a minimum annual dues of \$500.00.]  <i>Thank you for considering membership in the Maine Service Centers Coalition.</i>	22,757	\$2,730.84
		<b>TOTAL AMOUNT DUE</b>	<b>\$2,730.84</b>

Please make checks payable to **MAINE SERVICE CENTERS COALITION**. If you have any questions, contact Theresa Chavarie in the MMA Executive Office at 1-800-452-8786. Thank you.

**MAINE SERVICE CENTER COALITION**

**Resolution for Membership and  
Appointment of Voting Delegate Representative and Alternate**

BE IT RESOLVED that the \_\_\_\_\_  
(City/Town Council or Board of Selectmen)

hereby authorizes membership in the Maine Service Center Coalition for 2018 and designates:

\_\_\_\_\_,  
(name) (position in municipality)

to be the appointed REPRESENTATIVE for the Maine Service Centers Coalition and is therefore authorized to vote at the Maine Service Centers Coalition business meetings.

BE IT FURTHER RESOLVED that the designated ALTERNATE is:

\_\_\_\_\_,  
(name) (position in municipality)

\_\_\_\_\_  
Dated Attested To By:

Please return this Resolution as soon as possible to:

**Maine Service Centers Coalition**  
c/o Theresa Chavarie, Manager, Member Relations  
Maine Municipal Association  
60 Community Drive  
Augusta, Maine 04330  
E-mail: [tchavarie@memun.org](mailto:tchavarie@memun.org)

# MAINE SERVICE CENTERS COALITION

## VOTING DELEGATES - 2018

### Membership Information Sheet

MSCC REPRESENTATIVE	MSCC ALTERNATE
NAME:	NAME:
TITLE:	TITLE:
MUNICIPALITY:	MUNICIPALITY:
MAILING ADDRESS:	MAILING ADDRESS:
CITY/ST/ZIP:	CITY/ST/ZIP:
TOWN OFFICE PHONE:	TOWN OFFICE PHONE:
WORK PHONE:	WORK PHONE:
HOME PHONE:	HOME PHONE:
FAX PHONE:	FAX PHONE:
E-MAIL ADDRESS:	E-MAIL ADDRESS:

RETURN TO:

**Maine Service Centers Coalition**  
c/o Theresa Chavarie, Manager of Member Relations  
Maine Municipal Association  
60 Community Drive  
Augusta, Maine 04330  
FAX: (207) 626-3358  
E-MAIL: [tchavarie@memun.org](mailto:tchavarie@memun.org)



**City of Auburn  
City Council Information Sheet**

**Council Meeting Date:** January 8, 2018

**Order:** 01-01082018

**Author:** Phillip L. Crowell, Jr., Chief of Police

**Subject:** Confirm Chief Crowell's appointments as Constable Process Servers without firearms for the Auburn Police Department and within the City of Auburn.

---

**Information:** Chief of Police Crowell requests that the Auburn City Council appoint Constable Process Servers (city employees and volunteers) without firearms to serve documents in the City of Auburn and Constable Process Servers (private) within the City of Auburn for 2018.

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**City Budgetary Impacts:** N/A

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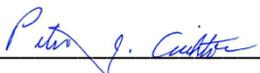
**Staff Recommended Action:** Vote to confirm Chief Crowell's appointments of Constable Process Servers without firearms for and within the City of Auburn.

---

**Previous Meetings and History:** November 6, 2017, January 23, 2017 – Annually and periodically, requests are made for appointments and re-appointments for the next or current calendar year.

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**City Manager Comments:**

I concur with the recommendation. Signature: 

---

**Attachments:**

- Memo from Chief Crowell



# Auburn Police Department

Phillip L. Crowell, Jr. | Chief of Police  
Jason D. Moen | Deputy Chief of Police  
[www.AuburnPD.com](http://www.AuburnPD.com) | 207.333.6650  
60 Court Street | Auburn, Maine 04210

## MEMORANDUM

Date: December 29, 2017  
To: Honorable Mayor Jason J. Levesque and Members of the City Council  
From: Phillip L. Crowell, Jr., Chief of Police

---

### RE: CONSTABLES 2018

We request the following named persons be appointed to serve documents as Constable Process Servers on behalf of the Auburn Police Department and within the City of Auburn for 2018:

Randall Burnham	Constable Process Server	Without Firearm	Re-appointment	Private
Paul Carpentier	Constable Process Server	Without Firearm	Re-appointment	Private
Francis M. Carignan	Constable Process Server	Without Firearm	Re-appointment	Private
Steven Chouinard	Constable Process Server	Without Firearm	Re-appointment	Private
Harry Gorman	Constable Process Server	Without Firearm	Re-appointment	Private
Claire Barclay	Constable Process Server	Without Firearm	Re-appointment	Employee
Kenneth Edgerly	Constable Process Server	Without Firearm	Re-appointment	Volunteer
Jerry Webster	Constable Process Server	Without Firearm	Re-appointment	Volunteer
Glenn Garry	Constable Process Server	Without Firearm	Re-appointment	Volunteer
John Banville	Constable Process Server	Without Firearm	Re-appointment	Employee

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

### ORDER 01-01082018

ORDERED, that the City Council hereby appoint the following named persons to serve documents as Constables Process Servers on behalf of the Auburn Police Department and Constable Process Servers (Private) within the City of Auburn for 2018. Constable Process Servers (Private) are not an agent or employee of the city or entitled to hold himself/herself out as such, and is not authorized to carry a firearm in the performance of his duties, and that his/her authority to act as a constable is limited to private employment as a process server.

Randall Burnham	Constable Process Server	Without Firearm	Re-appointment	Private
Paul Carpentier	Constable Process Server	Without Firearm	Re-appointment	Private
Francis M. Carignan	Constable Process Server	Without Firearm	Re-appointment	Private
Steven Chouinard	Constable Process Server	Without Firearm	Re-appointment	Private
Harry Gorman	Constable Process Server	Without Firearm	Re-appointment	Private
Claire Barclay	Constable Process Server	Without Firearm	Re-appointment	Employee
Kenneth Edgerly	Constable Process Server	Without Firearm	Re-appointment	Volunteer
Jerry Webster	Constable Process Server	Without Firearm	Re-appointment	Volunteer
Glenn Garry	Constable Process Server	Without Firearm	Re-appointment	Volunteer
John Banville	Constable Process Server	Without Firearm	Re-appointment	Employee

## **IN COUNCIL REGULAR MEETING DECEMBER 18, 2017 VOL. 35 PAGE 97**

Mayor Levesque called the meeting to order at 7:00 P.M. in the Council Chambers of Auburn Hall and led the assembly in the salute to the flag. All Councilors were present.

### **I. Consent agenda**

#### **1. Order 119-12182017\***

Confirming Mayor Levesque's recommendations and appointments to various Agencies, Boards, Committees and Commissions.

#### **2. Order 120-12182017\***

Confirming Chief Crowell's appointment Joseph G. Tripp as a Constable with firearm for the Auburn Police Department.

Motion was made by Councilor Titus and seconded by Councilor Walker for passage of Consent items. Passage 7-0.

### **II. Minutes**

#### **November 20, 2017 Regular Council Meeting**

Motion was made by Councilor Walker and seconded by Councilor Fournier to approve the minutes of the November 20, 2017 Regular Council meeting. Passage 5-0-2 (Councilors Hayes and Gerry abstained).

#### **November 27, 2017 Special Council Meeting**

Motion was made by Councilor Titus and seconded by Councilor Walker to approve the minutes of the November 27, 2017 Special Council meeting. 5-0-2 (Councilors Hayes and Gerry abstained).

#### **December 11, 2017 Special Council Meeting**

Motion was made by Councilor Walker and seconded by Councilor Fournier to approve the minutes of the December 11, 2017 Special Council meeting. Passage 7-0.

### **III. Communications, Presentations and Recognitions**

**Recognition** - Public Services Accreditation (Presenter - Gary Losier, American Public Works Association's Region I Director).

Gary Losier formally presented the Auburn Public Services Department with their Accreditation Plaque. Auburn Public Services is the 130<sup>th</sup> out of 133 agencies to receive this accreditation. They are the first in Maine and the first north of Massachusetts to do so. This was a three year process that began in 2014 with close to 400 practices being reviewed. As part of that process, two of the standards developed by Auburn's Public Services Department are now used as models to other communities coming forward looking to achieve accreditation (Snow and Ice Removal and Trench Management).

### **IV. Open Session**

Robert W. Spencer had questions regarding the Troy Street item which is on the agenda under New Business.

**IN COUNCIL REGULAR MEETING DECEMBER 18, 2017 VOL. 35 PAGE 98**

**V. Unfinished Business - None**

**VI. New Business**

**1. Order 121-12182017**

Approving the Liquor License application for Michael Violette, DBA: Upper Level Pizza & Grille, a new business, located at 985 Turner Street. *Public hearing.*

Motion was made by Councilor Titus and seconded by Councilor Fournier for passage.

Public hearing – no one from the public spoke. Passage 7-0.

**2. Order 122-12182017**

Authorizing staff to issue and file with the City Clerk an Order of discontinuance for Troy Street.

Motion was made by Councilor Fournier and seconded by Councilor Walker for passage.

Passage 6-1 (Councilor Titus opposed).

*Public hearing to follow after the vote pursuant to Title 23 §3026-A.*

Robert W. Spencer, a resident of Mechanic Falls inquired about the next scheduled Planning Board meeting and what public notice was given. He stated that this project “is dead” and he expressed concerns regarding this project.

Renee Simonitis, 9 Oak Street Auburn expressed her concerns in regards to this project. Her written comments were given to the City Clerk to include as part of the record.

Joe Gray, Sopers Mill Road, expressed his concerns with this project and the potential parking issues if this project moves forward.

Andy Jackson and Nathan Szanton, developers of this project spoke. Mr. Jackson stated that they believe the community is better off by bringing in safe, quality housing and can build on city investments. He clarified that one parking space per unit is available for these housing projects. He noted that there would be a minimum of 1 year to study parking options and added that there has been a lot of outreach and public notification on the project. Mr. Szanton stated that he appreciated all of the time staff and Council have put into this, and he is happy to answer any questions they may have going forward.

**3. Resolve 05-12182017**

Authorizing the City Manager to provide the Lewiston-Auburn Transit Committee a zero percent interest rate loan not to exceed \$150,000 from the City’s General Fund.

Motion was made by Councilor Gerry and seconded by Councilor Walker for passage.

Passage 7-0.

**VII. Reports**

**Mayor Levesque** – reported that he has attended a lot of meetings and events recently. He attended an event at the Temple Shalom. He attended a ribbon cutting for the Upper Level Restaurant at Norway Savings Bank Arena. He reported that there is a new restaurant on Minot Avenue (Kristy's Cafe) and they will be having a ribbon cutting soon. He also encouraged the public to check out our new monthly newsletter called Auburn Connections which can be found on the City website.

**Councilor Young** - no report.

**Councilor Lasagna** – reported that she will be attending the Auburn Neighborhood Watch meeting on January 11th.

**Councilor Hayes** – invited the public to visit Lost Valley adding that there is a lot happening out there.

**Councilor Titus** – reported that tomorrow afternoon the Sewer District meeting is scheduled, and on Wednesday the Water district will be meeting and there will be a public hearing and vote on their budget and on January 2<sup>nd</sup> the Sunderland Drive Neighborhood Watch meeting will be held.

**Councilor Fournier** – commented on the Norway Savings Bank Arena's new food vendor adding that it is a family owned small business and she wishes them the best. She also mentioned that one of her goals as the Mayor's representative of the School Committee is to have informal meetings with school committee members, in an effort to build relationships and to work collaboratively with them throughout the year. Wednesday will be the first school committee meeting that she will attend. She said she would also like to schedule a meeting with Mamie Ney, the Auburn Public Library Director.

**Councilor Walker** – reported that the United New Auburn Association will be meeting on December 26<sup>th</sup> at 6pm, the Neighborhood Watch meeting will be held on December 28<sup>th</sup> at the Sixth Street Congregational Church, at 6:30pm. He included his report on the Mid Maine Waste Action Corporation (MMWAC) in the agenda packet. The third weekend in January he will be working with the United New Auburn Association, the Recreation Department, and the School Department on a sliding event at Sherwood Heights to be held on Sunday, January 28th. A flyer will be coming out soon.

**Councilor Gerry** – reported on the Lewiston Auburn Transit Committee's (LATC) meeting that she attended and wanted to let everyone know that they usually meet on the second Wednesday of the month at 12:30 PM if anyone would like to attend. She also reported on the ATRC meeting and the Parks and Recreation Advisory Committee meeting that she attended.

**City Manager Crichton** – reported that Assistant City Manager Denise Clavette has been busy working on the strategic planning efforts and the work plan. He noted that we are also looking at the Department Orientation and will work with the Council on how to fit that all in so that it

makes sense to everyone. He provided an update on an initiative the city is doing with a number of municipalities in Maine regarding an agreement the city has entered in with Trafton, Matzen, **IN COUNCIL REGULAR MEETING DECEMBER 18, 2017 VOL. 35 PAGE 100**

Belleau, and Frenette on unfair trade practices regarding opiates. He reported that the Metro Chamber of Commerce has acquired the Lewiston Auburn Growth Council (LAEGC). Last, he reported that Chip Morrison has provided Lewiston and Auburn the documents regarding the work of the Joint Charter Commission.

**Finance Director, Jill Eastman** – November 2017 Monthly Finance Report

Motion was made by Councilor Titus and seconded by Councilor Walker to accept and place on file the November 2017 Monthly Finance Report. Passage 7-0.

**VIII. Open Session** – no one from the public spoke.

**IX. Executive Session** – Discussion regarding a personnel matter, pursuant to 1 M.R.S.A. §405(6)(A).

Motion was made by Councilor Walker and seconded by Councilor Fournier to enter into executive session pursuant to 1 M.R.S.A. §405(6)(A).

Passage 7-0. Time 8:44 PM.

Council was declared out of executive session at 8:58 PM.

**X. Adjournment** - Motion was made by Councilor Titus and seconded by Councilor Fournier to adjourn. Passage 7-0. Time adjourned 8:59 PM.

A TRUE COPY

ATTEST



Susan Clements-Dallaire, City Clerk

OFFICE OF THE MAYOR  
CITY OF AUBURN



PROCLAMATION

**WHEREAS**, Brayden Bashaw, 12-year-old resident of Auburn has spent months making "Ornaments of Hope" to benefit the Barbara Bush Children's Hospital.

**WHEREAS**, Brayden Bashaw, worked with the hospital staff to see how he could make the biggest impact and to follow infection protections guidelines so the gifts are sure to be enjoyed by children in the hospital.

**WHEREAS**, Brayden Bashaw, has raised \$7500, triple what he raised last year to benefit the hospital through crafting and selling pine cone ornaments along with his grandmother's snowmen ornaments in his fundraising campaign called "Ornaments of Hope" and even reached out to the community to get donations for a silent auction.

**WHEREAS**, Brayden Bashaw's efforts have helped the Children at the Barbara Bush Hospital have a better Christmas by purchasing toys for them, purchasing equipment called "Brady Buggys" to help kids with IV's move around, and a pizza party.

**WHEREAS**, Brayden Bashaw was able to expand his reach to help Children in our local hospitals purchasing one Brady Buggy for CMMC and one for St. Mary's Hospital along with toy donations to each.

**NOW THEREFORE** The Mayor of Auburn wishes to commend and thank Brayden Bashaw for his significant contributions to the Barbara Bush Children's Hospital, for giving the gift of hope, spreading holiday cheer, and most importantly, for being a upstanding role model for children and adults alike.



IN WITNESS WHEREOF, I have hereunto  
Set my hand and caused the Seal of the  
City of Auburn, Maine to be fixed this  
8<sup>th</sup> day of January, 2018.

A handwritten signature in blue ink, appearing to read "Jason Levesque".

Mayor Jason Levesque



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

**Order:** 02-01082018

**Author:** Kris Bennett, Project Engineer

**Subject:** Acceptance of Portland Way as a City Street

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**Information:** Maine Source Homes is requesting the City accept Portland Way as a City street.

The street is a rural residential design, 1382' ± in length, with a hammerhead turnaround, and has been constructed to the standards as required by City of Auburn Ordinances, Chapter 46, Article V – Design and Construction Standards. Portland Way is laid out and dedicated for public use on the follow plans approved by the Auburn Planning Board and recorded at the Androscoggin County Registry of Deeds: "Royal River Estates Subdivision", last revised on September 28, 2017 and recorded in said registry in Plan Book 52 Page 33.

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**City Budgetary Impacts:** Additional 0.26 miles of street to maintain for collection of solid waste & recycling and winter maintenance.

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**Staff Recommended Action:** Approve the request to accept Portland Way.

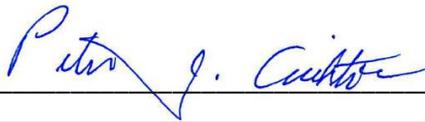
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**Previous Meetings and History:** December 18, 2017 City Council Workshop

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**City Manager Comments:**

I concur with the recommendation. Signature: \_\_\_\_\_

A handwritten signature in blue ink, appearing to read "Peter J. Cudde", is written over a horizontal line.

**Attachments:** Petition to Accept  
Sketch Plan of Portland Way

PETITION TO ACCEPT PORTLAND WAY  
ROYAL RIVER ESTATES SUBDIVISION  
AS A PUBLIC STREET AUBURN MAINE

OCTOBER 20, 2017

To the Honorable Mayor and Council:

The undersigned petitioner(s) respectfully request(s) that Portland Way, Auburn, be accepted as a public street of the City of Auburn and presents and states as follows:

That Portland Way is laid out and dedicated for public use on the plan of Royal River Estates Subdivision. That said plan has been recorded in the Androscoggin Registry of Deeds, Book of Plans 52, Page 33.

That the street has been constructed as required by Chapter 46 of the Revised Ordinances of the City of Auburn.

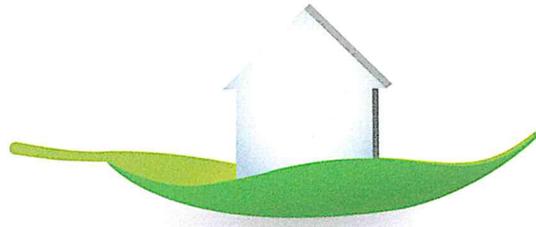
Description of 60' Right of Way extending from Old Portland Road described in the Release of Deed

Attached.

A handwritten signature in black ink, appearing to read 'Mark Turner', is written over a horizontal line. The signature is fluid and cursive.

MSH, LLC

Mark Turner



# Maine Source *Homes*

314 Center Street  
Auburn, ME 04210  
Tel: 207-333-6001 Fax: 207-333-6003

---

October 20, 2017

Kris Bennett, PE  
Project Engineer  
Auburn City Building  
60 Court St  
Auburn Me 04210

RE: Acceptance of Portland Way by the City of Auburn, Maine

Dear Mr. Bennett

Attached please find the required documents prepared for our petition to the City of Auburn to accept the roadway referred to as Portland Way. This road is the only roadway associated with the Royal River project, approved by the Auburn Planning Board on October 17, 2017.

If package deficiencies exist or if you have any questions, please call me directly at 1-207-333-6001.

Regards

A handwritten signature in blue ink, appearing to read 'Mark W Turner', with a stylized flourish at the end.

Mark W Turner  
MSH, LLC

## RELEASE DEED

**MSH, LLC**, a Maine Limited Liability Company, grants to **City of Auburn**, Maine, a municipal Corporation of Auburn, County of Androscoggin, State of Maine

The feet to a certain 60 foot right of way known as Portland Way situated off the apparent easterly sideline of Old Portland Road in the City of Auburn, County of Androscoggin, State of Maine, and being more particularly described as follows:

**BEGINNING** at a 5/8" capped rebar inscribed PLS 1278 on the apparent easterly sideline of said Old Portland Road and the southerly sideline of Portland Way. Said rebar being on a tie line bearing of N 3° 40' 19" E and a tie line distance of four hundred nine and 60/100 feet (409.60') from a 5/8" capped rebar inscribed PLS 1278 on the apparent easterly sideline of said Eastman Lane at the apparent northwest corner of land now or formerly of Thomas H. and Shawna Giberti as described in a deed dated June 24, 2004 and recorded in the Androscoggin County Registry of Deeds in Book 5969, Page 9 and also being at the apparent southwest corner of Lot 1 as shown on a plan of Royal River Estates Subdivision dated March 4, 2008 and recorded in said Registry of Deeds in Plan Book 47, Page 97 and being land now or formerly of Lawrence P. Pooley as described in a deed dated January 8, 2014 and recorded in said Registry of Deeds in Book 8850, Page 66;

Thence, in a southeasterly direction along the southerly sideline of said Portland Way on a curve to the right having a radius of twenty and 00/100 feet (20.00') and an arc length of thirty-seven and 25/100 feet (37.25') to a 5/8" capped rebar inscribed PLS 1278. Said curve having a chord bearing of N 66° 03' 44" E and a chord distance of thirty-two and 10/100 feet (32.10') from the last described 5/8" capped rebar inscribed PLS 1278 at the point of beginning;

Thence, S 60° 34' 41" E along the southerly sideline of said Portland Way, five hundred sixty-eight and 61/100 feet (568.61') to a 5/8" capped rebar inscribed PLS 1278 at a point of curvature;

Thence, in a northeasterly direction along the southerly sideline of said Portland Way on a curve to the left having a radius of two hundred and 00/100 feet (200.00') and an arc length of two hundred fifty-eight and 56/100 feet (258.56') to a point;

Thence, N 45° 20' 56" E along the southerly sideline of said Portland Way, three hundred eighty-three and 56/100 feet (383.56') to a 5/8" capped rebar inscribed PLS 2208 at a point of curvature;

Thence, in a southeasterly direction on the southerly sideline of said Portland Way, having a radius of twenty and 00/100 feet (20.00') and an arc length of thirty-one and 42/100 feet (31.42') to a 5/8" capped rebar inscribed PLS 2208;

Thence, S 44° 39' 04" E along the westerly sideline of said Portland Way, twenty-eight and 00/100 feet (28.00') to a 5/8" capped rebar inscribed PLS 2208;

Thence, N 45° 20' 56" E by the southerly sideline of said Portland Way, sixty and 00/100 feet (60.00') to a 5/8" capped rebar inscribed PLS 2208;

Thence, N 44° 39' 04" W along the easterly sideline of said Portland Way, twenty-eight and 00/100 feet (28.00') to a 5/8" capped rebar inscribed PLS 2208 at a point of curvature;

Thence, in a northeasterly direction on a curve to the right having a radius of twenty and 00/100 feet (20.00') and an arc length of thirty-one and 42/100 feet (31.42') to a 5/8" capped rebar inscribed PLS 2208;

Thence, N 45° 20' 56" E along the southerly sideline of said Portland Way, sixty-nine and 36/100 feet (69.36') to a 5/8" capped rebar inscribed PLS 2208;

Thence, N 44° 39' 04" W along the easterly sideline of said Portland Way, sixty and 00/100 feet (60.00') to a 5/8" capped rebar inscribed PLS 2208;

Thence, S 45° 20' 56" W along the northerly sideline of said Portland Way, a distance of five hundred fifty-two and 93/100 feet (552.93') to a point of curvature;

Thence, in a northwesterly direction along the northerly sideline of said Portland Way, on a curve to the right having a radius of one hundred forty and 00/100 feet (140.00') and an arc distance of one hundred eighty and 99/100 feet (180.99') to a point;

Thence, N 60° 34' 41" W along the northerly sideline of said Portland Way, a distance of six hundred ten and 38/100 feet (610.38') to a 5/8" capped rebar inscribed PLS 1278 on the apparent easterly sideline of said Old Portland Road. Said 5/8" capped rebar also being at the apparent southwest corner of land now or formerly of Frederick L. and Pauline M. Bonney as described in a deed dated July 1, 1976 and recorded in said Registry of Deeds in Book 1012, Page 665;

Thence in a southwesterly direction along the apparent easterly sideline of said Old Portland Road, on a curve to the left having a radius of one thousand three hundred four and 71/100 feet (1304.71') and an arc distance of eighty-eight and 70/100 feet (88.70') to the **POINT OF BEGINNING**. Said point of beginning being on a tie line of S 14° 39' 01" W and a tie line distance of eighty-eight and 68/100 feet (88.68') from last described 5/8" capped rebar.

All bearings above referred to referenced to Grid North - MSPCS Maine West NAD83. Said 60 right of way area consist of 85,760.10 sq.ft. or 1.97 acres.

The above described parcel being known as Portland Way and being shown on a plan entitled "Revision II – Royal River Estates", revised through September 28, 2017 and to be recorded at the Androscoggin County Registry of Deeds.

Meaning and intending to convey a portion and a portion only of the land conveyed to this grantor, MSH, LLC, from Patience Johnson dated May 6, 2009 and recorded in the Androscoggin County Registry of Deeds, Book 7686, Page 200.

In witness whereof, MSH, LLC has caused this instrument to be signed by Mark W. Turner, its member thereunto duly authorized this \_\_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Witness

MSH, LLC

\_\_\_\_\_  
Mark W Turner, Member

STATE OF MAINE

ANDROSCOGGIN, ss

\_\_\_\_\_  
Date

Then personally appeared before me the above named Mark W Turner, who acknowledged the foregoing instrument to be his free act and deed in his said capacity and the free act and deed of MSH, LLC.

\_\_\_\_\_  
Attorney at Law/Notary Public

\_\_\_\_\_  
Print or type name

\_\_\_\_\_  
My commission expires



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

**IN CITY COUNCIL**

**ORDER 02-01082018**

ORDERED, that Portland Way, as laid out on plan and titled "Revision II - Royal River Estates Subdivision", as approved by the Auburn Planning Board, and recorded at the Androscoggin County Registry of Deeds in Plan Book 52, Page 33, is hereby accepted as a City Street as provided in Title 23 M.R.S.A. § 3025 et sequ:



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018 **Order 03-01082018**

**Author:** Douglas Greene, AICP, RLA; Urban Development Coordinator

**Subject:** Order to Discontinue a Section of Troy Street

---

**Information:** A 53 unit apartment (39 workforce and 14 market rate) project has been proposed by the Szanton Company on a vacant city owned property. The Auburn Planning Board unanimously approved the development on Tuesday, December 19, 2017. Part of the project's site development has included the discontinuance of a section of Troy Street between Hampshire Street and Library Avenue. A portion of the discontinued Troy Street Right of Way will be included in the sale of the city owned property to the Szanton Company at a later date. An adjacent property (excess Pan Am Railroad ROW) is under contract with the Szanton Company and would become additional parking for the project. Tonight, the City Council is asked to finalize the discontinuance by approving a motion to Order the Discontinuance and award any damages if any (See motion # 1 in Attachment 3). It has been determined that there will be no damages paid to abutting property owners. The City Council will then make a second motion to file the order of Discontinuance with the City Clerk in Order: 04-01082018. (See motion # 2 in Attachment 3)

**TIMING:** The Order to Discontinue states the discontinuance will take effect upon receiving written notice from the Buyer (the Szanton Company) when they have reasonable confidence that the closing will occur within 90 days, at which time the City's responsibility of maintenance and snow plowing will be removed. After the discontinuance takes effect, the area where vehicles travel will shift from existing Troy Street to a relocated access way/driveway and the public will continue to have the right to pass through between Hampshire Street and Library Avenue. Deeds for the transfer of discontinued Troy Street right of way to both the owners of 29 Library Avenue and the City owned parcel # 240-212 will be prepared along with agreements that address access and the maintenance of the future access/driveway will be finalized prior to the discontinuance taking effect.

**PROCESS:** The Staff is following *State Law Title 23: Transportation; Section 3026-A Discontinuance of Town Ways* (Attachment 2) and is seeking the Council's approval to complete the discontinuance process at tonight's meetings. The Staff has referred to the requirements of *Section 3026-A Discontinuance of Town Ways*:

**Step 1:** Notice has been sent to all abutting property owners prior to December 18, 2017 City Council meeting. (Done)

**Steps 2 and 3:** On December 18, 2017 the Council held a public hearing and had a 1<sup>st</sup> reading on the discontinuance. (Done)

**Step 4:** 10 or more days after the December 18<sup>th</sup> meeting (January 8, 2018), the City Council will hold a public meeting and second reading for the discontinuance.

**This action will consist of 2 motions by the City Council:** (see attached motions)

**1.) A motion to order the discontinuance and award damages and**

**2.) A motion to file the Order of Discontinuance with the City Clerk and to send abutting property owners notice of the Council's actions.**

**Step 5:** The City Clerk will then record a certified Order of Discontinuance with the Registry of Deeds.

**Step 6:** A deed for the discontinued portions of Troy Street will pass to the abutting property owners at the time the discontinuance goes into effect.



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**City Budgetary Impacts:** It has been determined that there will be no damages paid to abutting property owners. Once the Discontinuance takes effect, Public Services will no longer be responsible for the estimated cost snow plowing of (\$11,000 per year) and maintenance of Troy Street. Some costs will be incurred in the preparation of the deeds, legal documents and agreements.

---

**Staff Recommended Action:** The Staff recommends the City approve the 2<sup>nd</sup> reading for Order # 03-01020188 using motion # 1 (Attachment 3).

---

**Previous Meetings and History:** The City Council took action on November 13, 2017 to have Staff proceed with the process of a Discontinuance of a Section of Troy Street and then on December 11, 2017 the Discontinuance was discussed at a Council workshop as part of a Troy Street Development presentation. The City Council held a public hearing and 1<sup>st</sup> reading at their December 18, 2017 meeting. The Planning Board unanimously approved the development at their December 19, 2017 meeting.

---

**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Demise M. Clavette

---

**Attachments:**

1. Order of Discontinuance of a Section of Troy Street and attached map
2. *State Law Title 23: Transportation; Section 3026-A Discontinuance of Town Ways*
3. Suggested Motions # 1 and # 2
4. Council Order # 03-01082018 and map



**Order of Discontinuance of a Road**

**TO:** Residents of the City of Auburn and other Interested Persons

**FROM:** Auburn City Council

---

The Municipal Officers of the City of Auburn hereby orders the discontinuance of a section of Troy Street as a City Way while preserving its use as a public easement, for a distance of approximately 250 feet beginning at the intersection of Hampshire Street and Troy Street. Troy Street is approximately 30 feet wide and begins at the southern side of the intersection of Hampshire Street and Troy Street, whence it runs approximately 250 feet in a generally southerly direction to the northerly intersection of Library Avenue and Troy Street, as shown more particularly on the attached map, (from City Tax Map 240), which is on file at the Economic and Community Development Office, 60 Court Street in Auburn.

Having given best practicable notice to all abutting property owners, we further order damages to the abutting property owners as follows:

Name: <u>Nico Antonio Corrao</u>	Amount: <u>\$ 0.00</u>
Name: <u>Pan Am Railroad</u>	Amount: <u>\$ 0.00</u>

Date: \_\_\_\_\_

\_\_\_\_\_  
Peter Crichton, City Manager

# ATTACHMENT 2

## Maine Revised Statutes

### Title 23: TRANSPORTATION

#### Chapter 304: ACQUISITION OF PROPERTY FOR HIGHWAY PURPOSES

##### §3026-A. DISCONTINUANCE OF TOWN WAYS

A municipality may terminate in whole or in part any interests held by it for highway purposes. A municipality discontinuing a town way or public easement in this State must meet the following requirements. [ 2015, c. 464, §5 (NEW) . ]

Done

→ **1. Notification of discontinuance to abutting property owners.** The municipal officers shall give best practicable notice to all abutting property owners of a proposed discontinuance of a town way or public easement. As used in this subsection, "best practicable notice" means, at minimum, the mailing by the United States Postal Service, postage prepaid, first class, of notice to abutting property owners whose addresses appear in the assessment records of the municipality.

[ 2015, c. 464, §5 (NEW) . ]

Dec. 18th  
City  
Council  
Meeting

→ **2. Municipal officers meet to discuss proposed discontinuance and file order of discontinuance.** The municipal officers shall discuss a proposed discontinuance of a town way or public easement at a public meeting and file an order of discontinuance with the municipal clerk that specifies:

A. The location of the town way or public easement; [ 2015, c. 464, §5 (NEW) . ]

B. The names of abutting property owners; [ 2015, c. 464, §5 (NEW) . ]

B-1. The location of any bridge, as defined in section 562, subsection 2, on the town way or public easement and the status of negotiations with the department with respect to the disposition of the bridge pursuant to section 566, subsection 3-A; [ 2017, c. 154, §3 (NEW) . ]

C. The amount of damages, if any, determined by the municipal officers to be paid to each abutting property owner; and [ 2015, c. 464, §5 (NEW) . ]

D. Whether or not a public easement is retained. [ 2015, c. 464, §5 (NEW) . ]

If a proposal includes the discontinuance of a public easement, that must be stated explicitly in the order of discontinuance; otherwise, the public easement is retained. If a public easement is retained, all other interests of the municipality in the discontinued way, if any, pass to abutting property owners to the center of the way. If a public easement is not retained, all interests of the municipality in the discontinued way pass to abutting property owners to the center of the way.

[ 2017, c. 154, §3 (AMD) . ]

Dec. 18th  
City  
Council  
Meeting

→ **3. Public hearing.** The municipal officers shall hold a public hearing on the order of discontinuance of a town way or public easement filed pursuant to subsection 2.

[ 2015, c. 464, §5 (NEW) . ]

Jan. 8, 2018 City  
Council Meeting

→ **4. Approval of order of discontinuance and damage awards.** Ten or more business days after the public hearing pursuant to subsection 3, the municipal legislative body must vote upon the order of discontinuance submitted to it:

A. To approve the order of discontinuance and the damage awards and to appropriate the money to pay the damages; or [ 2015, c. 464, §5 (NEW) . ]

B. To disapprove the order of discontinuance. [ 2015, c. 464, §5 (NEW) . ]

[ 2015, c. 464, §5 (NEW) . ]

**5. Certificate of discontinuance filed.** The municipal clerk shall record an attested certificate of discontinuance after a vote by the municipal legislative body under subsection 4 in the registry of deeds. The certificate must describe the town way or public easement and the final action by the municipal legislative body. The date the certificate is filed is the date the town way or public easement is discontinued. The registry of deeds shall record a certificate of discontinuance under the name of the town way or public easement, the name of the municipality and the names of the abutting property owners. The municipal clerk shall provide a photocopy of the certificate to the Department of Transportation, Bureau of Maintenance and Operations.

[ 2015, c. 464, §5 (NEW) . ]

**6. Utility easement.** An easement for public utility facilities necessary to provide or maintain service remains in a discontinued town way regardless of whether a public easement is retained. Upon approval by a municipal legislative body of an order to discontinue a town way and retain a public easement, unless otherwise stated in the order, all remaining interests of the municipality, if any, pass to the abutting property owners in fee simple to the center of the way.

[ 2015, c. 464, §5 (NEW) . ]

SECTION HISTORY

2015, c. 464, §5 (NEW). 2017, c. 154, §3 (AMD).

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--



To: Mayor Jason Levesque and the Auburn City Council

From: Douglas Greene, AICP, RLA; Urban Development Coordinator

Date: January 8, 2018

RE: Suggested Motions for the Discontinuance of Troy Street

---

The Maine Municipal Association (MMA) provides guidance to local governments on various legal issues and procedures. In preparing for the City Council's consideration of the proposed discontinuance of a section of Troy Street, the Staff has utilized language from the MMA Roadway Manual, pages 18 and 19 for 2 recommended motions to ensure the process is done properly.

**Motion 1-** "I move that the City Council order the discontinuance of a portion of Troy Street, said road being a City Way approximately 30 feet wide including the right of way, from a point beginning at the southern side of the intersection of Hampshire Street and Troy Street and extending approximately 250 feet in a generally southerly direction to the northerly intersection of Library Avenue and Troy Street and that the following damages be paid to the adjoining property owners as follows: Nico Carrao - \$0.00 ; Pan Am Railroad - \$0.00."

**Motion 2-** "I move that the City Council issue and file with the City Clerk an Order of Discontinuance that accurately reflects the action taken by the City Council to discontinue a portion Troy Street, and that the City Council send abutting property owners best practicable notice of this action without delay."

The Order to Discontinue should be signed at this time and filed with the City Clerk.

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

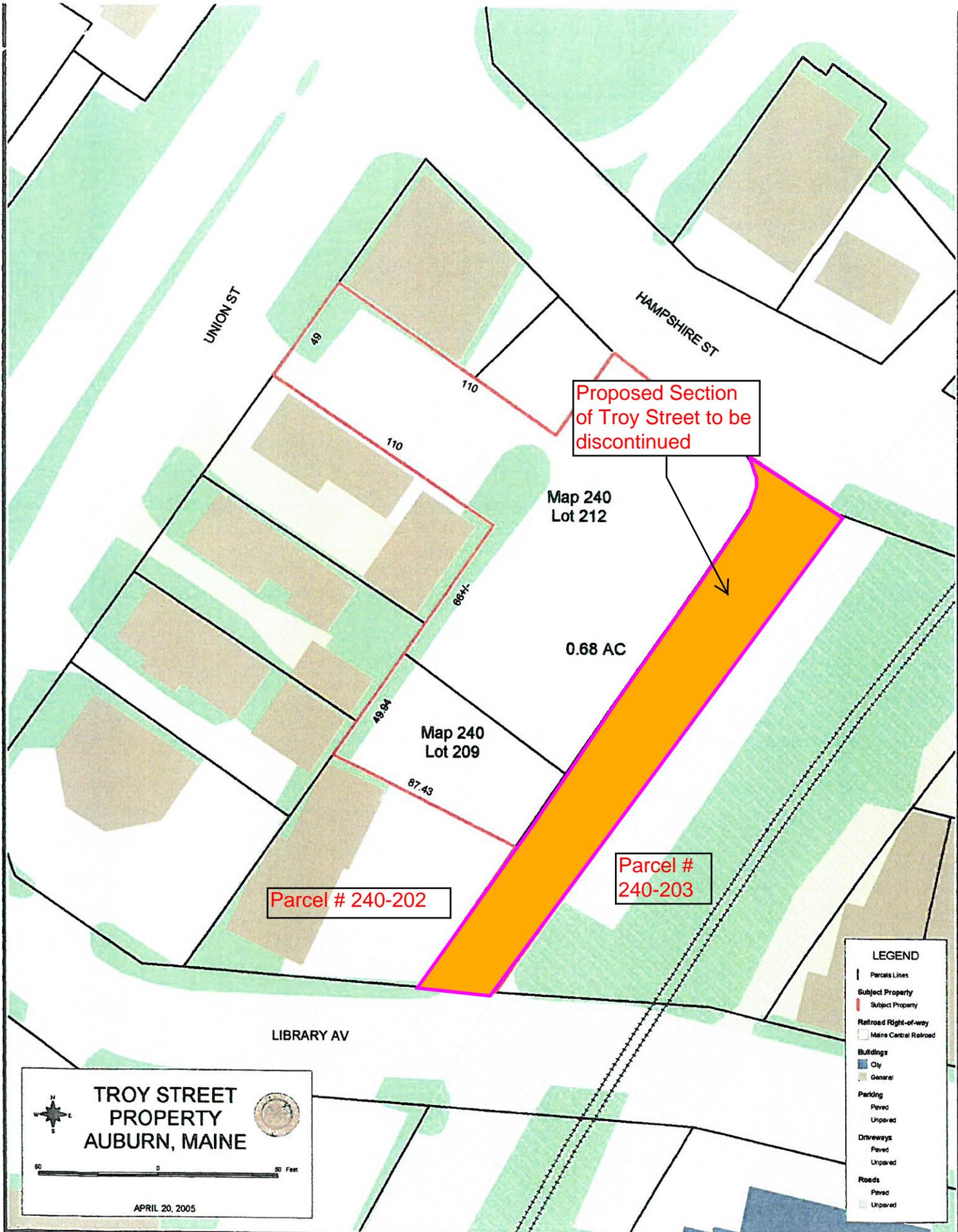
## Attachment 4

Jason J. Levesque, Mayor

### IN CITY COUNCIL

ORDER 03-01082018

ORDERED, that the City Council hereby Orders the Discontinuance of a section of Troy Street as a City Way while preserving its use as a public easement, for a distance of approximately 250 feet beginning at the intersection of Hampshire Street and Troy Street. Troy Street is approximately 30 feet wide and begins at the southern side of the intersection of Hampshire Street and Troy Street, whence it runs approximately 250 feet in a generally southerly direction to the northerly intersection of Library Avenue and Troy Street as depicted on the attached map. The discontinuance will become effective upon receiving written notice from the Buyer (the Szanton Company) when they have reasonable confidence that the closing will occur within 90 days.



Proposed Section  
of Troy Street to be  
discontinued

Map 240  
Lot 212

0.68 AC

Map 240  
Lot 209

Parcel # 240-202

Parcel #  
240-203

LEGEND	
	Parcels Lines
	Subject Property
	Subject Property
	Railroad Right-of-way
	Maine Central Railroad
	Buildings
	City
	General
	Parking
	Paved
	Unpaved
	Driveways
	Paved
	Unpaved
	Roads
	Paved
	Unpaved

**TROY STREET  
PROPERTY  
AUBURN, MAINE**

60 0 50 Feet

APRIL 20, 2005



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018      **Order:** 04-01082018

**Author:** Douglas Greene, AICP, RLA; Urban Development Coordinator

**Subject:** Order for City Clerk to File Discontinuance

---

**Information:** One of the final legal steps taken in the Discontinuance of a Municipal Street is for the City Council to approve a motion to have the City Council issue and file with the City Clerk the Order of Discontinuance.

**Suggested Motion 2-** "I move that the City Council issue and file with the City Clerk an Order of Discontinuance that accurately reflects the action taken by the City Council to discontinue a portion Troy Street, and that the City Council send abutting property owners best practicable notice of this action without delay."

---

**City Budgetary Impacts:** It has been determined that there will be no damages paid to abutting property owners. Once the Discontinuance takes effect, Public Services will no longer be responsible for the estimated cost snow plowing of (\$11,000 per year) and maintenance of Troy Street. Some costs will be incurred in the preparation of the deeds, legal documents and agreements.

---

**Staff Recommended Action:** The Staff recommends the City Council approve the 2<sup>nd</sup> reading of the Motion # 2 (See Attachment

---

**Previous Meetings and History:** The City Council took action on November 13, 2017 to have Staff proceed with the process of a Discontinuance of a Section of Troy Street and then on December 11, 2017 the Discontinuance was discussed at a Council workshop as part of a Troy Street Development presentation. The City Council held a public hearing and 1<sup>st</sup> reading at their December 18, 2017 meeting. The Planning Board unanimously approved the development at their December 19, 2017 meeting.

---

**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Denise M. Clavette

---

**Attachments:**

1. Suggested Motions #1 and # 2
2. Council Order # 04-01082018



Attachment 1

City of Auburn, Maine

Office of Economic and Community Development  
60 Court Street, Auburn, Maine 04210  
www.auburnmaine.gov 207.333.6601

To: Mayor Jason Levesque and the Auburn City Council  
From: Douglas Greene, AICP, RLA; Urban Development Coordinator  
Date: January 8, 2018  
RE: Suggested Motions for the Discontinuance of Troy Street

---

The Maine Municipal Association (MMA) provides guidance to local governments on various legal issues and procedures. In preparing for the City Council’s consideration of the proposed discontinuance of a section of Troy Street, the Staff has utilized language from the MMA Roadway Manual, pages 18 and 19 for 2 recommended motions to ensure the process is done properly.

**Motion 1-** “I move that the City Council order the discontinuance of a portion of Troy Street, said road being a City Way approximately 30 feet wide including the right of way, from a point beginning at the southern side of the intersection of Hampshire Street and Troy Street and extending approximately 250 feet in a generally southerly direction to the northerly intersection of Library Avenue and Troy Street and that the following damages be paid to the adjoining property owners as follows: Nico Carrao - \$0.00 ; Pan Am Railroad - \$0.00.”

**Motion 2-** “I move that the City Council issue and file with the City Clerk an Order of Discontinuance that accurately reflects the action taken by the City Council to discontinue a portion Troy Street, and that the City Council send abutting property owners best practicable notice of this action without delay.”

The Order to Discontinue should be signed at this time and filed with the City Clerk.

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



## Attachment 2

Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

### IN CITY COUNCIL

ORDER 04-01082018

ORDERED, that the City Council issue and file with the City Clerk an Order of Discontinuance that accurately reflects the action taken by the City Council to discontinue a portion of Troy Street and to send abutting property owners best practicable notice of this action.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

Resolve: 01-01082018

**Author:** Denise Clavette, Assistant City Manager and Jody Durisko, Executive Assistant, City Manager's Office

**Subject:** Sesquicentennial (150<sup>th</sup>) Anniversary Committee

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**Information:** To form a Sesquicentennial (150<sup>th</sup>) Anniversary Committee to plan events and/or attractions to celebrate and recognize 150 years for the City of Auburn.

---

**City Budgetary Impacts:** The impact to the budget is unknown at this time; the committee will be working on a fundraising campaign.

---

**Staff Recommended Action:** Support the formation of a Sesquicentennial (150<sup>th</sup>) Anniversary Committee as recommended by Mayor Levesque.

---

**Previous Meetings and History:** N/A

---

**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Denise M. Clavette

---

**Attachments:**

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

**IN CITY COUNCIL**

**RESOLVE 01-01082018**

RESOLVED, that the Auburn City Council hereby supports the formation of a Sesquicentennial (150<sup>th</sup>) Anniversary Committee as recommended by Mayor Levesque.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

Resolve: 02-01082018

**Author:** Denise Clavette, Assistant City Manager and Jody Durisko, Executive Assistant, City Manager's Office

**Subject:** Age-Friendly Community Committee

---

**Information:** To form an Age-Friendly Community Committee to work developing Auburn as a recognizable, innovative and relevant City for the health and well-being of older adults. The Committee will work with the City's elected officials, City staff and committees that have an instrumental role in providing programs and services to the senior population; and the Committee will be committed to and serve in an active role working toward making Auburn and the region a great place for people of all ages. Elements of healthy, vibrant, age-friendly or livable communities have walkable streets, housing, and transportation options, access to key services and opportunities for residents to participate in community activities. (i.e. AARP has a comprehensive network of age-friendly communities in its Age-Friendly Communities program.)

Auburn's Age-Friendly Community Committee will meet regularly and report back to the City Council with its initiatives and progress throughout the year.

---

**City Budgetary Impacts:** None

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**Staff Recommended Action:** Support the formation of a Age Friendly Committee as recommended by Mayor Levesque.

---

**Previous Meetings and History:** N/A

---

**Assistant City Manager Comments:**

I concur with the recommendation. Signature: Denise M. Clavette

---

**Attachments:**

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

**IN CITY COUNCIL**

**RESOLVE 02-01082018**

RESOLVED, that the Auburn City Council hereby supports the formation of a Age Friendly Community Committee as recommended by Mayor Levesque.



## City of Auburn City Council Information Sheet

**Council Workshop or Meeting Date:** January 8, 2018

**Subject:** Executive Session

**Information:** To confer with Counsel regarding their legal rights & obligations, pursuant to 1 M.R.S.A. Section 405(6) (E).

**Executive Session:** On occasion, the City Council discusses matters which are required or allowed by State law to be considered in executive session. Executive sessions are not open to the public. The matters that are discussed in executive session are required to be kept confidential until they become a matter of public discussion. In order to go into executive session, a Councilor must make a motion in public. The motion must be recorded, and 3/5 of the members of the Council must vote to go into executive session. An executive session is not required to be scheduled in advance as an agenda item, although when it is known at the time that the agenda is finalized, it will be listed on the agenda. The only topics which may be discussed in executive session are those that fall within one of the categories set forth in Title 1 M.R.S.A. Section 405(6). Those applicable to municipal government are:

A. Discussion or consideration of the employment, appointment, assignment, duties, promotion, demotion, compensation, evaluation, disciplining, resignation or dismissal of an individual or group of public officials, appointees or employees of the body or agency or the investigation or hearing of charges or complaints against a person or persons subject to the following conditions:

- (1) An executive session may be held only if public discussion could be reasonably expected to cause damage to the individual's reputation or the individual's right to privacy would be violated;
  - (2) Any person charged or investigated must be permitted to be present at an executive session if that person so desires;
  - (3) Any person charged or investigated may request in writing that the investigation or hearing of charges or complaints against that person be conducted in open session. A request, if made to the agency, must be honored; and
  - (4) Any person bringing charges, complaints or allegations of misconduct against the individual under discussion must be permitted to be present.
- This paragraph does not apply to discussion of a budget or budget proposal;

B. Discussion or consideration by a school board of suspension or expulsion of a public school student or a student at a private school, the cost of whose education is paid from public funds, as long as:

- (1) The student and legal counsel and, if the student is a minor, the student's parents or legal guardians are permitted to be present at an executive session if the student, parents or guardians so desire;

C. Discussion or consideration of the condition, acquisition or the use of real or personal property permanently attached to real property or interests therein or disposition of publicly held property or economic development only if premature disclosures of the information would prejudice the competitive or bargaining position of the body or agency;

D. Discussion of labor contracts and proposals and meetings between a public agency and its negotiators. The parties must be named before the body or agency may go into executive session. Negotiations between the representatives of a public employer and public employees may be open to the public if both parties agree to conduct negotiations in open sessions;

E. Consultations between a body or agency and its attorney concerning the legal rights and duties of the body or agency, pending or contemplated litigation, settlement offers and matters where the duties of the public body's or agency's counsel to the attorney's client pursuant to the code of professional responsibility clearly conflict with this subchapter or where premature general public knowledge would clearly place the State, municipality or other public agency or person at a substantial disadvantage;

F. Discussions of information contained in records made, maintained or received by a body or agency when access by the general public to those records is prohibited by statute;

G. Discussion or approval of the content of examinations administered by a body or agency for licensing, permitting or employment purposes; consultation between a body or agency and any entity that provides examination services to that body or agency regarding the content of an examination; and review of examinations with the person examined; and

H. Consultations between municipal officers and a code enforcement officer representing the municipality pursuant to Title 30-A, section 4452, subsection 1, paragraph C in the prosecution of an enforcement matter pending in District Court when the consultation relates to that pending enforcement matter.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** January 8, 2018

**Subject:** Executive Session

**Information:** Discussion regarding a poverty abatement, pursuant to 36 M.R.S.A. § 841 (2) with possible action to follow.



## City of Auburn City Council Information Sheet

**Council Workshop or Meeting Date:** January 8, 2018

**Subject:** Executive Session

**Information:** Discussion regarding a personnel matter, pursuant to 1 M.R.S.A. Section 405(6) (A).

**Executive Session:** On occasion, the City Council discusses matters which are required or allowed by State law to be considered in executive session. Executive sessions are not open to the public. The matters that are discussed in executive session are required to be kept confidential until they become a matter of public discussion. In order to go into executive session, a Councilor must make a motion in public. The motion must be recorded, and 3/5 of the members of the Council must vote to go into executive session. An executive session is not required to be scheduled in advance as an agenda item, although when it is known at the time that the agenda is finalized, it will be listed on the agenda. The only topics which may be discussed in executive session are those that fall within one of the categories set forth in Title 1 M.R.S.A. Section 405(6). Those applicable to municipal government are:

A. Discussion or consideration of the employment, appointment, assignment, duties, promotion, demotion, compensation, evaluation, disciplining, resignation or dismissal of an individual or group of public officials, appointees or employees of the body or agency or the investigation or hearing of charges or complaints against a person or persons subject to the following conditions:

- (1) An executive session may be held only if public discussion could be reasonably expected to cause damage to the individual's reputation or the individual's right to privacy would be violated;
  - (2) Any person charged or investigated must be permitted to be present at an executive session if that person so desires;
  - (3) Any person charged or investigated may request in writing that the investigation or hearing of charges or complaints against that person be conducted in open session. A request, if made to the agency, must be honored; and
  - (4) Any person bringing charges, complaints or allegations of misconduct against the individual under discussion must be permitted to be present.
- This paragraph does not apply to discussion of a budget or budget proposal;

B. Discussion or consideration by a school board of suspension or expulsion of a public school student or a student at a private school, the cost of whose education is paid from public funds, as long as:

- (1) The student and legal counsel and, if the student is a minor, the student's parents or legal guardians are permitted to be present at an executive session if the student, parents or guardians so desire;

C. Discussion or consideration of the condition, acquisition or the use of real or personal property permanently attached to real property or interests therein or disposition of publicly held property or economic development only if premature disclosures of the information would prejudice the competitive or bargaining position of the body or agency;

D. Discussion of labor contracts and proposals and meetings between a public agency and its negotiators. The parties must be named before the body or agency may go into executive session. Negotiations between the representatives of a public employer and public employees may be open to the public if both parties agree to conduct negotiations in open sessions;

E. Consultations between a body or agency and its attorney concerning the legal rights and duties of the body or agency, pending or contemplated litigation, settlement offers and matters where the duties of the public body's or agency's counsel to the attorney's client pursuant to the code of professional responsibility clearly conflict with this subchapter or where premature general public knowledge would clearly place the State, municipality or other public agency or person at a substantial disadvantage;

F. Discussions of information contained in records made, maintained or received by a body or agency when access by the general public to those records is prohibited by statute;

G. Discussion or approval of the content of examinations administered by a body or agency for licensing, permitting or employment purposes; consultation between a body or agency and any entity that provides examination services to that body or agency regarding the content of an examination; and review of examinations with the person examined; and

H. Consultations between municipal officers and a code enforcement officer representing the municipality pursuant to Title 30-A, section 4452, subsection 1, paragraph C in the prosecution of an enforcement matter pending in District Court when the consultation relates to that pending enforcement matter.