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Case Studies in Community Vitality and Downtown Revitalization Phase Two: Refining Measurement Approaches and Considerations

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Case Studies in Community Vitality and Downtown Revitalization
Phase Two: Refining Measurement Approaches and Considerations

A Capstone Report

by

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January 2012

**Case Studies in Community Vitality and Downtown Revitalization
Phase Two: Refining Measurement Approaches and Considerations**

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Introduction

In 2010, Professor Josephine LaPlante invited six students to work with her on a project aimed at developing a comprehensive range of measures of community vitality that could be applied to any small city. The students who joined the effort were working on their master's degrees in public policy and management or community planning and development.¹ The students formed two teams.

The first team, the Portland Indicators Project, included Anne Holland (CPD), Charlie Carter (PPM) and Ren Drews (PPM). This team worked with Andy Graham of the downtown arts district and City of Portland acting city manager Pat Finnegan to develop guidelines for indicator systems, to examine systems in use across the United States, and to recommend possible indicators for Portland that included measures encompassing arts and culture. The second team, Case Studies in Community Vitality, included Kathy Tombarelli (PPM), Elizabeth McLean (PPM) and Matthew Klebes (PPM). This team reviewed the literature on community indicators, worked with the Portland team to determine qualities of good indicator systems, and then developed an extensive field interview and observation instrument. This instrument was then used to assess a variety of community attributes in case study sites. Our research expanded on the work of the case studies in community revitalization work.

To build upon the 2010 capstone, we considered the fiscal issues facing local governments and discuss how that may impact their current and future efforts to revitalize their community. Another element will measure the community's level of public participation and communication. This will include ranking the level of services and communications on the municipality's website, as well as the frequency and availability of local publications and public notices. Other efforts included, but were not limited to:

¹ All the students participating in this project successfully completed their master's degree requirements and earned their degrees in 2010.

- Creating a fiscal profile for each town or city and conducting data analysis and comparison of four neighboring communities to be used as a reference set.
- Improving indicators to match and reflect current work of the 2011 Capstone.
- Updating interview questions to consider the impacts of the recession on local fiscal issues facing local governments and the level of impact the economic downturn on current and future efforts to revitalize downtowns.

We collected information and created case studies for 18 Maine municipalities. The towns and cities we are including in our report are as follows:

- | | |
|----------------|------------------|
| • Augusta | • Kennebunkport |
| • Bangor | • Kittery |
| • Bar Harbor | • Portland |
| • Bridgton | • Scarborough |
| • Damariscotta | • South Portland |
| • Farmington | • Wells |
| • Freeport | • Westbrook |
| • Fryeburg | • Windham |
| • Hallowell | • Wiscasset |

Methods of Data Collection and Analysis

We will collect both qualitative and quantitative measures of community vitality and revitalization efforts. We will use direct observation, visiting the communities and collecting qualitative information about each using a template. We will compile a variety of quantitative indicators for each town, including population and population trends, current property tax rates and burdens, trends in taxes, and other relevant profile information. These measures are all available as secondary data. Finally, we will use interviews with one or more town officials (i.e. town managers, planners, economic development staff) to obtain information about community revitalization strategies and impressions about successes and caveats.

Augusta, Maine

History

Representatives of Plymouth Colony were the first English to live in Augusta. The village, called the 'Fort', was the upriver part of the town incorporated as Hallowell in 1771. In February, 1796, the Fort residents petitioned the Massachusetts Legislature for permission to build the first Kennebec Bridge. That following February, in 1797, the Legislature approved separation of the Fort from Hallowell. Incorporated first as Harrington, the new town changed its name to Augusta in 1799. Augusta was chartered as a city in 1849.

After many disputes with the city of Portland, the Legislature selected the City of Augusta as the official Capital on February 24, 1827. Though the temporary Capital of Portland was the largest city in the state, many thought a permanent Capital should be more centrally located. A 34 acre site for the Capital was selected in Augusta on "Weston Hill", on the western side of the Kennebec River. The Maine Legislature held its first session in the new State Capital on January 4, 1832. As state government grew, expansion and remodeling projects became necessary. Major remodeling of the Capital during 1909-1910 established the present-day appearance of the building, (1).

The City of Augusta is located in central Maine in the southern part of Kennebec County. The Kennebec River runs through the town, complete with a river walk, bird watching, and fishing. Augusta has been, through the years, a frontier trading place, an inland shipping port, and a center for publishing, manufacturing, and business. Augusta is the political center for the state as well as economic and social hub for central Maine. Augusta is minutes from Interstate 95 and approximately 50 miles north of Portland, (2).

Profile

Augusta has a significantly higher population when compared to the reference set. The next highest populated area is Gardiner, with a population of 6,100 compared to Augusta's 18,282. Augusta ranks the lowest in house hold income when compared to the reference set and ranks the second lowest in median home value.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Non Education Tax on Median Home as % Median Household Income
BELGRADE	Kennebec	3,213	39.5	92.8	29.7	47,201	170,586	11.58	0.92
GARDINER	Kennebec	6,100	38.1	87.6	24.3	42,427	128,711	21.80	3.53
HALLOWELL	Kennebec	2,437	42.4	91.6	19.2	43,581	165,609	19.50	3.18
MANCHESTER	Kennebec	2,561	41.5	89.1	20.6	63,454	205,423	11.50	0.92
MEDIAN		2,887	41	90	22	45,391	168,098	16	2
AUGUSTA	Kennebec	18,282	40.3	90.1	17.3	36,164	134,203	16.50	3.26
% MEDIAN		633%	100%	100%	77%	80%	80%	106%	159%

Key Observations

Augusta's efforts to revitalize the downtown started about ten years ago with the "Heart of Augusta". It was a committee appointed by the mayor to focus on revitalizing the downtown which focused on the areas of Water Street, Front Street, and Commercial Street. The group lasted for five years but faded due to limited resources and funds. Two years ago Augusta joined The Maine Downtown Network (MDN). MDN is a sister-program to Main Street Maine but at a lighter, less rigorous pace, (3). In addition to MDN, last August merchants, business owners, and citizens teamed up to form the Augusta Downtown Alliance. The Alliance's mission is to develop a thriving, authentic downtown community by fostering business growth, promoting downtown, and beautifying the historic city.

Everything from the Blaine House, to the Civil War monuments, to Old Fort Western, and the fascinating structures of downtown buildings and churches are an amazing sight to see. Strolling down Water Street one will notice magnificent architecture, river views from the Federal Building, historical landmarks, and locally owned places to shop. Local businesses include Victory Café, Patricia Buck's, Stacy's, and Riverfront Bar and Grill.

Although the downtown isn't biker friendly, the Rail Trail is close by among many other bike friendly trails. In fact, the city recently purchased 268 acres of land North East of the airport with hopes to connect it to the downtown. The trail system will be open for use by anything non-motorized, (hiking, biking, and skiing). Still, the downtown is pedestrian friendly with almost all places accessible by foot. However, there are some vacant store fronts evident along Water Street that looked tired and run down.

Fiscal Analysis



Augusta has brilliant plans for the future of the downtown but the city is currently limited in available funding. Plans have been put on hold and projects have been downsized. The city seeks grants regularly, and has, in the last few years, received Community Development Block Grant funds and Brownfield's funds, (for the old Statler Tissue Mill site). The downtown of Augusta is a TIFF district. In addition, the city matches funds to The Capital Riverfront Improvement District, (CRID). CRID is a partnership with Augusta and the State to share resources with the purpose of protecting the Kennebec River, (4).

The city is also trying to encourage individuals to invest in the downtown, but it hasn't been easy. In one case, a private firm purchased The Kennebec Arsenal, a National Historic Landmark with plans to

revitalize the building. When the recession hit, the firm disappeared and hasn't paid taxes on the building. The Kennebec Arsenal is now getting vandalized and deteriorating.

In addition, Augusta is an urban service center that has approximately 70,000 people commuting there every day. The problem is those 70,000 employees don't live in Augusta, but still use the city's services and infrastructure. Because property tax is only paid by resident households and businesses, numerous non-resident service users receive what public finance experts term a "free ride". The mismatch between revenues and service costs can produce a structural budget deficit in many employment and service hubs, such as Augusta, (5). Another deterrent to Augusta's fiscal health includes the large number of non-profit organizations based in Augusta that are tax exempt. That can hurt the tax base and ultimately funding for future revitalization efforts. Still, the city is not discouraged and will continue seeking grants, raising funds, and encourage business development in the downtown.

Public Participation

The Augusta Downtown Alliance is a group of advocates for the city. The volunteers work tirelessly on Augusta's downtown revitalization efforts. They've even been known to clean up and paint vacant store fronts themselves in order to attract future businesses. In addition to the volunteers, the Pankhurst's' father-son team has taken the initiative to renovate their buildings on Water Street, hoping others will follow suit. The upper floors of their buildings will be converted into luxury apartments for business professionals with the bottom floors turned into restaurants, bars, or other retail space, (6).

It's evident that there's a strong sense of community pride in Augusta. During the summer months, Augusta hosts "Waterfront Wednesday", a weekly concert series where families congregate by the river to enjoy a variety of music. Augusta also has a farmer's market, the Whatever Family Fest, art gallery exhibitions, and business after hours; local business networking events. Augusta's website is proactive in letting citizens know when those events take place as well as the schedule for city meetings and Civic Center events.

Overall Analysis

Augusta has put revitalization efforts of their downtown near the top of the agenda. The town has all the right ingredients for an impressive downtown: rich history and culture, impressive architecture, river frontage, historical monuments, miles of walkable trails, and a dedicated group of citizens. Still, there are numerous obstacles to overcome. For starters, businesses tend to develop where the people are, and Augusta has a hard time attracting people to the downtown area. There is no night life, anchor store, signature restaurant, or people walking around past 6:00 p.m. Many shoppers only go as far as the big box stores, forgetting about the downtown. For example, on a Friday night, The Texas Road House, located in the Shaw's shopping plaza directly off interstate 95, may have an hour wait, while the local steakhouse downtown is anxious for business. In addition, the area is limited in the amount of housing for young, business professionals. There is also a limited amount of new development that can take place within the downtown.

Despite the setbacks, Augusta has the potential to be a model city of reviving America's great downtown. With a dedicated group of volunteers, rich history of the city, the natural resources, (i.e. the Kennebec River, trails, and continued efforts to improve Water Street), Augusta will be an exciting place to watch as it paves the way for a vibrant downtown.

Bangor, Maine

History

Incorporated in 1791, Bangor is named for an Irish hymn entitled “Bangor” and was often called the “Queen City of the East” – a reference to how beautiful the city was with its canopy of shade trees. The City of Bangor occupies 34 square miles on the western side of the Penobscot River, 20 miles northwest of Penobscot Bay in Penobscot County. In addition to the Penobscot River, that defines part of the city’s eastern boundary, the Kenduskeag Stream flows through the city and meets the Penobscot in downtown. Well before becoming a city, the area of land now known as Bangor was inhabited by Penobscot people. This Native American population has since been given tribal land nearby at the Penobscot Indian Island Reservation.

Downtown Bangor was developed to support a lumber economy. In 1872, Bangor’s Downtown served more than 300 sawmills and 2,300 vessels at the Bangor waterfront. During this period Bangor was called the “Lumber Capital of the World.” In the late 19th century Bangor was also producing and shipping more than 1,000 pairs of moccasins each year.

In 1911, embers from a hayshed ignited buildings and destroyed large sections of downtown Bangor. The Great Fire of 1911, coupled with large portions of the Maine woods being purchased by paper corporations, changed the landscape in downtown Bangor with most of the sawmills, warehouses and ice-houses disappearing for good.

After the fire, buildings with retail and offices became the new style of commercial construction downtown as the business district widened and expanded. Many of original buildings that survived the fire in downtown are now listed on the National Register of Historic Places and sit in the Great Fire of 1911 Historic District or the West Market Square Historic District.

Downtown Bangor reigned as the region's retail center until construction of the interstate system in the late 1950's, and then the 1960's Urban Renewal prompted the exodus of commercial activity from downtown and the development of outlying shopping centers began. In 1978, the Bangor Mall opened in the outskirts of Bangor further perpetuating the demise in the once vibrant downtown.

The City of Bangor is comprised of the neighborhoods: Broadway, West Broadway/Whitney Park, Fairmount, Judson Heights, Bangor Gardens, Outer Essex, Little City, Chaplin Park, Capehart and Old Capehart.

Profile

Bangor is the third largest city in Maine after Portland and Lewiston, and one of only three cities that have populations over 30,000 in the entire state. That being said, it is not surprising that Bangor's population is significantly higher than all the other neighboring communities. Bangor has over triple the population of Brewer which is just across the river – a bridge connects these two cities. As the largest city in the area, many residents of Bangor live and work within the city, thus the travel time to work for Bangor residents is the lowest of the reference set. Household income and home prices are also much lower in Bangor, with the total mil rate and amount of tax spent on non-education coming in higher than all communities analyzed in the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
BREWER	Penobscot	9,035	39.2	88.9	16.4	44,559	142,556	18.90	3.44%
HAMPDEN	Penobscot	6,914	38.8	88.4	20.4	64,317	166,477	15.70	1.81%
HERMON	Penobscot	5,314	36.8	88.9	20.7	56,928	154,193	12.40	0.48%
VEAZIE	Penobscot	1,891	40.3	89.5	16.3	53,688	155,324	18.60	2.57%
MEDIAN		6,114	39.0	88.9	18.4	55,308	154,759	17.15	2.19%

BANGOR	Penobscot	31,756	36.1	91.4	15.1	35,865	135,444	19.40	3.91%
% OF MEDIAN		519%	93%	103%	82%	65%	88%	113%	178%

Key Observations

After Urban Renewal and the opening of the Bangor Mall in the outskirts of town in the late 1970's, there was a need for downtown Bangor to carve out a new role for itself. The city struggled without a strategic plan until the early 1990's, when the city's focus became supporting residential and mixed-use development, specialty retail and restaurants, and supporting arts and cultural activities.

The revitalization efforts in downtown Bangor have begun to pay off and are clearly visible when you visit this city. The historic buildings in downtown make a visually appealing backdrop for the abundance of bookstores, cafes, restaurants, galleries and museums now filling once vacant storefronts.

There is daily bus service that connects Bangor with cities such as Portland and Boston, and the BAT offers public transportation within Bangor and to some neighboring communities, such as the town of Orono where the University of Maine is located. There is also an international airport located within the city limits.



Bangor also has major arts and cultural attractions within the downtown, with the downtown district also designated as the city's Arts and Cultural District. The recent first phase in the redevelopment of the city's waterfront has also enhanced Bangor's cultural focus, as this area accommodates and has attracted the American Folk Festival and well-known musicians at the KahBang Music Art & Film Festival.

The city tried to spearhead confidence in the downtown by supporting and assisting in the rehabilitation of the landmark Freese's building on Main Street. The long-vacant building now holds 73 residential units for elderly residents, the Maine Discovery Museum, and space that can be developed for other downtown-appropriate purposes. This successful redevelopment was a complex public, private and nonprofit collaboration utilizing funding from numerous sources.

The streets are clean and attractive as a downtown beautification program was started with the installation of 64 flower boxes along the Kenduskeag Stream canal, 32 street-side planters throughout downtown. Holiday lights are now installed seasonally in Pickering and West Market Squares, which both provide central gathering places downtown, and an avenue banner program has been implemented.

Nearby, the Bangor City Forest and other natural areas support a variety of other outdoor activities such as hiking, sailing, canoeing, hunting, fishing, skiing and snowmobiling. The Kenduskeag Stream Canoe Race is a local white-water event that has been celebrated for the last 40 years.

Fiscal Analysis

Though the city will undoubtedly be facing reductions in the amount of Community Development Block Grant (CDBG) funds it receives from the federal government, the city seems well braced for the current economic downturn. Bangor recently released a notice that it will be offering a Downtown Façade Improvement Grant Program again this year.

Capital improvements are also still planned as Bangor's downtown is located in the city's Tax Increment Financing district (TIF) district. The TIF district also includes Hollywood Slots which generates about 2 million dollars a year of revenue that must be spent in the district of its origin. The extent of the TIF district allows the downtown to be somewhat buffered from the current economic downturn.

The Downtown Bangor Partnership was recently formed to promote and market activities that enhance the distinctive identity of downtown Bangor, which in turn encourages retention and growth of commercial, residential, and cultural life within the downtown district. The Downtown Bangor Partnership is an independent nonprofit organization that is funded through a special assessment on downtown property taxes. The Partnership contracts with the city's Economic Development Office for staff support. The Downtown Bangor Partnership will be working on branding downtown Bangor in the near future in hopes of coming up with a recognizable slogan for the city.

Public Participation

The Downtown Bangor Partnership is seen as the voice for the downtown community. This group tries to engage citizens with monthly meetings, and by using social networking sites such as Facebook and Twitter. As the waterfront redevelopment has begun, the city has hosted numerous city-wide meetings to allow for public input. The city and the Downtown Bangor Partnership have updated websites with features that allow citizens to stay informed about upcoming events and meetings. The city website offers comprehensive information about application processes, and offers many interactive services such as the ability for online payments to be made by Bangor residents.

Overall Observations

The city's focus on mixed use redevelopment has maximized available space. Nearly 500 dwelling units are now located in downtown which helps to support retail businesses. Downtown's apartments are in demand; commanding the highest rents in Bangor.

Until recently, staff capacity in the Department of Community and Economic Development was a limitation on what could be physically completed. As of this writing, the city was able to hire a Business Development Specialist who will be working to compile a list of

all vacant space within the city and will work to strategically outreach businesses to fill the available space in the now bustling downtown.

The primary focus is no longer revitalizing the downtown center, but expanding the revitalization efforts to encompass improving the vitality of the Bangor Waterfront. There are hopes of making the end of Main Street by Hollywood Slots and the Bangor Civic Center connected and cohesive to the other end of Main Street that ends in Bangor's downtown center.

Though the city is not part of the Main Street Maine network, city officials do connect with other city and towns throughout the state. By all measures, Bangor seems to have a structure, vision and support from both the community and the city that is successfully bringing this beautiful downtown back to life.

Bar Harbor, Maine

History

Bar Harbor is a famous summer community that is located on Mount Desert Island in Hancock County. Settled in 1763 and incorporated in 1796, Bar Harbor has been home to lobstermen, shipbuilders, artists, outdoor enthusiasts, and wealthy "summer people." First known as Eden, Bar Harbor was renamed in 1918 after the sand and gravel bar that could be seen in the harbor at low tide. Much of Bar Harbor was forced to rebuild after a fire caused widespread damage in October of 1947. Sparks in a nearby cranberry bog caused a fire that destroyed almost half of the eastern side of Mount Desert Island. Luckily the town's business district was mostly spared, allowing many historic buildings to still line the gateway roads leading to downtown.

Today, this coastal community continues to draw millions of tourists every year by car or by cruise ship. In May 2011, Bar Harbor was named one of the top 25 destinations in the United States, according to online travel site Trip Advisor; it came in at #19.

Six villages make up the town of Bar Harbor: Town Hill, Eden, Salisbury Cove, Hulls Cove, Otter Creek, and downtown Bar Harbor—each with its own distinct personality and flair.

Profile

Bar Harbor is the largest town on Mount Desert Island and is only slightly smaller than Ellsworth which had a population of 6,978 in 2008 and is located off-island 20 miles away. Not surprisingly, the travel time to work is significantly less for residents of Bar Harbor, as many people in Bar Harbor and the surrounding communities work in Bar Harbor proper. Jackson Laboratory is Bar Harbor's biggest employer with nearly 1,200 employees, 40% are said to live in Bar Harbor or surrounding communities located on Mount Desert Island. When compared to the reference set, Bar Harbor's home prices are the second most expensive behind homes located

in Mount Desert. The total mil rate in Bar Harbor is significantly lower than the mil rates in the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
HANCOCK	Hancock	2,294	39.1	94.2	22.0	40,191	160,461	12.50	0.42%
MOUNT DESERT	Hancock	2,163	43.6	108.9	18.1	50,666	361,642	14.15	5.84%
SOUTHWEST HARBOR	Hancock	1,942	42.4	96.7	16.9	44,822	224,051	17.30	3.21%
TRENTON	Hancock	1,446	40.7	99.6	24.9	42,680	211,221	10.90	1.33%
MEDIAN		2,053	41.6	98.2	20.1	43,751	217,636	13.32	2.27%
BAR HARBOR	Hancock	5,129	40.6	102.9	13.9	41,631	270,257	8.50	2.72%
% OF MEDIAN		250%	98%	105%	69%	95%	124%	64%	120%

Key Observations

When visiting Bar Harbor, it is immediately apparent why this pedestrian friendly town has so many visitors each year. The location of this coastal community with the mountains of Acadia National Park off in the distance makes a visit to Bar Harbor truly enjoyable (as long as you don't mind other tourists). There are



Main Street before peak season

two parks on either end of Main Street allowing residents and visitors to have centralized meeting spaces in downtown. Agamont Park overlooks the ocean where Main Street meets the pier at the harbor. Walking up the store and restaurant lined Main Street takes you to the Village Green.

Though not visible while walking on the main streets of downtown, Bar Harbor is also the home to the College of the Atlantic, Jackson Laboratory and Mount Desert Biological Laboratory. The town is charming with clear signage throughout downtown and well kept grounds and clean



sidewalks.

There are no vacant storefronts downtown and many of the buildings have commercial space on the first floor with residential units on the upper floors. The storefronts are filled primarily with locally-owned businesses and restaurants, with very few recognizable chains in close proximity.

Fiscal Analysis

Bar Harbor is a tourist destination, and thus feels the volatility associated with only having a strong economy for the summer months. The community is too affluent to be eligible for the Community Development Block Grant Program, so finding other sources of revenue to support infrastructure improvements is important.

In recent years, Bar Harbor has begun hosting a variety of cruise ships. Cruise ships must pay into a cruise ship fund which provides revenue to make capital improvements which passengers might find beneficial – additional public restrooms, easy to read signage throughout the town and upgrading lighting and sidewalks.

Bar Harbor has just submitted an application to become part of the Maine Downtown Network, with eventual hopes of become a Main Street Maine town. Bar Harbor wants to be seen, not only as a gateway to Acadia National Park, but a stand-alone downtown to visit and stay.

There have been efforts by town officials to improve the overall business regulatory environment in Bar Harbor. Some of the adopted changes in June 2010 included only requiring planning board approval on certain projects, simplifying the land-use ordinance so it is easier to use, and only requiring transient accommodations and medical facilities to provide parking downtown.

Town officials are also revising manuals for the Design Review Board requirements so that businesses are clear of expectations. The Design Review Board has authority over all signs, façade improvements and streetscape elements located on private property. Bar Harbor also has a demolition delay ordinance in place so that no buildings with historical significance can be torn down.

Public Participation

The citizens of Bar Harbor were very involved in the Comprehensive Plan that was completed in 2007 and attended numerous public workshops to provide input in the creation of this document. Because the community is so small (relatively speaking), there seems to be a public expectation for consensus decision making. This mindset can often stall the planning process and can make decisions difficult to make. There is a 2012 evaluation of the Comprehensive Plan currently in the works.

Though no formal agreement exists, there is a community feel to this small Maine town. In the winter months, restaurant and shop owners close on a revolving basis to ensure that there is always enough open to support the needs of year-round residents.

Overall Analysis

As with any seasonal community, Bar Harbor struggles to support the influx of tourists and workers needed to support this vital industry from May through October, and then all but closes down during the off season. There are ongoing struggles to provide enough summer housing for workers, as well as finding enough parking spaces to accommodate visitors that drive to Bar Harbor by car.

The Bar Harbor Economic Development Committee has been working on increasing the year-round appeal of Bar Harbor in recent years. Though it is unlikely that Bar Harbor would ever mirror the tourist traffic it receives in the peak summer season, data does show that

neighboring communities like Ellsworth have an increase in off-season lodging and sales that exceeds the growth seen in Bar Harbor. This seems to suggest that there is an opportunity for Bar Harbor to grow its off-season revenue.

Bridgton, Maine

History

The undeveloped land of Bridgton was originally called Pondicherry. It was granted in 1768 by the Massachusetts General Court to Moody Bridges. The community was organized in 1779 as Bridgton Plantation, and then incorporated on February 7, 1794 as Bridgton. In the early days, as the demand for services and materials grew, so did the village. Jacob Stevens set up his sawmill and gristmill where the outlet of Highland Lake flows into Long Lake. This was the first utilization of a waterway which determined the economy, growth, and prosperity of Bridgton for at least 150 years. The stream provided waterpower at twelve different locations serving a variety of mills and industries.

The woolen industries, along with The Pondicherry Mill, were constructed in time to capitalize on the business generated by the Civil War. The woolen industry helped create a demand for housing construction and commercial expansion and sparked an enthusiasm for connecting the town by rail with the outside world. The Bridgton and Saco River Railroad (1883-1940) were built essentially for freight transport, performing a vital function for all local businesses. Unfortunately, the woolen industry began to falter after World War I. The Great Depression all but silenced the looms and Bridgton's manufacturing base suffered severely. The mill closures removed hundreds of jobs from their peak rates. Additionally, between 1994 and 2004 the town suffered a loss of several hundred manufacturing jobs, (1).

Bridgton's location in the scenic hills and Lakes Region of southwestern Maine has made it a tourist and seasonal living destination. Rental cottages are being acquired by non-resident owners as vacation homes for both summer and winter occupancy and second homes are being privately purchased or constructed along the lake shores and in outlying areas. Bridgton's 64 square miles encompass several lakes, ponds, and high ridges with large tracts of mixed forests and some remaining agricultural lands. The town is also famous for Shawnee Peak Ski Resort, Pleasant Mountain, and the Bridgton Academy. The central village lies between Highland Lake and Long Lake, (2).

Profile

Bridgton has the largest population when compared to the reference set. The town has the lowest household income, only matching up to 83% of median for the other surrounding towns. Bridgeton has the lowest property tax mil rate when compared to surrounding towns.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Tax Mil Rate	Non-Education Tax on Median Home as % Median Household Income
NAPLES	Cumberland	3,659	39.5	100.5	30.0	47,865	190,735	15.20	1.66
DENMARK	Oxford	1,121	41.8	95.9	29.4	49,046	200,065	14.21	1.73
FRYEBURG	Oxford	3,335	41.8	91.7	19.9	40,617	169,200	12.10	1.96
OXFORD	Oxford	3,926	37.6	90.1	25.7	46,594	132,943	21.00	2.74
MEDIAN		3,497	41	94	28	47,230	179,968	15	2
BRIDGTON	Cumberland	5,442	39.8	93.7	24.5	39,048	171,352	11.30	1.89
% of Median		156%	98%	100%	89%	83%	95%	77%	102%

Key Observations

There is no shortage of lakes, ponds, forestry, and foot hills while traveling along Route 302. Rounding the bend towards Main Street there is a distinct area lined with businesses, retail shops, and sidewalks with street lamps. The buildings are aligned well with each other and have a small downtown character to their architecture with two exceptions; Reny's was recently built and looks starkly out of character with the other Main Street buildings along with the Magic Lantern Movie Theatre's entrance which is facing away from Main Street, one having to walk around the building to enter. The Theatre and Rends were obviously built more recently than the older, more aesthetically pleasing, buildings. Further up the street, towards Highland Lake, there is Shorey Park with a brook running through it, a bridge, benches, and picnic tables for residents and visitors to enjoy. There is also a playground and beautiful views of surrounding lakes and mountains.

The pedestrian-friendly Street and Civil War monuments, along with Bridgton's historical buildings, make the stroll down Main Street very enjoyable. Keep walking past the Bridgton News and there are creative clustering of art and craft stores. Gallery 302 showcases the work of member and guest artists offering classes, lectures, and painting sessions. Gallery 302 also participates in Bridgton's summer activities including Open Studio Day and Art in the Park, an annual celebration of arts and crafts in Shorey Park. Craft Works is also a locally owned store that has set up shop in an old Catholic Church. The owner of Craft Works has been there for 39 years and has done a tremendous job restoring the church, keeping its original flooring and front doors.



The stroll down Main Street was relatively short as the sidewalk runs out and businesses become sparse. There isn't any night life, pubs, or bars to capture the mountaineers on their way home from Shawnee Peak or young professionals looking to grab a pint. The town shuts down relatively early in the evening and has a hard time attracting tourists that are just passing through. There are many vacant store fronts and residential homes off Main Street that look run down and tired. Maine Street is relatively quiet with hardly any shoppers or diners to support the local businesses. Despite these deterrents, the downtown of Bridgton still has great potential; it hasn't been over developed, it has a small river running through it, and the town has a charming appeal that can only be improved upon.

Fiscal Analysis

Bridgton has received a \$10,000 grant waiting to be used for sidewalk improvements along the Portland Road. The town also receives funding for downtown projects from a Community Development Block Grant and has a Tax Increment Financing district. Funding is a major factor in Bridgton's future

plans for its downtown. The current fiscal economy has made it exceedingly difficult for new and existing businesses to secure financing for capital. The banks are not lending and Bridgton has experienced limited business and economic development. The town is going to have to rely on independent investors to help build upon the downtown. For example, one young entrepreneur has been in the process of starting a brew pub in the downtown for months. He is extremely hesitant, but leaders of the town have encouraged and assisted him throughout the process. Town officials believe once the brew pub is running there will be further interest in starting businesses in the surrounding vacant store fronts.

Lastly, town officials pointed out that Lake Region High School is one of the lowest performing high schools in Maine. The school receives one of the lowest amounts in state funding for its school system due to the high assessed property values of summer homes where only seasonal vacationers reside.

Public Participation

Citizens of Bridgton have been extremely hesitant in joining forces to improve the downtown. The more seasoned residents discourage change and don't seem to understand the value of revitalization efforts. Fortunately, the town has recently formed a Bridgton Community Development Committee to work on community-based infrastructure improvements in addition to its Economic Development Committee that focus on business-to-business relationships (3). The town has also established a Young Professional's Group dedicated to the advancement of Bridgton's prosperity. It's comprised of 22-40 year old professionals that would like to increase their level of participation and leadership in the town, (4). Through the town's website, residents can fill out applications to be a part of either group. Additionally, the town posts upcoming meetings, announcements, and proposed budget amendments on the website.

Overall Analysis

Bridgton is making all the right moves towards becoming a revitalized downtown model for Maine. One tool that will help the layout of the town prosper is form-based codes that are being enacted for the first time. The codes work with developers to design standards that are harmonious with that

district's character (5). As the town begins to grow, developers will have to consider the structure of their buildings and how to mold it to fit Bridgton's historic downtown.

Bridgton is doing a thorough job moving forward with plans to work with the Lakes Environmental Association on such projects as expanding the Stevens Brook river walk through the downtown and moving the town gazebo to a more prominent location for summer concerts and gatherings. The town can only begin to grow and prosper from here. It's a scenic area with lakes, mountains, a short river walk, and a distinct Main Street accompanied by historical buildings and architecture. Yet, with all the naturally appealing resources, the town must continue to attract and retain young professionals in order to grow and attract businesses to its downtown. If Bridgton is able to accomplish the former while honoring form based codes and improving upon its natural amenities, the downtown has the ability to become a robust area for both residents and tourists alike.

Damariscotta, Maine



History

The name Damariscotta is an Indian name meaning "river of little fish."

Once inhabited by the Walinakiak Abenkai Indians, the land later became part of the Pemaquid Patent, granted by the Plymouth Council in 1631. Although inhabitants were able to survive some of the most vicious attacks on settlements during the French and Indian War, the colonists eventually moved upriver from Pemaquid to settle at what is today Damariscotta..

Through the 1800's Damariscotta grew as a trade center and was incorporated as a separate town on March 15, 1848. Early industries consisted of sawmills, a match factory and a tannery. Several brickyards were located along the river, which supplied much of the brick used to build Boston's Back Bay neighborhood. The shipbuilding industry brought most of Damariscotta's wealth, when clipper ships were launched at the town's shipyards. Examples of Federal, Greek revival and Italianate style architecture were erected, giving the old seaport considerable charm and attracting summer tourists.

Damariscotta Village



Damariscotta's main village is located at the lower falls on the Damariscotta River. The Main Street Bridge over the river links Damariscotta and the town of Newcastle, forming the "Twin Villages."

Profile

Damariscotta has the lowest population, similar to surrounding towns of Newcastle and Whitefield in the reference set. Although considered a desirable coastal community, Damariscotta's median household income and median home value is significantly lower than that of its "twin" town of Newcastle.

The median income for a household in the town was \$44,372, and the median income for a family was \$47,105. About 6.7% of families and 11.7% of the population were below the poverty line, including 16.4% of those under age 18 and 5.7% of that age 65 or over.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Tax on Median Home as % Median Household Income
Whitefield	Lincoln	2,162	37.8	89.6	27.5	47,179	153,582	17	5.5
Bath	Sagadahoc	8,885	36.9	93.7	17.3	45,063	183,662	16.2	6.6
Wiscasset	Lincoln	3,752	39.2	100.9	21.6	37,203	221,076	17.40	10
Newcastle	Lincoln	1,952	44.8	97.3	22.2	52,725	260,122	13.90	7
DAMARISCOTTA	Lincoln	1,914	48.0	100.8	18.3	44,372	143,600	12%	7
MEDIAN		2,162	39	97	22	45,063	183,662	16	7

Key Observations

"Do you want new development to shape the character of your town, or do you want the character of your town to shape new development?" (Ed McMahon, Orton Family Foundation Trustee, 2006)

In 2005, controversy over a proposed Wal-Mart galvanized the town of Damariscotta to launch a multi-year project aimed at creating a vision for the community and a plan to channel new growth. Called the ***Heart and Soul*** project and supported by a competitive grant through the Orton Family Foundation, its goal was to "*Steer Change through People, Place and Values.*" Aimed to boost public participation in the planning process, Damariscotta was one of four towns nationwide to receive a grant award.

The town began by hiring planning consultants who then conducted a design charrette,² intended to engage the community in preparing an illustrated vision, and a set of strategies to implement that vision to promote growth that reflects the community's values, and to address sprawl along the Route 1B Corridor.

As many town leaders will concur, there was no shortage of educational and planning meetings. During the 2 ½ year process, 1,000 people participated in re-imagining the town's waterfront, protecting the historic downtown, and adapting to new growth without losing local character and traditions. A new "Smart Code" was developed; where growth and variances reflected more of a social context and less based on state mandates. Designs were more transect-based, allowing the town to be more pedestrian-friendly with areas of open green space. Aesthetic qualities were also encouraged, such installing utilities underground.

Design Charrette Meetings



Although the project was formed when there was more of a vibrant community with active storefronts and lower vacancy space than in 2011, the town manager believes the success of the project will be measured through phases; the first phase almost in its completion in that the community was able to come together, educate themselves on the prospects of development and how best to make those connections.

Damariscotta's community is confident that the Heart and Soul project will be effective in attracting people to come and live in their community. By actively fostering community involvement in the planning process, Damariscotta is changing the way the Town does business.

² A charrette is an intensive, participatory, design workshop that consists of a series of meetings, presentations, and interactive sessions in which a community shapes the vision for its future.

Although there are no bike racks at the moment, the installation of bike racks, public restrooms, satellite parking, extended sidewalks and walking paths are scheduled in the next development phase.

Because of the narrowness of the downtown street, traffic speeds are generally controlled under a speed limit.

Fiscal Analysis

Damariscotta has a \$2 million municipal budget with a service center town that brings in 10,000 people. Although the town is considered a service center, there is data indicating that people go to Brunswick and other locations to purchase goods and products. The issue was examined during the Heart and Soul process and a solution was comprised between planners and developers where efforts to allow further retail development while complimenting and adhering to the new “form based” codes were proposed. Form-based coding essentially follows a form, or list of design standards that reflect the town’s character. Developers like this because it takes the guesswork out of the permitting process, they go through a check list taking less time, and cutting costs. The process also puts more power in the hands of the town, where they know what the end design will look like and what it will do for the town.

Overall Analysis

Despite the community’s recent collaborative success, Damariscotta faces social gaps among the older and younger generation. Because of its coastal location, many older residents are relocated retirees who are more affluent and seasonal retirees. There are also long-time residents who are retired on a fixed income.

Similarly, the younger population consists of long time residents; many who are in the low-income level, and residents who have relocated from larger urban locations such as Massachusetts and Connecticut.

Young or old, the more affluent residents experience a more entitled lifestyle that those who have lived and worked in the community all of their lives. They also tend to have higher expectations in the town; their services and the overall aesthetic quality and surrounding of the area. According to the town manager, this often presents a social problem among the native versus “the aways.”

As for the Heart and Soul Project and efforts to revive and attract more people and businesses, it is agreed that whatever does happen will be the result of what the town wanted. By removing some of the ambiguity in the coding process and replacing with strict guidelines developed by town officials, consultants and community members, they have accomplished one major feat. The revised building and development plan is a true testament to public participation, and Damariscotta’s Heart and Soul project has received the attention from other towns in Maine inquiring about their process.³

It is too soon to tell to measure the progress of Damariscotta’s Heart and Soul project, however, in June of this year, the project was chosen by the Maine Association of Planners (MAP) to receive the 2011 "Plan of the Year" award.

³ The Towns of Eastport and Gardiner, Maine were recently selected as Finalists in Phase 2 of a Heart & Soul Community Planning Initiative. <http://www.orton.org/projects/finalists>

Farmington, Maine



History

The town of Farmington, Maine was incorporated in 1794. Once a territory of the Canibas tribe of Abenaki Indians, the region was an area known for its broad floodplains along the Sandy River, its fertile soil and waterpower. Such attributes attracted an industry full of lumber mills, factories, brickyards, gristmills and several others. Farmington was also considered the most agriculturally productive area in the state. Today, Farmington retains its place in the state as an agricultural and farming community, producing dairy, beef, maple sugar, vegetables, and grains.

The Maine Central Railroad entered West Farmington in 1859, eventually crossing the Sandy River into Farmington in 1870, opening up new opportunities by carrying freight and tourists. The town later became a major connection for the narrow gauge Sandy River and Rangeley Lakes Railroad, creating a gateway to the Rangeley Lake and (later) the Sugarloaf Mountain areas. The Western State Normal School was established in Farmington in 1864 for the education of teachers, later evolving into the University of Maine at Farmington.

In 1886, Farmington suffered a devastating fire on October 22, 1886, when thirty-three houses, nineteen stores, three churches, the county jail and the post office were destroyed. One of the very few buildings that managed to survive was the 1877 Methodist Church designed by noted architect Arthur H. Vinal.

Farmington honors one of their citizens through the annual Chester Greenwood Day. Greenwood, a citizen of

Chester Greenwood Day Parade



Farmington in the late 1800s, was an inventor and entrepreneur, most known for his invention of earmuffs. Chester Greenwood Day continues to be celebrated in early December in a variety of ways; starting with its parade of people all wearing earmuffs. A more recent honored citizen of Farmington is Seth Wescott, a two-time winter Olympic gold medalist in the Snowboard Cross competition.

Profile

Farmington has the highest population in the reference set of surrounding towns at 7,545. The median income for a household in the town was \$26,814; a difference of \$7,000 between the reference set's median income for a family of \$33,656.

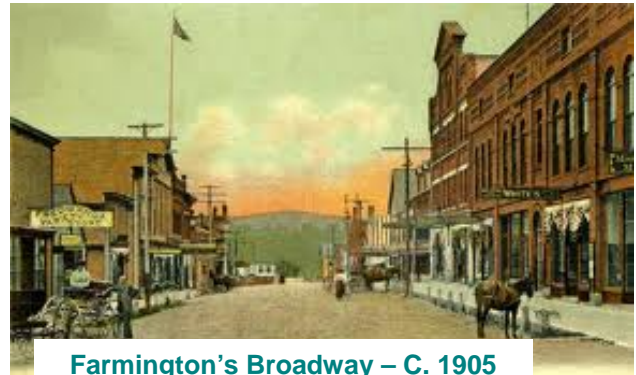
Interesting to note is the age percentage of population in Farmington and how this may correlate to Farmington's low median household income. According to town data, 25% of Farmington's population is aged between 18 to 24 years and 21.5% are aged 25 to 44 years. The fairly high percentage number is to be expected among the 18 to 24 year-olds, considering that Farmington is home to a large

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Tax on Median Home as % Median Household Income
Madison	Somerset	4,570	41.6	83.3	23.7	37,626	96,479	18.06	4.6
Norridgewock	Somerset	3,248	37.8	90.4	25.3	38,573	134,802	19.65	6.9
Livermore Falls	Androscoggin	3,227	36.5	86.1	29	35,985	103,687	23.20	6.7
Dixfield	Oxford	2,530	39.6	84.1	26	44,913	127,179	28.00	7.9
FARMINGTON	Franklin	7,545	31.6	97.4	19.2	27,399	153,860	16%	9
MEDIAN		3,248	38	86	25	37,626	127,179	20	7

University with a traditionally large college-age population. However, Farmington's median age of 32, the lowest in the reference set, could also suggest that the town is considered a fairly "youthful" town with young families who may be establishing careers or face limited opportunities for higher-paying jobs.

Key Observations

The founders of downtown Farmington over 225 years ago were considered to be some of New England's most progressive-minded in their vision to design buildings set back from the main streets, enabling two-way traffic in the historic district.



Farmington's Broadway – C. 1905

Over the years, Farmington's revitalization efforts have been apparent, particularly for those (such as this author) who have driven through the town on the way to the western mountains of Saddleback and Sugarloaf. From 1981 to 1991, the town received Community Development Block Grant (CDBG) funding for town and community enhancements, including installation of new concrete sidewalks, drainage improvements, public park upgrades and renovations of some of the millwork and factory buildings. The biggest undertaking during this time was the restoration to a number of store fronts to their original exteriors.

Two years ago, Farmington joined the Preserve America program, a federal initiative and funding program aimed to promote greater shared knowledge about the nation's past, strengthen town and local pride, increase local participation in preserving cultural and natural heritage assets, and support for the economic vitality of communities. The grant program is intended to help Farmington develop sustainable resource management strategies and sound business practices for the continued preservation and use of their (mainly) historical buildings. According to the town manager, the Preserve America has initiated efforts to develop a walking tour of the town, make improvements on Church Street to encourage pedestrian access and renovate a historical building for a new community arts center.

Farmington recently formed a Downtown Merchants Association. The association is charged with a four-point approach within the downtown to oversee overall organization, design, economic

restructuring and promotions and public relations. Some of the design improvements are visible with garden boxes, hanging flowers and greenery placed along the downtown store windows.

Fiscal Analysis

Although the downturn in the economy has not caused any holds on current or future revitalization plans, the town does not expect as much state funding for capital improvements such as street and road repair. Fortunately, there were no CDBG cuts which allowed for continued funding of new paths and new street lights. However, other private projects are moving slower due to lack of funding and a slowdown of donations. Despite these financial setbacks, the projects have not come to a halt and private efforts to revitalize Farmington go on; albeit slower, one step at a time.

One area that continues to make a strong comeback is Farmington's agricultural sector with a surge of Farmers markets, specialty farms and cottage industry businesses. Much of their success is due in part to the Western Mountain Alliance (WMA) and its partnership with Farm Fresh for ME in providing support and development of food buying clubs throughout Maine. Founded in 1988, WMA seeks promote public awareness and promotes innovation through problem solving, partnering with other organizations to implement education, business, finance, environment, community development, public policy and health-related projects covering the region.

Public Participation

While some Farmington property owners are resistant to change or are not interested in investing in improvements intended to benefit Farmington's revitalization efforts and bottom line, the majority of Farmington's community do realize the benefits, and are actively involved. The groups promoting community vitality come together by developing strategy based on a shared vision, and range in several areas; from historical and arts organizations to tourism and event planners. They include not only business owners and professionals, but residents as well. Some of the most successful arts and cultural projects in Farmington have been the result of public participation and outreach, including the "Walk Around Farmington Tour" the restoration of the Titcomb House Museum, and the Ski Museum of Maine.



On the municipal level, an example of public participation involved a recent study analysis on the formation of buildings and streets conducted by the Greater Franklin Economic Development Committee. The study involved a survey to determine what things can be done to improve the downtown area. Over 300 respondents provided helpful feed back such as suggestion to keep stores open later, better lighting on the town paths connecting the University. In June, the town held a Community Conversation to discuss the findings of the survey and steps the town will be taking based on the survey results. The suggestion to keep stores open later was approved; as Farmington is a University town, the town and businesses felt it was important for students to have a positive living experience in the town, and keeping stores open later will provide this.

Overall Analysis

Bound by its proximity to mountains, forests and waters, Farmington's once economic history dominated by wood products and manufacturing industries later fell to years of the same jobs exiting the region. Yet, combined with the anchor presence of the University of Farmington, the lure of outdoor enthusiasts, resurgence of agriculture, local businesses and a strong will, Farmington has withstood some

of the worst economic declines in the region during the factory and mill closings then and in the recent economic downturns now.

Much of the success to Farmington's growing vitality can be attributed to strong leadership on the town and business level, who rely on best practices of management through effective strategic planning and vision building. For example, town residents attribute the post mistress as one of the most proactive leaders in developing Farmington's new community arts center.

As the new community enhancements of Preserve America and the Downtown Merchants Association are still in its early stage, it is too soon to measure or evaluate progress.

The town manager, Richard Davis, is a Maine native with a Masters in Public Administration and 27 years of public management starting in Buckfield, then on to the town of Wilton and now Farmington for the past 10 years. Davis is confident so far, feeling that they are on a stable course going forward, "learning little lessons as we go along." He is very proud of Farmington and soundly believes the town is really working hard to improve the community on several levels. In his words; "Farmington is perched on the verge of greatness."

Freeport, Maine



‘A great place to visit, a great place to live’

History

The town of Freeport was first settled on or near 1700, having first been a part of North Yarmouth called Harraseeket, after the Harraseeket River. It was later set off and incorporated on its own in 1789. Although not certain, the name “Freeport” was likely to have been derived by the fact that its land lay “from the openness of its harbor,” being free from ice.

Upon its incorporation, Freeport developed into four villages; Mast Landing, Porter's Landing, South Freeport and Freeport Corner, all now part of the National Register’s Historic District. Mast Landing was known for its timber for shipping and constructing ship masts, and the water power from the river that provided for numerous mills. Porter’s Landing and South Freeport provided shipbuilding, fishing, canning and farming. Freeport Corner was used as a village for farming and trade, later evolving as the town’s commercial center and train stop, where businesses developed close by, among them a large shoe factory. It is in 1912 that Leon Leonwood Bean (L.L. Bean) opened his store at Freeport Corner, selling his Maine Hunting Shoe, more popularly known as the famous “Bean Boot.” In 1951, L.L. Bean became so successful that it began to remain open 24 hours a day. The company’s retail and mail order catalog facilities became Freeport’s principal business, establishing itself as a worldwide company with annual sales of over a billion dollars.

Today, with L.L. Bean undoubtedly serving as Freeport’s anchor location, the town has grown from a small industrial community to one of the state’s most-visited shopping outlets, all attributed to the outgrowth of the famous retail landmark.

Profile

Freeport's has experienced a population increase of 5% from 7,800 in 2000 (LaPlante Maine Fiscal Indicators, Set 1) to 8,195 in 2008, according to the reference set below.⁴ The town has the lowest household income, coming in far below most of the surrounding towns and median income of \$64,342. With the third-highest population in the reference set, Freeport has the lowest property tax mil rate when compared to surrounding towns.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Tax on Median Home as % Median Household Income
Brunswick	Cumberland	21,720	35.5	96.2	18.9	47,733	222,912	21.75	10.2
Falmouth	Cumberland	10,724	40.7	105.2	22.0	84,080	431,077	14.54	5.5
Yarmouth	Cumberland	8,097	41.7	103.4	22.6	64,342	354,721	18.12	10
Durham	Androscoggin	4,109	37.1	96	26.9	69,803	216,705	17.80	5.5
FREEPORT	Cumberland	8,195	39.8	100	22.3	43,410	242,684	12.50	7
MEDIAN		8,195	40	100	22	64,342	242,684	18	7

Key Observations

The streets and sidewalks are wide and accessible, able to handle the influx of holiday and seasonal visitors and are all clearly marked with crosswalks and safety lighting. It is easy to identify Freeport's rich history as signage clearly identifies each historical landmark and building. While the chain outlet stores appear to dominate at first impression, the amount of locally-owned artisan shops and galleries is equally visible.



Historic Jameson Tavern

⁴ The 2010 census shifts the population back down to 7879; though the numbers might not account for total population which would include seasonal and year-round residents.

Fiscal Profile

Freeport is a community that has a relatively low unemployment rate compared to the reference set. This is in part due to the fact that many residents who live in Freeport also work in Freeport.

With the large amount of commercial businesses, Freeport has made available Tax Increment Funding (TIF) funding to promote continued economic development. Intended to make substantial increases in the town's tax base, Freeport's TIF application process follows strict quality and development guidelines as outlined in the town's zoning ordinance and comprehensive plan. The TIF district or enhancement follows a recommendation from the Freeport Economic Development Corporation (FEDC), with final policy approval from the Freeport Town Council. An interesting observation in the TIF application process included criteria that might "tip" a positive determination:

the project will support community projects or create public benefits such as granting access to open spaces, creating student internships, providing job training, supporting local contractors and suppliers, etc. (FEDC, TIF 2010).

Freeport recently received additional Community Block Development Grant (CDBG) funding in 2011 for ongoing rehab construction to connect the Freeport Community Center building to the Freeport Community Services building on 57 Depot Street.

Public Participation

Freeport has developed strong public participation through joint efforts between the public and business community. The town website provides direct access to local

Main Street Freeport



news, municipal meetings, minutes and upcoming events. Given Freeport's business profile, the town regularly holds several meetings where residents and business owners can voice their opinions. The Freeport community has had an active public voice since the early 1980's when McDonald's made plans to tear down an 1850's Greek Revival house to build one of its standard stores. Outcry from residents caused the town to adopt new ordinances concerning what businesses could and couldn't do with their buildings, and McDonald's built the restaurant inside the house, maintaining the exterior appearance. This was one of the first times that McDonald's had been forced to change its restaurant design to fit local requirements.

The combined strength of the Freeport Merchants Association (FMA), the Freeport Economic Development Corporation (FEDC) and the newly-created Freeport Chamber have provided the town a powerhouse of resources in business membership, tourism and marketing services, historic preservation, community beautification and event branding. Freeport is a major tourist attraction and the FMA's visitor guide is seen as one of the most successful tourism publications in the state. Their website receives millions of hits, and the organization now houses two Visitor Information Centers; one in the new Freeport Village Station, and a seasonal location near Freeport Corner.

FMA also produces the monthly Freeport Art Walk and a number of annual events for residents and visitors, such as the Fall in the Village Art Show and the Sparkle Holiday Celebration. The organization is actively involved with membership in the Greater Portland Convention and Visitors Bureau, and the State of Maine Department of Tourism. By working closely with the state's two major tourism groups, they have been very successful in attracting meeting and conference events for their hotels and venues.

Analysis

Freeport has made significant changes in the past 30 years and is viewed today as one of Maine's leading small town business communities. With L.L. Bean and over 400 outlets, designer shops, artisan

craft stores, galleries, bed and breakfasts, hotels restaurants and cafes, the town has been successful in developing into a vibrant downtown area. There is a strong sense of community and vision and it shows in the town's ability in weaving big retail and local business together.

Still, it seems Freeport residents are constantly being tested, with multiple L.L. Bean expansions, the new Freeport Village Station and the recent \$4 million Seacoast soccer complex development proposal in a rural residential district off Pownal Road. Make no mistake, the town of Freeport supports businesses and development, and the organizations (FMA, FEDC, and Freeport Chamber) work closely with town officials to push their efforts through. Despite a neighborhood group's petition against the project, it is likely the Town Council will approve the proposal and move forward with the project. However, such neighborhood actions could be a sign of the future for Freeport with more opposition to come if further commercial developments are unveiled.

Fryeburg, Maine

History

Fryeburg, Maine was the first town settled in the White Mountain region of either Maine or New Hampshire. Fryeburg was settled in 1763 and finally incorporated January 11, 1777. The original wilderness territory, what was then the Province of the Massachusetts Bay, was called Pequawket (Pigwacket). Fryeburg began as a strategic frontier outpost and the earliest town in the White Mountain region. Excellent soil helped Fryeburg develop into a prosperous agricultural center, with the first gristmill established in 1766. Other mills and factories produced lumber, leather, harnesses, tin ware, cheese, and canned vegetables. After the Civil War, the Portland and Ogdensburg Railroad passed through the town, bringing tourists escaping the heat and pollution of cities. Inns, hotels, and boarding houses were built, (1).

The Town of Fryeburg today consists of the village or business district, North Fryeburg, as well as Central Fryeburg, West Fryeburg, and East Fryeburg. Residents and visitors can enjoy canoeing the Saco River or Lovewell's Pond, swimming, camping, hiking Jockey Cap Trail, and various other outdoor recreational activities. Fryeburg is also home to numerous historic monuments and buildings. The town maintains eleven public parks, restaurants, churches, and many businesses. Its home to Fryeburg Academy, a private preparatory school that was founded in 1792, and the Fryeburg Fair, Maine's largest agricultural fair, (2).

Profile

Fryeburg has the second largest population, behind Bridgton, when compared to neighboring towns. Fryeburg residents experience the second lowest home value, behind Hiram, when compared to neighboring towns. In contrast, Fryeburg has the highest mil rate and highest

tax (non-education) on median homes as a percent of household income when compared to the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	Non-Education Tax on Median Home as % Median Household Income
HIRAM	Oxford	1,574	37.4	92.5	36.4	41,894	152,280	11.44	1.33
LOVELL	Oxford	1,040	42.7	98	34.1	40,911	189,095	9.01	1.63
CORNISH	York	1,385	40.5	115.2	34.2	45,758	194,986	9.25	1.22
BRIDGTON	Cumberland	5,442	39.8	93.7	24.5	39,048	171,352	11.30	1.89
MEDIAN		1,480	40.2	95.9	34.2	41,403	180,224	10.27	1.48
FRYEBURG	Oxford	3,335	41.8	91.7	19.9	40,617	169,200	12.10	1.96
% of MEDIAN		225%	104%	96%	58%	98%	94%	118%	132%

Key Observations

There are no shortages of mountain views or beautiful scenery when driving into Fryeburg. It's a very rural area with limited amounts of stores, vendors, and businesses. Still, the town of Fryeburg is very much alive. The downtown area is mainly located on Main Street and Portland Street. Portland Street is mostly lined with locally owned businesses. Businesses include a Fryeburg House of Pizza, Saco Valley Clinic, Wright Stuff Graphic Design, and others. When pedestrians cross onto Main Street, they will get a glimpse of the White Mountains and endless fields and forage. The Oxford House Inn is located there where people go to enjoy drinks after a play at the Gibson Music Hall. Also, the 302 Smoke House Tavern, located off Main Street, is open for lunch, dinner, and late night entertainment. The rest of Main Street is comprised of banks, gas stations, and some historical churches.

Fryeburg Academy is located around the corner from Main Street and is within walking distance from the downtown. The boarding school is a huge draw for

students across the nation and around the world. The entire campus is impressive, boasting top of the line athletic facilities, aesthetically pleasing building structures, and a well manicured lawn. Also, the Fryeburg Fairgrounds is a huge draw for tourists and it's a five minute driving distance from the downtown. It not only hosts the Fryeburg Fair, but also the Lawn, Garden, and Flower Show and the Western Maine BBQ Festival.



View from the Oxford House Inn

Overall, the conditions of the sidewalks on both streets are poor, narrow, and tired looking. There are no benches on the strip and only few lamp posts for light. Crosswalks are limited and extremely faded. There are limited amounts of trees or potted flowers lining the Main Street strip. Both Portland Street and Main Street are limited in the amount of aesthetically pleasing facades, but there are a few historical houses and churches to walk by. No traffic congestion appeared on either street. During busy summer months and when events are happening at the fairgrounds, citizens report that the streets can get very congested. Parking is limited to on-street parking which can add to the problem. Overall, the downtown is walkable, quaint, and has noteworthy views of fields and mountains.

Fiscal Analysis

The town of Fryeburg reported it has been cautious in making any big purchases, undergoing major development plans, or, in simpler terms, spending where they can't afford to. Fryeburg has recently been awarded a \$10,000 grant to help revitalize the downtown, which includes plans for street and building improvements as well as to enhance the downtown's art

and culture. However, the scope of the project will be dependent upon additional funds available and the town reported that it won't be funding any projects in the near future. There are no Tax Incremental Finance districts, Community Development Block Grant funding, or other resources to fund future projects at the moment. Fryeburg has been cautious not to grow at a rate it can't handle. Although that's very wise given today's fiscally distressed economy, Fryeburg may want to consider small areas of growth and development as well as a way to lure in new businesses and entrepreneurs for the future.

Public Participation

Currently, there are no organized groups helping with downtown revitalization efforts. There are only a few volunteers aiding in Fryeburg's downtown plan. City officials reported it has been hard getting people on the same page and engaged with the downtown revitalization efforts. To add to this, Fryeburg Academy and the town seem to be separate identities. In the future, the Town of Fryeburg hopes to form strategic partnerships with both the Academy and banks on specific projects. The town does host concerts during the summer months at Bradley Park, a 4th of July parade, and an Art in the Park event for residents. The town website is helpful for residents, listing all town meetings, announcements, and agendas.

Overall Analysis

Fryeburg's downtown is appealing and has the potential of becoming a more vibrant, attractive place to stop, shop, and stay. Unfortunately, Fryeburg does have to compete with the shops and tourism in North Conway, located just a few miles away. Yet, Fryeburg could strategically place itself as a place to stop, shop, and stay without all the crazy hustle and bustle that North Conway generates. The downtown improvements that Fryeburg is proposing in the recently established downtown plan are both straightforward and economical. In addition to

improving the sidewalks and facades of downtown, the plan also includes signage improvements for the town, promotion of local farms at restaurants that serve their products, and creating strategic partnerships within the community. The recently awarded grant and downtown plan, which is proudly displayed on some store fronts, could help kick start a movement to enhance and grow Fryeburg's downtown.

In conclusion, Fryeburg is a great place to live. The recreational opportunities are endless with the Saco River, White Mountains, and miles of trails to explore. It also boasts a top notch school system and a huge fairground facility. It's a safe and affordable place to raise a family. However, Fryeburg's economy will need to be more creative and innovative in order to stay competitive in the present downward economy. Business and retail occupancy, as well as future economic development and revitalization projects, are stagnant. The town should look to provide tax incentives for future businesses, partner with business owners, and generate support from community leaders to ensure the downtown continues to grow and prosper to its full potential.

Hallowell, Maine

History

The City is named for Benjamin Hallowell, a Boston merchant and one of the Kennebec Proprietors, holders of land originally granted to the Plymouth Company by the British monarchy in the 1620's. It was incorporated as a town in 1762. In 1815, the first granite quarried near the Manchester town line signaled the birth of an industry that would support Hallowell until 1908, when cement displaced stone as the construction material of choice. In 1826, the ice industry began, employing thousands over the next 75 years. Frozen blocks loaded onto Hallowell's schooners traveled as far as Cuba and the West Indies. Other local products exported via the Kennebec River from Hallowell included sandpaper, textiles, rope, linseed oil, oilcloth, wire, books, and shoes. Thriving industries included ship building (between 1783 and 1901, fifty ships were launched from Hallowell's wharves), trading, publishing, and logging. Two grist mills, five sawmills and two slaughterhouses served the needs of residents near and far, (1).

Early on, Hallowell was a center of learning and intellectual accomplishment. Private academies and music conservatories attracted students from across the state. Publishers wanting to join in the city's book trade migrated there, as did chemists, physicians, politicians, artists, and inventors. Hallowell is also home to the Gaslight Theatre, Maine's oldest continuously operating community theater. The Gaslight Theatre is located in Hallowell City Hall, where it's been in operation since the late 1970s. The Downtown Historic district includes 56 historic buildings all built before the 1900's. The Historic District includes a fire station, one of the first doctors' offices in the United States, an old hotel that once housed Ralph Waldo Emerson, and the homes of some of the original Hallowell settlers, (2).

Profile

Hallowell has the second smallest population when compared to the reference set. Hallowell residents experience the highest cost of living when compared to the surrounding towns. Hallowell has the second highest medium home value as well as the second highest mil rate when compared to neighboring towns.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
AUGUSTA	Kennebec	18,282	40.3	90.1	17.3	36,164	134,203	7.71	3.26%
GARDINER	Kennebec	6,100	38.1	87.6	24.3	42,427	128,711	10.15	3.53%
LITCHFIELD	Kennebec	3,455	38.5	91.3	29.7	49,670	154,282	18.93	1.20%
MANCHESTER	Kennebec	2,561	41.5	89.1	20.6	63,454	205,423	8.65	0.92
MEDIAN		4,778	39	90	22	46,049	144,243	9	3.40%
HALLOWELL	Kennebec	2,437	42.4	91.6	19.2	43,581	165,609	11.14	3.18%
% of MEDIAN		51%	108%	102%	86%	95%	115%	118%	94%

Key Observations

Hallowell is home to a distinct downtown located on Water Street (Route 201) that runs parallel to the Kennebec River. The street is lined with locally owned restaurants, pubs, shops, galleries, and cafes. One could easily make a day of visiting downtown Hallowell: breakfast at Slates Bakery, shopping at the Hallowell Antique Mall, Earthbound Clothing and Gifts, and Russell's Gems, grabbing a bite to eat at Hattie's Chowder House, walking the historical tour "A Museum in the Streets", strolling down the river walk, and then ending the night with fine dining at Joyce's Riverfront. There is also a bustling night life to enjoy with live music at the Easy Street Lounge, and other local bars and pubs. Water Street is filled with historical buildings, river front access, shopping, dining, and entertainment.

Water Street is a busy street with fast moving traffic. There are sidewalks located on both sides of the street, but one needs to take extra precaution when crossing the roads as there are limited crosswalks that also happen to be faded. The middle of the street is sloped upwards, making it difficult for patrons getting in and out of their car. Parking is limited to on-street parking with few extra parking areas for those utilizing the Kennebec River. There was only one noticeable vacant storefront and all buildings were in good condition. Some public establishments had patios with outdoor seating overlooking the river where customers could dine.

The original architecture, along with the rich history behind the majority of the public buildings, churches, and historical sites, was impressive and gave a feeling of stepping back into time. The town has done a fabulous job outlining historical buildings and churches, displaying the history on signage usually located in the front of the building. In addition to the rich heritage, there's plenty of outdoor recreation. The public boat access is located in town where one can enjoy the river fishing, boating, or swimming. The Rail Trail also runs through town and goes all the way to Augusta.

Fiscal Profile

Hallowell is a very affluent area with a low unemployment rate and many residents work in Augusta with solid jobs. Because of Hallowell's high income residents, the town doesn't often meet requirements for downtown grants. In addition, the downtown does not currently have a Tax Increment Finance district. The committee is in the preliminary stages of forming one. The City has received Community Development Block grant monies, which in the past was mostly used for residential areas. They are currently in the formative stages of applying for the Communities for Maine's Future Funds, (CMF). CMFs are government grants that came out of bond funding for downtown revitalization efforts. This one the town would qualify for since there are no low to moderate income guidelines.

Hallowell is in dire need of funding to improve the tired sidewalks and crosswalks. In addition, the town has ambitions to remove the crown in the middle of the road, but has since put the project on hold. Hallowell also has to wait for funds to materialize before they add a kiosk and restrooms at Waterfront Park. It was also reported that they have to defer many maintenance projects with public works such as buying a new fire truck and other equipment. The town maintains that they will not sacrifice school funding for downtown revitalization efforts; the town will wait for other sources of funding to develop, (3).



Slates Restaurant

Public Participation

The people of Hallowell are very active in their community. For example, when Slates Restaurant, a town favorite, burnt down, the community rallied together to get Slates up and running again. The townspeople also join together for Rock on the River, a series of weekly concerts in the park, a farmer's market, Old Hallowell Day, a Mardi gras pub crawl, and countless other community events. The town website is also very informative, listing dates of committee meetings, posting the city council agenda and minutes, as well as displaying town announcements.

Overall Analysis

Hallowell is not only rich in historical landmarks, but also in tradition, as the families that reside there go back multiple generations. There is a strong sense of community and it shows by how successful the locally owned businesses are. In fact, even in the downward economy, it's hard for new business ventures to make their way into Hallowell's downtown. Hallowell has a vibrant night life and strong local music and art scene. The town really shines when the lights go down and people come out to enjoy

dining, music, and socializing. Still, Hallowell is an expensive place to live and difficult to start a business in part due to its restrictive codes and limited vacant spaces. Even so, Hallowell is home to a very affluent, involved community, plenty of recreational activities, and a blossoming downtown.

Kennebunkport, Maine

History

Kennebunkport was first incorporated in 1653 as Cape Porpus, and (like all regions pre-Maine) was part of the part of the Massachusetts Bay Colony. By 1690 many Indian uprisings depopulated most of the Kennebunk area, as well as most of southern Maine (with the exception of Wells). The struggle continued until 1760 with resettlement occurring with the arrival of European settlers. The town was renamed later as Arundel, and then renamed again in 1821 to Kennebunkport; one year after Maine was admitted to the Union in 1820. The name Kennebunk means "long cut bank," an important landmark to native Americans coming along the coast in canoes, with the 'port' based on its growing economy in shipbuilding and trade along the Kennebunk River.

While Kennebunkport historically started as a shipbuilding and fishing village, the town later developed into a popular tourist destination. By the 1870s the town constructed hotels and stately homes along its coastline. Cape Arundel, Cape Porpoise, and Beachwood (now called Goose Rocks) were also part of the summer colonies. The Great Fires of 1947, which devastated much of York County, affected Kennebunkport and homes along Goose Rocks beach, though the area recovered and was rebuilt. Today, Kennebunkport continues its reputation as a summer haven for the upper class and is one of the wealthiest communities in the state of Maine



Kennebunkport is also the summer home of former U.S. President George H. W. Bush. First built by Bush's maternal grandfather George Herbert Walker, it has been a family home ever since, and has been owned by Bush since shortly before becoming Vice President in the 1980s.

Profile

Kennebunkport has the lowest total population of surrounding towns, with the highest median household income of \$65,012; almost \$10,000 over the median household income in the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Tax on Median Home as % Median Household Income
Wells	York	9,895	43.3	126.8	26.2	55,586	294,352	8%	4
Biddeford	York	21,435	36.4	124.5	21.9	41,978	225,939	19.05	10.4
Kennebunk	York	11,448	41.3	124.4	24.1	57,636	278,344	12.05	5.8
Arundel	York	4,065	37.3	122.3	23.7	59,391	237,374	11.45	4.6
KENNEBUNKPORT	York	3,984	46.0	139.8	24.6	65,012	468,834	16.00	12
MEDIAN		9,895	41	125	24	57,636	278,344	12	6

Key Observations

The town of Kennebunkport officially has several distinct areas that were developed during a phase of the town's history. The original town center was at Cape Porpoise, which today continues to be a working fishing harbor, with a small village center serving summer and year-round residents. Inland from Cape Porpoise is a historic town center called Burbank Hill, hosting an historic schoolhouse and jail. The town center, known as Lower Village and the area in and around Dock Square and Ocean Avenue, is located along the Kennebunk River.

Dock Square area has a district of souvenir shops, art galleries boutiques and seafood restaurants. While there is a lot of traffic throughout the area the flow follows one street, curving right after the Ocean Avenue Bridge. It is best to either park on the outskirts and walk around to really



Dock Square

get a feel of the small town and its array of small shops, many off the beaten path, along narrow walkways.

Public Participation

Kennebunkport has a strong Business Association that is a member-based organization made up of small and large businesses, including the major inns and hotels. Very similar to the Freeport Merchant's Association (FMA), the Kennebunk Business Association (KBA) was formed in the 1980's initially as an avenue for the business community to give thanks to the residents of Kennebunkport and Kennebunk for supporting them. A Christmas Festival was developed to create a sense of community spirit. Now in its 26th year, the Kennebunkport Business Association's Christmas Prelude is a two-week festival, where business people work with the community to recreate the spirit and joy of the Christmas season.

Kittery, Maine

History

Kittery was first settled around 1623, and was incorporated into a town by 1647. Kittery is the oldest incorporated town in Maine. It was named after the birthplace of founder Alexander Shapleigh from his manor of Kittery Court at Kingswear in Devon, England. Shapleigh arrived in 1635 aboard the ship *Benediction*, which he co-owned with Captain Francis Champernowne. Together, with the help of others, they established fisheries offshore at the Isles of Shoals where fish were caught, salted, and exported back to Europe. Other pioneers were hunters, trappers, and workers of the region's abundant timber, (1).

During the Revolution, the first vessels of the U.S. Navy were constructed on Badger's Island, including the 1777 USS *Ranger* commanded by John Paul Jones. The Portsmouth Naval Shipyard, the Nation's first federal navy yard, was established in 1800 on Fernald's Island. It connects to the mainland by two bridges. The facility rebuilt the USS *Constitution* and built the Civil War USS *Kearsarge*. Kittery has some fine early architecture, including the Sir William Pepperell House, built in 1733, and the Lady Pepperell House, built in 1760. The John Bray House, built in 1662, is believed to be the oldest surviving house in Maine. Located at the John Paul Jones State Historic Site on U.S. 1 is the Maine Sailors' and Soldiers' Memorial. Further northeast up the road, the town has developed factory outlet shopping, very popular with tourists. There are more than 120 stores located on a mile long strip of coastal Route 1. Kittery is also home to many scenic beaches. Kittery Point is home to Seapoint Beach and Fort Foster Park, originally a harbor defense, (2).

Profile

Kittery residents take home the least amount of household income when compared to neighboring towns. Kittery residents experience the second highest cost of living, behind York, when compared to neighboring towns. Kittery has the highest total mil rate and highest non education tax on median homes as a percent of median household income.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-education Tax on Median Home as % Median Household Income
KENNEBUNK	York	11,448	41.3	124.4	24.1	57,636	278,344	12.05	1.99%
ELIOT	York	6,304	39.7	123.7	23.3	62,301	294,590	16.70	2.45%
SOUTH BERWICK	York	7,156	36.2	119.6	26.8	63,852	256,301	12.10	1.96%
YORK	York	14,064	43.4	131.3	27.1	66,874	386,918	8.14	1.61%
MEDIAN		9,302	41	124	25	63,076	286,467	12	2%
KITTERY	York	10,427	39.0	126.5	20.2	50,202	268,507	13.62	2.58%
% of MEDIAN		112%	96%	102%	79%	80%	94%	113%	131%

Key Observations

Kittery has many sub-areas that are comprised of different features, such as a Route 1 strip mall, the town center with a municipal building and museum, and a historical Main Street area with historical churches and monuments. The most well-known sub-area is the Route 1 strip mall recently branded as “Coastal 1 Kittery”, according to the town’s recent Destination Marketing Plan, (3). Coastal 1 Kittery consists of outlet stores, businesses, and fast food eateries. The other sub-area is Kittery’s historical downtown, most recently branded “Portside”. Portside encompasses local businesses, restaurants, a park, public library, and harbor views.

Portside is located at the intersection of State Road and Walker Road. Memorial Bridge, the Rice Public Library, and Wallingford Square complete the Portside area. Sidewalks and

streets are narrow and tired looking, but still walkable. Flowerboxes and trees lined the route along with historical churches and buildings. Pedestrians can look across the harbor, capturing a view of Portsmouth Naval Shipyard, Maine's first established Port. Visitors can also enjoy browsing at the Red Door Pottery Studio, shopping at the different boutiques, or have a gourmet meal at the famous Anneke Jans Bistro, all within a short walking distance. The Maine Sailors' and Soldiers' Memorial is right around the corner from the downtown with a small park, benches, and monuments all overlooking Memorial Bridge.

The downtown area is relatively small. Businesses are relatively scarce, as many of them are located on the Route 1 strip. Parts of the downtown area look tired, are scarce in business or business development, and lack signage for historical buildings, monuments, and churches. There is no night life, one looking for pubs and bars can easily cross the Memorial Bridge and enter Portsmouth. In two minutes, one can leave Kittery on foot and enter Portsmouth's downtown, equipped with pubs, restaurants, and tax free shopping. Memorial Bridge will be closing this summer for construction. Many people use this bridge to enter Kittery for both work and play. Local business owners are worried that the closing of the bridge will harm their businesses.

Fiscal Analysis

Kittery faces similar issues as Augusta, but on a smaller scale. The town has 40,000 workers that commute into the Navy Yard every day, with only a handful of the workers actually living in Kittery. The effect on the tax base, and in turn funding for infrastructure and economic development, can be harmful.

Kittery is on the verge of implementing the Destination Marketing Plan, but is short on funds, time, and volunteers. In order to help pay for some of the destination marketing signage,

Kittery has three Tax Increment Financing districts. In addition, the town will depend on private business owners and public/private partnerships to help with any funding for revitalization efforts.

Future plans for revitalized efforts have been developed, but not enough funds have materialized. Projects have been downsized and put on hold. For instance, the town wanted to improve the sidewalks and add street lights to the downtown area, but it will have to wait until more funding is available. In addition, the Memorial Bridge will be closed for construction this summer. Many customers and tourists use the bridge for easy access into Kittery, and without the bridge, business owners worry they will experience a decline in sales, (4).

Public Participation

The people residing in Kittery care about their community, educational system, and downtown efforts. There is an informal network of downtown business owners and an informal neighborhood network establishing a downtown area development review committee.

The town hosts a community Kittery Block Party, Art Fest, and Farmer's Market in the summer months for residents to enjoy. However, there is no formal meeting place or gathering spot in the downtown for families and residents to congregate.

Overall Analysis

Kittery is very diverse in terms of the different sub-areas that call Kittery home. The town's "Destination Marketing Plan" is geared more to tourism, and less on improving the central downtown area. While it's strategic to attract tourists into Kittery for business, the plan may look



Boats tied to docks on the backside of Kittery's downtown

to include restoring and providing signage for its natural resources such as the historical buildings, churches, and forts that line Kittery's Portside area. The marketing plan does come at a good time, though, considering the closing of Memorial Bridge and how that could negatively affect businesses. Still, Portside is a great place to concentrate efforts on and to brand as a place rich in heritage and history for both citizens and tourists to enjoy. The area already has great views of the waterfront, locally owned businesses, along with a park and library.

Kittery does face some disadvantages, however, being so close to New Hampshire with tax free shopping. The downtown area also has a difficult time attracting naval shipyard workers on their way home from work and tourists that only stop to shop at the outlets. The town is in the process of making some major decisions considering the growth of Kittery and what that means in the future. Should Kittery stimulate growth, invest in businesses and economic development, or preserve open spaces and its rural character? Either way, Kittery does have a historic and quaint downtown area. Kittery has done a commendable job staying true to its brand and restoring its heritage by celebrating the historic buildings and forts, such as Fort McCleary and Fort Foster. If Kittery concentrates its efforts on Portside instead of spreading out too thin, the downtown area has the potential of becoming a distinct and enjoyable place for shoppers, workers, and families alike.

Portland, Maine

History

The City of Portland, which is Maine's largest, rests on the shores of Casco Bay at the mouth of the Fore River in Cumberland County. In 1633, the Portland peninsula, then named Casco, was first permanently settled by the British. It was renamed Falmouth in 1658, and in 1786 the citizens of Falmouth formed a separate town and named it Portland. Maine became a state in 1820, with Portland initially as its capital. In 1832, the capital was changed to Augusta.

Portland has recovered from four fires, the most devastating left over 10,000 people homeless on July 4, 1866. This fire destroyed most of the commercial buildings, half of the churches, and hundreds of homes in the city. To capture this history, the city seal is comprised of the phoenix rising from the ashes.

Rise again it did, until the Maine Mall was built in the 1960's in neighboring South Portland. The new mall poached shoppers from Portland and caused much of downtown to become economically depressed. Today Congress Street, Exchange Street and Commercial Street are once again vibrant parts of the City of Portland. In recent years, Portland has been ranked as *Bon Appétit* magazine's "America's Foodiest Small Town" and Forbes.com "America's Most Livable Cities", as well as many other accolades that allude to the need for people to live, work, visit, play, and eat in Portland.

There are many different neighborhoods within the city limits. Most notable, though not an all inclusive list, are the neighborhoods of: Bayside, Deering, Kennedy Park, Munjoy Hill, the Old Port, Parkside, Rosemont, the West End and the Arts District. Many have an organized neighborhood association comprised of local citizens that communicate directly with city officials.

Profile

As the largest city in Maine, it is not surprising to see that Portland has a significantly higher population when compared to the surrounding communities. Portland exceeds South Portland, the next largest city in the reference set, by over three times the population and has the youngest population of the reference set. Portland has the lowest median household income when compared to the reference set and is significantly lower than Falmouth, Scarborough and South Portland. The mil rate is the second highest of the reference set behind Westbrook, with Portland providing a higher level of both city and social services of all neighboring communities except for Westbrook.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
FALMOUTH	Cumberland	10,724	40.7	105.2	22.0	84,080	431,077	14.54	2.06%
SCARBOROUGH	Cumberland	19,054	38.8	102.3	20.5	58,612	268,076	11.48	1.95%
SOUTH PORTLAND	Cumberland	23,803	37.9	96.6	17.3	53,674	219,811	13.10	2.23%
WESTBROOK	Cumberland	16,534	37.8	96.8	18.5	47,529	212,639	23.87	5.44%
MEDIAN		17,794	38.4	99.55	19.5	56,143	243,944	13.82	2.15%
PORTLAND	Cumberland	62,561	35.7	100.9	18.7	44,739	242,684	16.31	4.41%
% OF MEDIAN		352%	93%	101%	96%	80%	99%	118%	206%

Key Observations

City officials have been working tirelessly since the 1970's to revitalize Portland's downtown. Getting to where Portland is today is the result of a long planning and economic development history that involves, in part, the creation of the Downtown Vision Plan in 1991 that focused on the Congress



Street “cultural corridor.” This in turn led to the Arts District Plan in 1996. A Creative Economy Summit was held in 2006, with a Creative Economy Steering Committee Plan written and the Creative Portland Corporation formed in 2008. Most recently, the Congress Street Historic District was formed in 2010.

Portland’s downtown is now vibrant and a place to be visited. The city sits on a peninsula overlooking Casco Bay. The downtown for purposes of identifying the “main street” in Portland can be found in the Arts District and the Old Port.

The Arts District, which runs along Congress Street, is lined with galleries, local restaurants and cafes. Mixed in are the Portland Museum of Art, the Children’s Museum of Maine, the Maine College of Art, State Theater, Port City Music Hall, and Space Gallery. On the upper levels of the gallery and retail storefronts are commercial and residential spaces. New housing for artists has also been created in this area of Portland to ensure that residents can live in the same community that they practice their craft.

The Old Port retains much of its character with cobblestone streets mixed in amongst brick buildings filled with a high concentration of local restaurants and specialty retail. This section of downtown also holds an array of bars and clubs and is known for having an active nightlife.

There are very few chains restaurants located in downtown besides the popular coffee shops of Dunkin Donuts and Starbucks. Reny’s just moved in as Congress Street’s anchor store when the Maine-based LL Bean vacated the space just over a year ago.



There is an extensive trail system in Portland, maintained by the nonprofit Portland Trails, which allows pedestrians to navigate the metropolis by way of vistas such as that of Back Bay and East End Beach. There are also many parks and open spaces for residents and visitors to enjoy such as Deering Oaks Park that sits a few blocks below the Arts District, with other areas like Monument Square and Tommy's Park located in the city's downtown.

Though mostly outside of the immediate downtown area, Portland also houses three minor-league sports teams at venues within the city. The Portland Sea Dogs (baseball), Portland Pirates (hockey) and Maine Red Claws (basketball) all call the City of Portland home. Maine Medical Center, a Level One Trauma Center and Maine's largest hospital, sits in the West End of Portland, with Mercy Hospital undergoing an expansion to a newly created campus along Fore River.

Getting to Portland is also very convenient, with the city accessible by plane, train and automobile. The Portland Jetport is an international airport maintained by the City of Portland and a newly built Amtrak train station provides train service to and from Boston. Portland is also the second largest cruise ship destination in Maine behind Bar Harbor with numerous passenger ships visiting Portland's downtown during the summer season.

Fiscal Analysis:

Portland ran a very successful Façade Improvement Program from 2008-2010. This program offered businesses the financial resources to improve the building facades facing Congress Street in the targeted area from Monument Square to Longfellow Square. The funding was available through the federal Community Development Block Grant (CDBG) program. As an entitlement community for CDBG, Portland receives a significant allocation of these funds annually. The funds directed towards façade improvements (which included an awning project

and sign replacement) leveraged double the initial \$84,856 in CDBG monies by requiring at least a 50% match in private investment.

Portland also encourages and supports economic development downtown by offering a revolving loan program to downtown businesses for gap financing. There has historically been a low default rate, which might be credited in some part to the city's willingness to offer loan modifications on loans nearing default; the program has been underutilized in the current economic climate. The city is currently working on ways to more effectively partner with financial institutions and rework this program to make it more accessible to the business community in Portland's downtown.

Tax Increment Financing is also offered by the city as an economic incentive on a project-by-project basis to limit the tax burden on organizations that might not move to downtown without such an incentive, and to keep tax revenue local and spent on projects that continue to improve downtown.

The Portland Downtown District is also part of a Business Improvement District (BID). In 1992, Portland's Downtown District (PDD) was formed as a 501c (4) not-for-profit. PDD is a leader and facilitator in the support and promotion of the economic vitality of downtown Portland. Tax payers located in this part of the city actually pay a surcharge on their property tax bill. PDD, in turn, spends the collected tax assessments in the community in which they were collected for things such as lighting improvements and way-finding signs.

Though Congress Street has been thriving, the economic slowdown has affected other parts of the City. A few sizable projects on the Eastern Waterfront have been delayed and/or abandoned in recent years. One developer interested in building condos along the waterfront reported not being able to get financing for this type of development in the current market. A

Hampton Inn is currently under construction in this area of the city, even after another well-known chain abandoned a project to build a hotel in the same location. City staff seems to have the mindset that revitalizing areas of the city is a slow process, so the economy has just made a slow process a little slower. Some signs that the tide is shifting is the new Pierce Atwood development currently wrapping up on Commercial Street and the recent purchase and rehabilitation plans of the Eastland Park Hotel on High Street - a block down from bustling Congress Street.

Public Participation

As might be expected of a large municipality, Portland has a very interactive website. There are numerous online services that residents can utilize. The contact information of city officials is clearly noted. The location of city hall on Congress Street is in the heart of the financial district and is easily accessible to residents visiting downtown.

City officials often use neighborhood associations as another way to engage citizens. CDBG presentations are conducted by city staff on an annual basis to solicit feedback and assist with the planning and distribution of CDBG funds in neighborhoods meeting the income eligibility guidelines.

Residents of Portland often shop at the weekly Farmers' Markets that are set up in Monument Square and Deering Oaks Park during the growing season. There is also support for a "Buy Local" campaign that encourages consumers to purchase food that is grown locally or eat at restaurants that prioritize buying raw materials from local farmers and fisherman.

The Arts District also comes alive on the first Friday of every month, when most of the galleries in downtown open up their doors for free and allow visitors to enjoy the diverse art that is located in Portland. Local artists sell their art on the sidewalk and interact with community members interested in the cultural opportunity that is being offered.

Overall Analysis

Portland's most recent Comprehensive Plan was approved in 2005. This is a long-range plan that provides a policy framework in which to guide municipal decisions. In addition to Portland's Comprehensive Plan, there are seven on-going long-range planning efforts focused on the waterfront, housing, neighborhood planning and transportation. A large part of the continued vitality of downtown will rest in the city's ability to continue to follow and further refine the coordinated and consistent guidelines outlined in sections of the Comprehensive Plan such as the Downtown Vision Plan, Downtown Urban Design Guidelines and Congress Streetscapes.

One of the recent challenges that the city is facing is a large vacancy in a somewhat dated office building in downtown's Monument Square. Pierce Atwood wanted to move to an updated space, and though they were incentivized to stay within the city and relocated to Commercial Street, their move has left a large gap in downtown that does not seem easily filled. Other vacancies in the upper floors along Congress Street do not meet code and need significant upgrades to be habitable.

As the largest residential and economic center in Maine, Portland has its work cut out for it to manage the amount, and type of growth that occurs within the city. To say that coordinating the numerous plans that provide the roadmaps for these efforts is complex, would be an understatement. City officials and citizen groups not only seem up for the challenge, but seem genuinely interested in continuing to improve the vitality and vibrancy of Portland.

Scarborough, Maine

History

The settlement of Scarborough was one of the earliest made on the New England coast. John Jocelyn, writer, botanist, and English nobleman, came to Scarborough in 1663 to visit his brother Henry Jocelyn, who had settled on Prout's Neck. In the early 1600's, John Stratton had his trading post upon the island off Scarborough's shore, which still bears his name. This island also saw many of the other first settlers. In the 1630's, the first settlement of Black Point was the 1,500-acre Cammock's land grant; by 1650, there were 50 homes. This grant is now known as Prout's Neck. The town incorporated in 1658, and was named for Scarborough, England, (1).

Scarborough doesn't have a true "downtown" like some other towns and cities in Maine that developed in the 1800s and early 1900s. One contributing factor to the lack of a downtown dates back to the pre-automobile era when Scarborough's land was used extensively for farming. Farmers were eager to spread out, thus creating sprawl among the community which is still evident today. As the first toll road was constructed in Scarborough, known as U.S. Route 1, along with Interstate 95, residents started developing the land with no clear vision or master plan, thus, the sprawl created has made a huge impact on how the town of Scarborough has been laid out. Scarborough remains one of the fastest growing communities in the State of Maine. It is approximately 7 miles south of the city of Portland, a short drive to the Maine Mall, and easy access to the Portland Jetport. Scarborough is home to sandy beaches, the rocky coast line, and the largest saltwater marsh in Maine, (2).

Profile

Scarborough has the second largest population behind South Portland when compared to neighboring towns. Scarborough's cost of living index is only slightly higher than the National average but the second highest when compared to surrounding areas. Scarborough has the lowest total mil rate and lowest non-education tax on median home as a percent of median household income when compared to neighboring towns.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	Non-Education Tax on Median Home as % Median Household Income
CAPE ELIZABETH	Cumberland	8,793	43.1	101.4	18.8	90,807	363,056	16.16	2.03
SOUTH PORTLAND	Cumberland	23,803	37.9	96.6	17.3	53,674	219,811	13.10	2.23
WESTBROOK	Cumberland	16,534	37.8	96.8	18.5	47,529	212,639	23.87	5.44
SACO	York	18,125	37.2	119.8	22.4	54,135	230,080	12.73	2.45
MEDIAN		17,330	37.9	99.1	18.7	53,905	224,946	14.63	2.34
SCARBOROUGH	Cumberland	19,054	38.8	102.3	20.5	58,612	268,076	11.48	1.95
% of Median		110%	103%	103%	110%	109%	119%	78%	83%

Key Observations

Scarborough's downtown consists of Route 1, a commercial strip type area, and other commercial shopping areas located off Route 1 that has largely developed. Hardly any pedestrians are actually walking the strip to get to and from locations, probably because nearby traffic is dense and moves very fast. The strip consists of endless amounts of shopping villages and fast food eateries. Oak Hill Plaza is located rather centrally in the town and would be considered the closest thing to a downtown area. The Oak Hill Plaza area consists of the high school, middle school, municipal building, fire station, grocery store, and fast food eateries.

Located by the schools is the Scarborough Memorial Park which has skateboarding, a pond, and picnic tables. There is a walking path located from the schools to the park so students don't have to access Route 1.

The town has recently updated the zoning along Route 1 and in other areas to establish unique zones for areas of town called Town and Village Centers (TVCs). The goal of a TVC is to exhibit and develop its own character. So far, Scarborough has three TVCs. The first is Bessy Square, which includes a coffee shop, residential housing, and local businesses. Next is Oak Hill plaza, which includes a park, shops, and residential housing. Finally there is Walgreens Pharmacy, which is an area comprised of shops, services, and people.

There are no historical buildings or facades on the strip. It's relatively all new development and infrastructure. Heading southbound, past Oak Hill, there are a few locally owned businesses such as: Len Libby Candies, The Big Twenty Bowling Center, The Dairy Corner, and Anjon's Italian Restaurant. All locations are just a short drive away but not accessible by walking. Scarborough's Route 1 is a great place to shop and do business. However, one would not want to go there if he is looking for an outdoor shopping experience i.e. Freeport. It's not walkable nor is there any common meeting ground or places to sit and enjoy the (mainly commercial) scenery

Although not located in the "downtown" area, it is important to note that Scarborough is also home to the ocean communities of Prout's Neck and Pine Point. Both places consist of mostly seasonal, very affluent vacationers. The Black Point Inn, located on Prout's Neck, has been rated the Best Seaside Resort by New England Travel Guide and



Pine Point

other National publications. Also, Pine Point is a great place to walk, surf, and lay in the sand. It's a quiet community that's friendly for walkers and bikers.

Fiscal Analysis:

Scarborough's economy has certainly slowed. Although the town continues to experience growth and development, it's occurring at a much slower rate than in the past. Because of that, Scarborough has allowed for more relaxed or flexible standards in new and continuing projects which may or may not be a deterrent to Scarborough's future downtown. As the town continues to place itself as "a place to do business", there are limited funds to be allocated to improvements in the downtown area.

Scarborough does use Tax Increment Financing and has a handful of such districts that relate to various development projects. Scarborough also participates in the Cumberland County Community Development Block Grant program to help fund different undertakings. Still, it's unclear as to the amount of funding that will be allocated to downtown improvements. Any surplus of funds might need to go to development projects that are only partially completed.

Public Participation

The town has made a notable effort to create a sense of place with the planning of concerts in the park, a farmers' market, and a Fourth of July Celebration. However, people are moving in and out so quickly it's difficult for them to have a sense of pride or connection in the community to help further those efforts. Town officials noted that often public participation is limited to only the issues that directly involve those individuals. There are currently no volunteers or committees working towards downtown improvements.

The town website does a fine job posting a calendar of town meetings, agendas, and minutes. There are also multiple imbedded videos used as both promotional and informational tools. Finally, the town website offers many services that can be completed online such as licenses, registrations, and permits.



Memorial Park at Oak Hill Plaza

Overall Analysis:

Scarborough is a quality place to both raise a family and do business. It's a well educated population with a good school system, great health care facilities, and convenient location. Not only is it a prime area for shopping, but it also has many recreational venues including parks, miles of bike trails, ocean access, and the largest salt water marsh in Maine. However, Scarborough lacks a downtown community feeling, common gathering place, as well as a night life and resident cohesiveness.

Major projects or efforts to revitalize the town's Main Street or a downtown area are not the top priority for Scarborough. The town's concentrated efforts are on building, expanding, and developing along Route 1 and other hubs in the community, along with creating and establishing Town and Village Centers. Despite the previous Growth Plan to improve the athletics and walkability of the strip, there is still work to be done to help secure a downtown vibrancy. Scarborough does have the appeal of a young, educated, growing community. Perhaps as residents start establishing their careers and roots in the area, more concentrated efforts will be done to create a sense of place in Scarborough's downtown.

South Portland, Maine

History

South Portland is the fourth largest city in Maine and is located in Cumberland County on the banks of the Fore River and Portland Harbor. The land now known as South Portland was settled in 1630, but it wasn't until 1895 that South Portland broke away from Cape Elizabeth and was incorporated as a town after a drinking water dispute. South Portland wanted to get public drinking water from Sebago Lake, whereas Cape Elizabeth was fine with drinking water coming from local wells.

Though South Portland has a lengthy industrial and shipbuilding past, it is now often referred to as the retail capital of the state. The first "strip mall", Mill Creek, was built in the 1950's right over the bridge connecting the cities of Portland and South Portland. The Mill Creek shopping center is now part of a larger retail area known as the Waterfront Market and attracts shoppers from South Portland, Cape Elizabeth, Portland and Scarborough.

In the late 1960's construction of the Maine Mall began. An old pig farm in the western part of South Portland was selected at the desired site because of its proximity to Interstate 95 and to Portland. The Maine Mall is the largest and busiest mall in Maine and attracts thousands of shoppers each year.

South Portland not only has distinct neighborhoods making up the city, but also has villages housing these neighborhoods: Ferry Village, Knightville, Pleasantdale, Skunk Hill, Town House Center and Willard.

Profile

Though South Portland is the fourth largest city in Maine, it is the second largest city when compared to its neighbors. Being a retail center and having a close proximity to Portland, it is not surprising that the travel time to work is the lowest in the reference set. South Portland

residents' median household income is lower than Cape Elizabeth and Scarborough, but is much higher than Portland and slightly higher than Westbrook. Home prices are much more reasonable in South Portland and Westbrook, however, the mil rate in South Portland is significantly lower than Westbrook making buying a house in South Portland more economically attractive. The percentage of taxes for non-educational purposes is very low in South Portland when compared to the median of the reference set, but is slightly higher than both Cape Elizabeth and Scarborough.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
CAPE ELIZABETH	Cumberland	8,793	43.1	101.4	18.8	90,807	363,056	16.16	2.03%
PORTLAND	Cumberland	62,561	35.7	100.9	18.7	44,739	242,684	16.31	4.41%
SCARBOROUGH	Cumberland	19,054	38.6	102.3	20.5	58,612	268,076	11.48	1.95%
WESTBROOK	Cumberland	16,534	37.8	96.8	18.5	47,529	212,639	23.87	5.44%
MEDIAN		17,794	38.2	101.2	18.8	53,071	255,380	16.24	3.22%
SOUTH PORTLAND	Cumberland	23,803	37.9	96.6	17.3	53,674	219,811	13.10	2.23%
% OF MEDIAN		134%	99%	96%	92%	101%	86%	81%	69%

Key Observations

It is immediately apparent when you drive through South Portland that there is no central “downtown” to visit. This city is segmented both culturally and geographically. More than many communities in Maine, South Portland is often identified by its many different neighborhoods and villages. On a more inclusive scale, but still breaking the city into two sections, there are often references made about the “Maine Mall” or “Cape Elizabeth” sections of South Portland.



For the purposes of walking around “downtown” to collect qualitative data for this case study, I was directed to Ocean Street and Cottage Road. It wasn’t until the mid-1990’s that traffic from Portland was diverted around this area. Before the new Casco Bay Bridge was built, all traffic from downtown Portland was sent through this two lane section of South Portland.



There are signs of redevelopment efforts downtown, with a mixed-use newly constructed building with condominiums on the upper floors and retail space on street level. However, the downtown was very quiet, with visible “for lease” signs in many storefronts. Only a few blocks away is the Mill Creek Shopping Center which is anchored by Shaw’s and is surrounded by numerous chain restaurants and stores.

Fiscal Analysis

City officials, residents and business owners have been working to try and revitalize this downtown community. City officials have been trying to liberalize zoning to expand redevelopment options, administer a revolving loan program for locally-owned businesses and have created a TIF District in this area a few years ago to keep tax revenue local. Business owners have also formed the Waterfront Market Association to expand communication and networking opportunities in the business community.

The Maine Mall is a major contributor to South Portland’s tax base. However, the owners often try and appeal the valuation that is given to the properties owned in South Portland to get a smaller tax bill. It seems as soon as an appeal is overturned, another is filed the following tax year. In recent years, the Maine Mall has had to cease planned expansions because of the economic downturn. A 58,000 square-foot development planned for a site across

from the mall's current location was abandoned in 2010 because the owners were unable to get the financing to make Maine Mall Commons a reality.

In the fall of 2011, South Portland just received notification that it has received the highest municipal bond rating in the state.

Public Participation

The city website offers a variety of information and services for the citizens living within this community. Meeting minutes and materials are archived and there is video footage available of city meetings. Residents wanting additional information about upcoming events and city information can sign up for a bimonthly E-newsletter on the city website as well.

The Mill Creek Park offers a central gathering place for South Portland residents and visitors. There is tree lighting around the holiday and skating encouraged on the pond in the winter. The park is also filled with artists during the Art in the Park events held in the summer months.

Overall Analysis

South Portland is a city with a seemingly abundance of unrealized potential. Geographically, South Portland is in a great location – it neighbors the largest city in Maine and shares borders with many affluent communities. The views of Portland across the Fore River are breathtaking (especially at night) and South Portland has well kept parks and walking trails.

Though there are signs of new development and redevelopment downtown, there does not appear to be a consensus among city officials, residents and business owners about what the vision for their community should be. Recently the city supported the development of a newly constructed four-story office building that now sits at 100 Waterman Drive. Many residents voiced opposition of this project because of the height of the building and the concern that the

view into Portland should not be hidden behind tall buildings. As of this writing, this newly constructed building has visible vacancies. It appears that the vision for South Portland may not include a “Main Street” for the whole city to enjoy, but more of a focus on creating and nurturing livable, walkable, urban neighborhoods.

Wells, Maine

History

Named after Wells, England, a city in the county of Somerset, Wells is the third-oldest town in Maine. The Abenaki Indians called the area Webhannet, meaning "at the clear stream."

The surrounding area of Wells had been awarded to Sir Ferdinando Gorges in 1622. While Gorges continued to reside in England, he awarded his young cousin, Thomas Gorges, to act as deputy and agent to oversee land control, whereby the original settlers of Wells paid annual fees to lease the land. With the eventual political upheaval in England and the death of the elder Gorges, the Massachusetts Bay Colony took control, laying claim to all of Maine. In 1653 Wells residents submitted to control, with the town incorporated and as free men each now the owner of their own lands.

Known to historians as a resilient northeastern frontier, early attempts to colonize Maine above Wells were abandoned because of attacks by Native Americans allied with New France, claiming the land known to them as 'Acadia.' Wells became the northernmost English-speaking outpost in coastal New England, having held out despite repeated attacks.⁵ Yet, unlike other towns in the area, Wells was never abandoned.

Wells soon developed as a farming community, producing hay and vegetables. Other industries included shipbuilding and fisheries. The Webhannet River provided an inlet past the coastal barrier islands, and along with other rivers and brooks, served to entice early mill owners. Clusters of farms



⁵ The town's Storer Park commemorates the town's successful resistance in those conflicts with from Lieutenant Storer's garrison.

were concentrated near rivers and brooks, where the mills operated. Early roads known then as the Upper Post Road and Lower Post Road are now known as Route One.

In the 19th century, with the arrival of the railroad, the town's beautiful beaches attracted tourists. Many inns and hotels were built along the seashore. Today, tourism remains important to the economy, where countless visitors arrive during the summer months to enjoy its beaches, trails and other natural attractions.

Wells is primarily located on the Rt. 1 corridor on the southern coast of Maine, surrounded by Kennebunk to the northeast; Sanford to the northwest; North Berwick to the west; South Berwick to the southwest; and Ogunquit to the south. Approximately 60 square miles in size, Wells was originally somewhat larger. When Maine became a state in 1820, Kennebunk separated from the town to become its own municipality. Ogunquit separated in 1980 to become its own town as well.

Wells serves as the primary outpost for the Rachel Carson National Wildlife Refuge in cooperation with the State of Maine, protecting valuable salt marshes and estuaries for migratory birds between Kittery and Cape Elizabeth. York County Community College (YCCC) is also located close by on 84 wooded acres off Chapel Road. Built in 1997, YCCC continues to grow rapidly with programs in computer technology and culinary arts.

Profile

Wells has the second highest population in the reference set at 9,895, with the town of Sanford having the highest population of 21,156. Wells ranks third-lowest in both house hold income at \$55,586 and home value at \$294,352, though both are considered fairly high for Maine numbers.

An interesting observation in this reference set is the correlation of towns that have a high median age and high house hold income and home values. Wells, like Kennebunk and Ogunquit, are considered to be some of the most affluent communities in Southern Maine, yet they are seeing the median age of

their population increase. This is due primarily because the baby boomers, a large demographic, are aging.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	2006 Total Mil Rate	Tax on Median Home as % Median Household Income
Kennebunkport	York	3,984	46.0	139.8	24.6	65,012	468,834	16%	12%
Sanford		21,156	36.6	121.3	23.0	40,263	175,110	14.60	6.3
North Berwick		4,832	37.8	117.5	28.1	47,925	193,212	10.30	4.2
Ogunquit		1,263	55.2	136.4	29.3	57,282	409,800	6.85	4.9
WELLS	York	9,895	43.3	126.8	26.2	55,586	294,352	8%	4%
MEDIAN		4,832	43	127	26	55,586	294,352	7	4

Key Observations

As a major tourist destination, The Wells Transportation Center is home to the Downeaster Passenger Train operated by Amtrak which runs from Boston's North Station to Portland, Maine. The center also serves intercity buses, carpools and the local trolley. The Wells Transportation Center opened in June of 2003, with the major funding and construction coming from the Maine Turnpike Authority.

Efforts to revitalize the town of Wells have been underway since 2005 when the town's comprehensive plan update included a vision for future development with walkable streets, development integrated into the Rt. 109 corridor and intersection of Rt. 1, seasonal traffic management and protected natural resources. In the report, Wells described itself as "a terrific community with great people and a great environment and its vision was to preserve and promote Wells' small-town historic community character, appearance and values for a better quality of life."

Recognizing their goals and vision to be in line with the recommendations put forth by the widely-read 2006 Brookings Institution report, *Charting Maine's Future: An Action Plan for Promoting*

Sustainable Prosperity and Quality Places, Wells (with the assistance of Maine Sea Grant), applied to the U.S. Environmental Protection Agency (EPA) and the National Oceanic Atmospheric Administration's (NOAA) Smart Growth Implementation Assistance for Coastal Communities for funding to explore development options to target the town's central area and Wells Corner, while protecting the environmental quality of Depot Brook, located on Route 109.

Throughout 2006, several workshops and public planning meetings were held to hear what Wells' residents wanted for their town and to help develop design options, specifically as it related to the Rt. 109 corridor and Wells Corner area. During these meetings residents restated their primary preferences to:

- Preserve and enhance the town's natural characteristics;
- Have a central gathering place for the town
- Have a better and safer pedestrian environment.

A concept plan was developed with recommendations where the town and residents could consider which strategies to address first. The top three strategies included a design charrette⁶ with an open public dialogue focused on the Rt. 1/109 intersection, a plan for Wells' central area and a pedestrian district.

The three strategies were tools for Wells and its residents to determine where, how and what type of growth they wanted. Very similar to form-based coding, the development process allowed the town (through regular town meetings or public workshops) to put in place zoning, ordinances, standards, and guidelines for developers to establish in their designs. This strategy was a clear example of modern-day public participation efforts.

⁶ This design charrette was similar to what the Town of Damariscotta needed to conduct for their "Heart and Soul" downtown community project. The charrette was needed for the Town of Wells as this intersection is in the middle of Wells' central area, and the redesign of the intersection will directly affect any future development or redevelopment in this area.

To date, development on the Rt. 1/109 intersection is quite noticeable, with new and connected sidewalks, walking and bike access, right up through the Town Offices to Rt. 1. New landscaping is also evident; a number elm trees were recently planted due in part to State of Maine's Tree Canopy Grant.

When reaching the intersection of Rt. 1, further sidewalk and access work appears one-ended; where wider sidewalks and walking areas are noticeable heading south towards York, yet little or no sidewalk and path development heading north towards Ogunquit. According to town officials, because the majority of tourists and traffic came from points south, path and sidewalk heading south took priority. Since 2008, federal funding to for sidewalk and path improvements have diminished, slowing the town's efforts to continue north.

While further work of the 2006-2007 EPA/NOAA Smart Growth study and were slowed due to the recent economy, efforts to revisit the project were considered in October, 2011; a joint workshop between the Planning & Zoning Boards provided history and direction on revisiting the Project Report, with future actions placed on the agenda for 2012.

Fiscal Analysis

During the Smart Growth study, Wells considered a range financing strategies for potential development projects. Tax-increment financing (TIF) was recommended during the project and community-improvement project on Rt. 109, where the community could take advantage of the future tax benefits of real estate improvements in a designated area to pay for the cost of making those improvements today.

TIF funding was also suggested for the pedestrian project as well as were impact fees during the building permit process to support public service construction (roads, schools, libraries) in anticipation of expanding services that would handle additional demand. Other funding options included community development block grant funds, in lieu of fees, business improvement districts, or state bridge funds.

A major, yet disputed economic opportunity for Wells is the considerable demand for seasonal housing, which doubled in the past 20 years, with more than three times the amount of seasonal units in the rest of York County. This surge in seasonal housing matches the surge in seasonal population, which is continues to grow. By 2014 the current peak seasonal population is expected to increase to 39,000. ()

A larger issue, according to Wells' officials is the lack of affordable housing. Based on the 2007 median income levels, it is estimated that a family would need to make close to \$100,000 per year to afford a median-priced home in Wells (\$294,352). The estimated 2007 median income in Wells was \$55,983. Of homes purchased last year, only 17 percent were bought by full-time residents of Wells. This trend is driven largely by housing demand from older, wealthier people wanting to retire or vacation in Wells.

Public Participation

Wells is part of the Southern Maine Regional Planning Commission (SMRPC), a coordinated effort serving 39 member municipalities from Kittery in Southern York County to Stoneham, located at the southwestern point of Maine. In operation for almost 45 years, SMRPC acts as a council of governments providing technical assistance in the areas of economic development, resource management, housing, and land use and water quality planning.

During the EPA/NOAA Grant study in 2006, outreach efforts for public and elected participation covered a wide range of stakeholders, including selectmen, local landowners, members of various town boards and commissions, interested residents, Maine DOT staff, and local citizen groups were asked to participate in the public meetings and/or the interview sessions. However, some concern should be noted as to ten open vacancies for the five volunteer-based committees (Budget, Conservation, Planning, and Zoning & Ordinance).

The town's website provides an excellent narrative on the history of Wells and where it has come today. The website also offers a tool that allows live streaming of meetings or playback videos.

Wells boasts of a wide variety of activities and programs including their popular Christmas parade and Harbor Concert Series as well as numerous programs offered by the Wells Public Library, Historical Society and Environmental Center.

Overall Analysis

In any community, growth brings both opportunities and challenges. For Wells, new development could provide additional transportation options and more housing, increase state investment in the town's infrastructure, and add to the town's tax base. However, new development also brings new residents and visitors, which could further add to existing traffic problems and environmental concerns. Although the 2006 EPA/NOAA study provided a clear set of goals and vision for "smart" development, actual efforts to move forward have slowed since 2009; with some growth ordinances scaled back or removed, according the Town's 2008 Annual Report.

The town of Wells, like most of the communities in the Rt. 1 corridor, has significant traffic delays during the summer. In addition, the Rt. 1/109 intersection accommodates significant truck traffic from I-95. Some residents believe that any additional development in the Rt. 1/109 area would exacerbate existing traffic delays. Additional traffic might make walking more dangerous, something Wells residents clearly want to avoid.

Wells could benefit economically from the increase in seasonal population if it is able to retain the characteristics that make it a desirable destination for tourists. Whether the increase in summer cottages contributes to these desirable characteristics is something for the town to decide.

Westbrook, Maine

History

Westbrook is a city located on the Presumpscot River in Cumberland County. The city is a “bedroom community” of Portland and is also bordered by Gorham, Windham, Falmouth and Scarborough. Westbrook was named for Colonel Thomas Westbrook and became a town in 1814 and later a city in 1891.

Westbrook became a mill town with the opening of a sawmill in 1829, with other industries soon following. A paper mill, later called the SD Warren Paper Mill, produced 1,000 tons of paper annually by 1859.

There are three bridges that cross the river: one at the Saccarappa Falls on Bridge Street, the Cumberland Street Bridge and the third is the Riverton or Pride's Bridge on Bridgton Road. Though there is no legal or political significance, residents of Westbrook recognize the neighborhoods of: Birland, Cumberland Mills, Deer Hill, Frenchtown, The Hamlet, Pride's Corner, Old Millbrook, Westbrook Pointe, Woodland, Colonial Village and Highland Lake.

Profile

Westbrook is classified as a city; though its population is lower than most of the reference set, with Gorham just having about 1,000 less residents than Westbrook in 2008. Westbrook has the second lowest median household income behind Portland (Maine's largest city). Home values are the lowest of the neighboring communities. However, the total mil rate and amount of tax spent on non-education is significantly higher in Westbrook than any of the communities in the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
GORHAM	Cumberland	15,563	34.3	98.5	23.6	50,660	247,336	19.40	3.30%
PORTLAND	Cumberland	62,561	35.7	100.9	18.7	44,739	242,684	16.31	4.41%
SOUTH PORTLAND	Cumberland	23,803	37.9	96.6	17.3	53,674	219,811	13.10	2.23%
WINDHAM	Cumberland	16,715	36.5	95.4	26.7	57,920	226,110	11.30	1.56%
MEDIAN		20,259	36.1	97.6	21.2	52,167	234,397	14.71	2.76%
WESTBROOK	Cumberland	16,534	37.8	96.8	18.5	47,529	212,639	23.87	5.44%
% of MEDIAN		82%	105%	99%	87%	91%	91%	162%	197%

Key Observations

The heart of downtown Westbrook can be easily missed by city visitors as downtown bypass strategies to keep traffic flowing for commuters traveling through Westbrook has turned the city into a “pass-through community.” However, once the downtown is sought out, it is clear that there are efforts underway to make downtown Westbrook a “destination community.”

Westbrook is served by Interstate 95, US Route 302 and State Routes 22 and 25. As Brighton Avenue transitions from Portland to Westbrook, there are a variety of large anchor stores, chain restaurants and car dealerships that are clustered around the access point to the Maine Turnpike. This changes significantly when heading around the rotary onto Main Street. Almost immediately the recently renovated Walker Memorial Library is visible off to the right, followed by the newly built Public Safety building which houses the fire department, police department and rescue unit to the left. Main Street parallels the Presumpscot River past a beautiful green space called Saccarappa Park. The downtown center is located at the intersection of Main Street and Bridge Street.

The one-story buildings in downtown are indicative of Urban Renewal efforts and many sit with “now leasing” signs. The restaurants of Frog and Turtle and Portland Pie have started a

visible transformation in downtown, bringing fine dining and a nightlife to downtown. Behind the worn Main Street is a river walk that provides pedestrian access to a picturesque walk along the river.

Fiscal Analysis

The City of Westbrook was awarded \$250,000 in an EPA Brownfield's Assessment Demonstration Grant in 2000. The city used the funding to assess several properties for environmental contamination as part of their downtown comprehensive plan for a "Riverwalk" redevelopment. In April 2003, as part of the redevelopment plan, the city celebrated the groundbreaking for an office building and parking garage on two adjacent riverfront properties, 25 Bridge Street and 59 Dana Court. The city pre-established two Tax Incremental Financing districts (TIFs) for the office building and the garage to help defray development costs, which allowed for lower lease prices. The city has leveraged \$1M in federal highway funds and \$250,000 in economic incentives to defray the \$6M cost of the garage construction. The 550-space parking garage also has 100 spaces reserved for use by the public.



To attract businesses to the city's downtown and to keep the community improvement projects viable in this area, Westbrook does have a TIF district in the downtown. The inception date was 2002, with the downtown TIF running through 2022. The city has also created a revolving loan program for businesses located in the downtown. The Municipal Revolving Loan Fund program has provided almost \$1.4 million in loans to Westbrook small businesses.

Westbrook has expanded their opportunity to access the federal CDBG program by joining towns within Cumberland County (excluding Portland). This decision has allowed Westbrook to compete for larger amounts of money to fund revitalization projects downtown. Though Westbrook hasn't felt the effects of federal cuts to the CDBG program, they have felt the effects of the economic downturn. The city has been successful in attracting large employers into the downtown in recent years. Disability RMS now sits directly across the Presumpscot River from Westbrook's main street. The city was working with two other developers who withdrew their applications when the economy became unstable. There was also a plan to create market rate units in the upper floors of the Dana Warp Mill which would bring more residents to the downtown. These plans were also put on hold because of the current economic climate.

Public Participation

Westbrook has active citizens and the city strives to ensure that they are given ample opportunities to participate. The city does have an interactive website that offers a plethora of information, downloadable forms and plans, as well as an easy to navigate city contacts page. City meetings are broadcast on a local access channel and smaller meetings, such as visioning meetings organized by the planning department, are recorded and available for review. Westbrook does not currently utilize other social media such as Facebook or Twitter, however, the city planner utilizes an email distribution list to further communicate with Westbrook citizens. Meeting announcements and meeting notes are distributed to all members on the list on a regular basis.

Overall Analysis

The City of Westbrook does not participate in the Main Street program. One of the reasons is simply because of the limited staff in the planning/economic development departments. Between the two departments there are currently 2.25 FTEs (1 FTE planning/1.25

FTE economic development). At this point in time, many of the evaluation methods in determining the vitality of the downtown are not formalized. The city does have a low vacancy rate downtown. Overall, there are experienced landlords downtown who utilize commercial real estate companies to fill vacancies. When vacancies do arise on Main Street, the city does work to make connections with landlords and brokers to either re-rent or sell their vacant space.

One of the challenges that Westbrook continues to face is the stigma associated with being a recent mill town. Though the distinct smell of the paper mill is long gone, Westbrook is still trying to shift focus to all that its downtown has to offer. The focus on redeveloping the gateways to downtown and the passage of time will continue to change perceptions.

Westbrook seems poised to wait out this economic slump. They are working on updating their Comprehensive Plan and are continuing to implement parts of their Downtown Streetscape Plan. The focus is to put what limited resources can be accessed into visible infrastructure improvements. The city wants to continue to make their community appealing so that when the economy turns around they will have more to offer new businesses.

Windham, Maine

History

The township was granted in 1734 by the Massachusetts General Court to Abraham Howard, Joseph Blaney, and 58 others from Marblehead, Massachusetts. In 1737, New Marblehead Plantation, after a series of attacks and wars, was settled by Captain Thomas Chute. New Marblehead Plantation was incorporated on June 12, 1762 as Windham, named for Wymondham in Norfolk, England. Most of the early inhabitants were farmers who found the soil loamy and easily worked. Early subdivision of land was in strips perpendicular to the Presumpscot River and Pleasant River. Each landowner cleared the river floodplain for cropland and had river access for transportation to the coast until River Road and Old Gray Road (U.S. Route 202) were built, linking connected farm buildings on high ground adjacent to the floodplain.

Windham provided numerous sites for water power, and, as early as 1738, a mill was built at Mallison Falls. The Cumberland and Oxford Canal opened in 1832, carrying goods along the Presumpscot River between Sebago Lake and Portland. In 1859, Windham had 8 sawmills, a corn and flour mill, 2 shingle mills, 2 carding mills, and a woolen textile factory among others. On April 4, 1919, the Legislature passed an act creating in South Windham the Reformatory for Men. It is now known as the Maine Correctional Center, a minimum to medium security facility for men and women, (1).

Windham is the largest town in the Sebago Lakes Region. It is home to four distinct neighborhoods, South Windham, North Windham, East Windham, and Center Windham. All neighborhoods are unique in the sense that within Windham one can find a quaint village, a commercial center, a more rural area with rolling hills, and a residential area complete with historical homes. North Windham is its major population center with over 250 businesses and 1,500 homes within a three square mile area. Windham is part of the Raymond School District. It is home to outdoor recreation, lakes, trails, museums, theaters, and St. Joseph's College, (2).

Profile

Windham has the largest population when compared to neighboring towns. The cost of living in Windham is slightly behind the national average and surrounding towns. Windham has the lowest total mil rate and second to lowest non-education tax on median home as a percent of household income when compared to the reference set.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	Non-Education Tax on Median Home as % Median Household Income
CUMBERLAND	Cumberland	7,556	39.4	100.2	23.4	84,582	354,802	19.40	2.56%
GORHAM	Cumberland	15,563	34.3	98.5	23.6	50,660	247,336	19.40	3.30%
GRAY	Cumberland	7,541	37.4	96.4	26.7	62,882	236,093	12.40	1.39%
WESTBROOK	Cumberland	16,534	37.8	96.8	18.5	47,529	212,639	23.87	5.44%
MEDIAN		11,560	38	98	24	56,771	241,715	19	2.93%
WINDHAM	Cumberland	16,715	36.5	95.4	26.7	57,920	226,110	11.30	1.56
% of Median		145%	97%	98%	114%	102%	94%	58%	54%

Key Observations

Windham does not have a “downtown” in the typical sense. The North Windham commercial district is what most people think of as Windham’s “downtown.” This area grew significantly through the 1960s, 1970s, and 1980s, with development continuing to the present day. Its development was, and still is, heavily influenced by reliance on automobiles as a primary means of transportation. Instead of a river, North Windham is built along Route 302. In recent years, the town has seen the beginnings of redevelopment and town officials are working on plans to optimize the results for the community as development continues and redevelopment occurs.

When traveling along Route 302 in Windham, there is no distinction of when one enters or exits the town. It's a busy commercial strip area designed for businesses, retail stores, and traffic. There are strip malls located on both sides of the road along with various shopping villages. Windham's route 302 is much like an outdoor shopping mall, except not walkable or pedestrian friendly. Shoppers cannot stroll down the street to neighboring shopping villages or restaurants. It's far too dangerous with fast moving traffic and no sidewalks. To Windham's credit, there are a variety of businesses and retail outlets to fit everyone's needs. There are high-end gifts and crafts stores located in the Shops of Sebago Village, as well as affordable retail at Marden's Discount Store. There are multiple big box stores such as Lowes, Wal-Mart, Sears, and a Shaw's and Hannaford located directly across the street from each other. All these stores are available within a 2 mile radius.

Others might consider South Windham Village, along Route 202 and across the Presumpscot River from Gorham, as the town's downtown area. South Windham is far more rural and sparse in businesses and traffic. It has more character and heritage to it. South Windham was once home to many mills, so the buildings are older, some even historic. The Presumpscot River crosses under Main Street, adding a pleasant touch. In the 1990's, the towns of Windham and Gorham worked together, along with a committee of residents on both sides of the river, to develop the "South Windham/Little Falls Village Revitalization Plan". The plan has been stagnant but recently revisited by the town of Windham, with a consulting group to specifically address the redevelopment of the abandoned mill site. The town would ultimately like to clean up and redevelop the mill site as a way of "kick-starting" the revitalization efforts in the village.

Fiscal Analysis

The slow economy has made it easier to plan for revitalization and redevelopment efforts in the town because there is relatively little activity. It has allowed staff more time to do planning. The slow economy has, however, meant that getting redevelopment or revitalization projects going has been a lot harder. Windham currently has two active Tax Increment Financing districts. The districts have been used to generate funds for economic development, infrastructure improvements, environmental studies, planning, and geographic information systems. The town has applied for, and received, Community Development Block Grant funds for a variety of projects.

Five years ago South Windham approved a contract zone and redevelopment plan for the abandoned mill. It ran into regulatory hurdles with the state and unforeseen environmental and site issues. By the time strategies were put in place for addressing them, the real estate market and economy had collapsed. That redevelopment plan has since lapsed and the town is continuing to work with property owners, state and federal agencies, and the community to get to the point where a new redevelopment plan can be put together, hopefully, as the economy improves.

For the revitalization efforts in South Windham, the town has been working under an EPA Brownfields community-wide assessment grant. Once the assessments are complete, there are limited funds to move forward with any recommendations. Lastly, the town also has received other grant funds; wastewater planning and engineering funds from DEP, EPA Brownfields funds, and other grants to help pay for a sewer project in South Windham.

Public Participation

Residential growth has been increasing rapidly in Windham, thus the town experiences a high turnover rate in citizens moving in and out. Few citizens have deep roots or a strong history related to the town. Windham has made efforts concerning the lack of cohesiveness among the residents, including a farmers' market and a one day festival, Windham Summer Fest. However, unless one has children involved in the popular youth sports leagues in Windham; they might have trouble making connections within the community. There are currently no volunteers working towards revitalization efforts.

Overall Analysis

The town is currently working on its "North Windham 21st Century Downtown" planning effort. The effort involves a stakeholder committee and will include public forums to create a plan for transportation and place-making improvements, goals, objectives, and policy initiatives to guide continued development and redevelopment in North Windham. To add to this, South Windham has a plan to eventually fund the revitalizing of the mill area and bring Main Street back to life. Windham has to decide where it should immediately concentrate its efforts with limited funding and resources available. Both projects are necessary, but would it be easier to consolidate planning and funding to ultimately improve one area over the other?

Windham is a great place to start a business along Route 302. It's a high traffic area that is dense with people and has low rent. People that pass through often pick up supplies for camping and hiking on their way to the Lakes Region. With the "21st Century North Windham" plan, the town even has the potential to become a destination shopping area. The plan includes designing sidewalks along the business route into each village and strip mall, so eventually shoppers can access the whole area by foot. It will be interesting to see where Windham decides to concentrate its effort, either in South Windham's downtown or North Windham's commercial

strip. If the town is able to redevelop the Route 302 strip making it walkable, safe for pedestrians, and a shopping experience, then Windham will have the potential to become a model town for other highly commercialized areas.

Wiscasset, Maine

History

Wiscasset is a small town in the south-eastern part of Lincoln County. It is located along scenic US Route 1, on the banks of the tidal Sheepscot River and is part of the Midcoast region of the state. The first recorded settlers of Wiscasset were in the 1660's, but it wasn't until 1760 that the town was incorporated as Pownalborough. In 1802, the town's name was changed to Wiscasset which is said to mean "coming out from the harbor but you don't see where." Wiscasset was briefly considered for the capital of Maine, but was overlooked because of the town's proximity to the ocean.

Wiscasset's deep water access allowed the village to be a successful shipping port during the 18th and 19th centuries, with Wiscasset being known as the busiest seaport north of Boston until the embargo of 1807. When the embargo halted much of the trade with England, most of Wiscasset's business and trade was destroyed. Until recently, one of the many historic draws to Wiscasset was to see two large wooden ships that loomed right along the Route 1 Bridge leading to Edgecomb. *Hesper* and *Luther Little* were brought to Wiscasset in 1932 and abandoned after their owner's death. It wasn't until the late 1990's that the weathered vessels were finally removed from the harbor.

Much of the downtown is a historic village with 10 structures found on the American Building Survey of 1936 and five buildings found on the National Register of Historic Buildings. Earle Shettleworth, Director of the Maine Historic Preservation Commission, cites Wiscasset as one of three architecturally significant villages in the state, along with the towns of Paris Hill and Castine.

Profile

Of its immediate neighbors, Wiscasset has the highest population of the reference set.

The median household income of residents living in Wiscasset is well below the median of all the towns used for analysis. Though the household income is lower, home values are in line with most neighboring towns and are higher than Dresden and Woolwich. The total mil rate is much higher in Wiscasset as the town has tried to recoup some of its revenue losses that occurred after Maine Yankee was decommissioned.

Municipality	County	Total Population 2008	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	2007 Med HHD income	2007 Med Hm Value	Total Mil Rate	2006 Non-Education Tax on Median Home as % Median Household Income
DRESDEN	Lincoln	1,693	37.4	92.2	29.5	51,154	174,778	14.80	1.40%
EDGECOMB	Lincoln	1,271	43.9	96.8	21.5	53,746	245,991	10.30	1.00%
NEWCASTLE	Lincoln	1,952	44.8	97.3	22.2	52,725	260,122	13.90	2.69%
WOOLWICH	Sagadahoc	2,941	39.7	96.2	23.2	51,224	211,196	10.90	1.45%
MEDIAN		1,823	41.8	96.5	22.7	51,975	228,594	12.40	1.42%
WISCASSET	Lincoln	3,752	43.5	100.9	21.6	37,203	221,076	17.40	2.04%
% OF MEDIAN		206%	104%	105%	95%	72%	97%	140%	143%

Key Observations

Resting right on the Sheepscot River, with Route 1 running right through the center of town, it is almost impossible to visit Wiscasset without driving through the historic downtown. There are no chain restaurants or large anchor stores downtown, quite literally, Wiscasset lives up to its name as Maine's "prettiest small village."

Wiscasset is frequented by tourists during the warm weather and all but closes up in the winter months. There are a few shops that



stay open year round for locals that live or commute through town. Sarah's can be found along the water, right before the US Route 1 Bridge takes you into neighboring Edgecomb. Also popular in the summer months is Red's Eats, a little seafood hut that is often packed with tourists spilling into the street.

Fiscal Analysis

Thoughts of revitalization came to the forefront in the late 1990's with the decommissioning of Maine Yankee. The closing of Maine Yankee caused the city to lose a significant portion of its tax base, as well as severe job loss, reduction in population and public school enrollments. City documents state, "Wiscasset is in a transition period from primary dependence on a single taxpayer, to an era of expanding and diversifying the tax base."

Wiscasset has received funding from the Community Development Block Grant program, but has mostly utilized funds for planning and not infrastructure improvements. The town's most recent Comprehensive Plan was completed in 2008, with implementation of the plan still currently underway.

The town has also recently spearheaded an effort to create a Chamber of Commerce, with hopes that this group will better connect the business community with the town. Right now, there is no formal or informal process of attracting new businesses to Wiscasset when a vacancy in a downtown business arises.

The Wiscasset Regional Development Corporation was established in 2002 with a partnership now formed between the Town of Wiscasset, Lincoln County, the Chewonki Foundation and Coastal Enterprises, Inc. This group has been successful in securing a million dollar federal grant to hire staff to pursue development efforts to replace Maine Yankee.

Public Participation

The creation of the Comprehensive Plan was a very inclusive, public process. The town held charrettes and other public meetings to gain insight from Wiscasset residents.

Implementation of the plan is underway currently, with many boards and committees comprised of townspeople leading the way. Surveys were conducted of Wiscasset residents as part of the creation of the Comprehensive Plan; with results showing that most townspeople consider the historical aspects of Wiscasset as something to be proud of and worth preservation.

Overall Analysis

Wiscasset does not participate in the Main Street program. One of the challenges is that revitalization is not prioritized at the city level. The planning director's position was actually just reduced to a less than fulltime position. There is also limited funding to make projects more than "shovel ready" and there is a constant pull of resources directed toward the public school system in Wiscasset.

Wiscasset seems to be still readjusting from the significant loss in revenue occurring after Maine Yankee closed down. There are citizens that believe that Wiscasset's greatest strength is that it is an intact historical village. However, at this point in time there is not a consensus that creating a "field museum" of sorts is the path to be on as redevelopment efforts seem to be focused on the creation of an industrial park on the old Maine Yankee site outside of downtown. In the meantime, it seems that there is a recognition that the town wants to preserve its historical elements, but has yet to clearly grasp that some additional flexibility may be needed to keep the downtown economically viable and attractive to new businesses.

Augusta

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	18,282	www.city-data.org
Median Age	2008	40.3	www.city-data.org
Mean Travel Time to Work (min)	2008	17.3	www.city-data.org
Cost of Living Index	2007	90.1	www.city-data.org
Median Household Income	2000-2007	29,921—36,164	www.city-data.org
Change in Median Household Income	2000-2007	20.9%	www.city-data.org
Median Home Value	2000-2007	78,200—134,203	www.city-data.org
Change in Median Home Value	2000-2007	71.6%	www.city-data.org
% Mil Rate Non-Education	2006	53%	www.city-data.org
% Mil Rate – Education	2006	47%	www.city-data.org
% Renters	2000	41%	www.city-data.org
% Home Owners	2009	46%	www.city-data.org
Educational Opportunities (Adults over 25)			
% Population High School or Higher		81.4%	www.city-data.org
% Population Bachelors Degree or Higher		19.2%	www.city-data.org
% Population Professional or Graduate		6.6%	www.city-data.org
Community Challenges			
Unemployment	2009	7.7%	www.city-data.org
Crime Rate Violent/Non-Violent	2009	53/18,252-2,148/18,252	U.S. Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
Volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Bangor

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	31,756	www.city-data.com
Median Age	2008	36.1	www.city-data.com
Mean Travel Time to Work (min)	2008	15.1	www.city-data.com
Cost of Living Index	2007	91.4	www.city-data.com
Median Household Income	2000/2007	29,740 - 35,865	www.city-data.com
Change in Median Household Income	2000-2007	20.6%	www.city-data.com
Median Home Value	2000/2007	83,800 - 135,444	www.city-data.com
Change in Median Home Value	2000-2007	61.6%	www.city-data.com
% Mil Rate - Non-Education	2006	53%	www.city-data.com
% Mil Rate - Education	2006	47%	www.city-data.com
% Renters	2000	49%	www.city-data.com
% Home Owners	2000	39%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		87%	www.city-data.com
% Population Bachelors Degree or Higher		26.5%	www.city-data.com
% Population Professional or Graduate		10.2%	www.city-data.com
Community Challenges			
Unemployment	2009	7.2%	www.city-data.com
Crime Rate	2010	11.31%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	City of Bangor
Volunteers working on Downtown Revitalization	2011	Yes	City of Bangor
Funds Allocated for Downtown Revitalization	2011	Yes	City of Bangor
Economic Development Budget	2011	Yes	City of Bangor
Community Development Budget	2011	Yes	City of Bangor

Bar Harbor

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	5,129	www.city-data.com
Median Age	2008	40.6	www.city-data.com
Mean Travel Time to Work (min)	2008	13.9	www.city-data.com
Cost of Living Index	2007	102.9	www.city-data.com
Median Household Income	2000/2007	37,481/41,631	www.city-data.com
Change in Median Household Income	2000-2007	11.1%	www.city-data.com
Median Home Value	2000/2007	142,500/270,257	www.city-data.com
Change in Median Home Value	2000-2007	89.7%	www.city-data.com
% Mil Rate - Non-Education	2006	49%	www.city-data.com
% Mil Rate - Education	2006	51%	www.city-data.com
% Renters	2000	29%	www.city-data.com
% Home Owners	2000	69%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		92%	www.city-data.com
% Population Bachelors Degree or Higher		42.1%	www.city-data.com
% Population Professional or Graduate		17.8%	www.city-data.com
Community Challenges			
Unemployment	2009	9.3%	www.city-data.com
Crime Rate	2010	2.17%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town of Bar Harbor
Volunteers working on Downtown Revitalization	2011	Yes	Town of Bar Harbor
Funds Allocated for Downtown Revitalization	2011	Yes	Town of Bar Harbor
Economic Development Budget	2011	Yes	Town of Bar Harbor

DAMARISCOTTA Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	1,910	www.city-data.com
Median Age	2008	48	www.city-data.com
Mean Travel Time to Work (min)	2008	18.3 min	www.city-data.org
Cost of Living Index	2009	91.6	www.city-data.org
Median Household Income	2008	44,153/ 36,188	www.city-data.org
Change in Median Household Income	2008	12.2%	www.city-data.org
Median Home Value	2008	252,750 /143,600	www.city-data.org
Change in Median Home Value	2008	17.6%	www.city-data.org
% Mil Rate Non-Education	2006	35%	www.city-data.org
% Mil Rate – Education	2006	65 %	www.city-data.org
% Renters	2000	23 %	www.city-data.org
% Home Owners	2000	65 %	www.city-data.org
Educational Opportunities (adults over 25)			
% Population High School or Higher		92.3%	www.city-data.org
% Population Bachelors Degree or Higher		36.2%	www.city-data.org
% Population Professional or Graduate		15.9%	www.city-data.org
Community Challenges			
Unemployment	2009	5.3%	www.city-data.org
Crime Rate Index (per 100,000)	2008	Considered violent, ranks 25% in Maine	www.city-data.org
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
Volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

FREEPORT	Appendix C		
Quantitative Data Collection Template	Profile Data	Year	Data
Population		2010 / 2000	7879 / 7800
Median Age		2008	31.8
Median Age		2008	39.8
Mean Travel Time to Work (min)		2008	18.2
Mean Travel Time to Work (min)		2008	22.3
Cost of Living Index		2009	97.4
Cost of Living Index		2009	100
Median Household Income		2000/2007	\$26,814 / \$27,399
Median Household Income		2000/2007	\$22,025 / \$23,410
Change in Household Income		2000/2007	24.8%
Median Home Value		2000/2007	\$815,200 / \$153,680
Change in Median Home Value		2000/2007	89.5%
% Mil Rate Non-Education		2006	2.55%
% Mil Rate = Education		2006	4.95%
% Mil Rate = Education		2006	4.51%
% Renters		2000	21%
% Renters		2000	38%
% Home Owners		2000	71%
% Home Owners		2000	53%
Educational Opportunities (adults over 25)			
% Population High School or Higher			89.9%
% Population High School or Higher			83.3%
% Population Bachelors Degree or Higher			38.3%
% Population Bachelors Degree or Higher			30.1%
% Population Professional or Graduate			14.6%
% Population Professional or Graduate			12.1%
Community Challenges			
Unemployment		2009	5.6%
Unemployment		2009	9.1%
Crime Rate violent/non-violent		2008	Non-violent
Crime Rate violent/non-violent		2008	Non-violent
Revitalization Process			
Revitalization Process		2011	Yes
Personnel working on Downtown Revitalization		2011	Yes
(Estimated) volunteers working on Downtown Revitalization		2011	Yes
Funds Allocated for Downtown Revitalization		2011	Yes
Economic Development Budget		2011	Yes
Community Development Budget		2011	Yes

Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Fryeburg

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	3,335	www.city-data.org
Median Age	2008	41.8	www.city-data.org
Mean Travel Time to Work (min)	2008	19.9 min.	www.city-data.org
Cost of Living Index	2008	91.7	www.city-data.org
Median Household Income	2000/2007	34,333--40,617	www.city-data.org
Change in Median Household Income	2000/2007	18.3%	www.city-data.org
Median Home Value	2000/2007	91,000—169,200	www.city-data.org
Change in Median Home Value	2000/2007	85.9%	www.city-data.org
% Mil Rate Non-Education	2006	39%	www.city-data.org
% Mil Rate – Education	2006	61%	www.city-data.org
% Renters	2000	17%	www.city-data.org
% Home Owners	2009	75%	www.city-data.org
Educational Opportunities (Adults over 25)			
% Population High School or Higher		80.8%	www.city-data.org
% Population Bachelors Degree or higher		21.1%	www.city-data.org
% Population Professional or Graduate		7.4%	www.city-data.org
Community Challenges			
Unemployment	2009	7.1%	www.city-data.org
Crime Rate	2009	13/3,363—76/3,363	U.S. Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
Volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Hallowell

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	2,437	www.city-data.org
Median Age	2008	42.4	www.city-data.org
Mean Travel Time to Work (min)	2008	19.2 min.	www.city-data.org
Cost of Living Index	2007	91.6	www.city-data.org
Median Household Income	2000/2007	36058/43581	www.city-data.org
Change in Median Household Income	2000/2007	20.9%	www.city-data.org
Median Home Value	2000/2007	96,500/165,609	www.city-data.org
Change in Median Home Value	2000/2007	71.6%	www.city-data.org
% Mil Rate Non-Education	2006	43%	www.city-data.org
% Mil Rate – Education	2006	56%	www.city-data.org
% Renters	2000	39%	www.city-data.org
% Home Owners	2009	50%	www.city-data.org
Educational Opportunities (Adults over 25)			
% Population High School or Higher		92.3%	www.city-data.org
% Population of Bachelors degree or Higher		36.2%	www.city-data.org
% Population Professional or Graduate		15.9%	www.city-data.org
Community Challenges			
Unemployment	2009	5.3%	www.city-data.org
Crime Rate violent/non-violent	2009	0/2,434-105/2434	U.S. Justice Dept.
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

KENNEBUNKPORT Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	3984	www.city-data.com
Median Age	2008	46	www.city-data.com
Mean Travel Time to Work (min)	2008	24.6	www.city-data.org
Cost of Living Index	2009	139.8	www.city-data.org
Median Household Income	2000/2007	\$ \$54,219 / \$ 65,012	www.city-data.org
Change in Household Income	2000/2007	19.9%	www.city-data.org
Median Home Value	2000/2007	\$ 237,800/ \$ 468,834	www.city-data.org
Change in Median Home Value	2000/2007	97.2%	www.city-data.org
% Mil Rate Non-Education	2006	5.22%	www.city-data.org
% Mil Rate – Education	2006	11.03%	www.city-data.org
% Renters	2000	10%	www.city-data.org
% Home Owners	2000	87%	www.city-data.org
Educational Opportunities (adults over 25)			
% Population High School or Higher		94.6%	www.city-data.org
% Population Bachelors Degree or Higher		46.0%	www.city-data.org
% Population Professional or Graduate		17.4%	www.city-data.org
Community Challenges			
Unemployment	2009	6.8%	www.city-data.org
Crime Rate violent/non-violent	2008	Non-violent	www.city-data.org
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
(Estimated) volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Kittery

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	10,427	www.city-data.org
Median Age	2008	39	www.city-data.org
Mean Travel Time to Work (min)	2008	20	www.city-data.org
Cost of Living Index	2007	126	www.city-data.org
Median Household Income	2000/2007	\$45,822/\$50,202	www.city-data.org
Change in Median Household Income	2000/2007	9.6%	www.city-data.org
Median Home Value	2000/2007	\$136,191/\$268,507	www.city-data.org
Change in Median Home Value	2000/2007	97.2%	www.city-data.org
% Mil Rate Non-Education	2006	35%	www.city-data.org
% Mil Rate – Education	2006	65%	www.city-data.org
% Renters	2000	33%	www.city-data.org
% Home Owners	2009	65%	www.city-data.org
Educational Opportunities (adults over 25)			
% Population High School or Higher		90.3%	www.city-data.org
% Population of Bachelors Degree or Higher.		28.4%	www.city-data.org
% Population Professional or Graduate		10.1%	www.city-data.org
Community Challenges			
Unemployment	2009	6.1%	www.city-data.org
Crime Rate Violent/Non-Violent	2009	3/10,524-343/10,524	U.S. Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
Volunteers working on Downtown Revitalization	2011	Yes	Interview
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Portland

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	62,561	www.city-data.com
Median Age	2008	35.7	www.city-data.com
Mean Travel Time to Work (min)	2008	18.7	www.city-data.com
Cost of Living Index	2007	100.9	www.city-data.com
Median Household Income	2000/2007	35,650/44,739	www.city-data.com
Change in Median Household Income	2000-2007	25.5%	www.city-data.com
Median Home Value	2000/2007	125,200/242,684	www.city-data.com
Change in Median Home Value	2000-2007	93.8%	www.city-data.com
% Mil Rate - Non-Education	2006	50%	www.city-data.com
% Mil Rate - Education	2006	50%	www.city-data.com
% Renters	2000	54%	www.city-data.com
% Home Owners	2000	35%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		88.3%	www.city-data.com
% Population Bachelors Degree or Higher		36.4%	www.city-data.com
% Population Professional or Graduate		13%	www.city-data.com
Community Challenges			
Unemployment	2009	6.4%	www.city-data.com
Crime Rate	2010	10.03%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	City of Portland
Volunteers working on Downtown Revitalization	2011	Yes	City of Portland
Funds Allocated for Downtown Revitalization	2011	Yes	City of Portland
Economic Development Budget	2011	Yes	City of Portland
Community Development Budget	2011	Yes	City of Portland

Scarborough

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	19,054	www.city-data.org
Median Age	2008	38.8	www.city-data.org
Mean Travel Time to Work (min)	2008	20.5	www.city-data.org
Cost of Living Index	2007	102.3	www.city-data.org
Median Household Income	2000/2007	56,491—58,612	www.city-data.org
Change in Median Household Income	2000/2007	3.8%	www.city-data.org
Median Home Value	2000/2007	138,3000—268,076	www.city-data.org
Change in Median Home Value	2000/2007	93.8%	www.city-data.org
% Mil Rate Non-Education	2006	37%	www.city-data.org
% Mil Rate – Education	2006	63%	www.city-data.org
% Renters	2000	17%	www.city-data.org
% Home Owners 1 unit Detached Housing	2009	78%	www.city-data.org
Educational Opportunities (Adults Over 25)			
% Population High School or Higher		93.7	www.city-data.org
% Population of Bachelors Degree or Higher		38.6	www.city-data.org
% Population Professional or Graduate		12.3	www.city-data.org
Community Challenges			
Unemployment	2009	5.6%	www.city-data.org
Crime Rate Violent/ Non-Violent	2009	9/19281—719/19281	U.S. Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization		Yes	Town Website
Volunteers working on Downtown Revitalization		Yes	Town Website
Funds Allocated for Downtown Revitalization		Yes	Town Website
Economic Development Budget		Yes	Town Website
Community Development Budget		Yes	Town Website

South Portland

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	23,803	www.city-data.com
Median Age	2008	37.9	www.city-data.com
Mean Travel Time to Work (min)	2008	17.3	www.city-data.com
Cost of Living Index	2007	96.6	www.city-data.com
Median Household Income	2000/2007	42,770/53,674	www.city-data.com
Change in Median Household Income	2000-2007	25.5%	www.city-data.com
Median Home Value	2000/2007	113,400/219,811	www.city-data.com
Change in Median Home Value	2000-2007	93.8%	www.city-data.com
% Mil Rate - Non-Education	2006	5.44	www.city-data.com
% Mil Rate - Education	2006	7.66	www.city-data.com
% Renters	2000	35%	www.city-data.com
% Home Owners	2000	59%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		89.7%	www.city-data.com
% Population Bachelors Degree or Higher		28%	www.city-data.com
% Population Professional or Graduate		8.7%	www.city-data.com
Community Challenges			
Unemployment	2009		www.city-data.com
Crime Rate Index (per 100,000)	2010	7.88%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	City of South Portland
Volunteers working on Downtown Revitalization	2011	Yes	City of South Portland
Funds Allocated for Downtown Revitalization	2011	Yes	City of South Portland
Economic Development Budget	2011	Yes	City of South Portland
Community Development Budget	2011	Yes	City of South Portland

Wells

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	9,915	www.city-data.com
Median Age	2008	43.3	www.city-data.com
Mean Travel Time to Work (min)	2008	26.2	www.city-data.org
Cost of Living Index	2009	97.4	www.city-data.org
Median Household Income	2000/2007	\$46,314/\$57,795	www.city-data.org
Change in Household Income	2000/2007	8%	www.city-data.org
Median Home Value	2000/2007	\$149,300 / \$ 283,233	www.city-data.org
Change in Median Home Value	2000/2007	89%	www.city-data.org
% Mil Rate Non-Education	2006	3.33%	www.city-data.org
% Mil Rate – Education	2006	4.62%	www.city-data.org
% Renters	2009	18% (was 9% in 00')	www.city-data.org
% Home Owners	2009	37%	www.city-data.org
Educational Opportunities (adults over 25)			
% Population High School or Higher		92%	www.city-data.org
% Population Bachelors Degree or Higher		29%	www.city-data.org
% Population Professional or Graduate		9.3%	www.city-data.org
Community Challenges			
Unemployment	2009	4.6%	www.city-data.org
Crime Rate violent/non-violent	2008	Non-violent	www.city-data.org
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
(Estimated) volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Westbrook

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	16,534	www.city-data.com
Median Age	2008	37.8	www.city-data.com
Mean Travel Time to Work (min)	2008	18.5	www.city-data.com
Cost of Living Index	2007	96.8	www.city-data.com
Median Household Income	2000/2007	37,873/47,529	www.city-data.com
Change in Median Household Income	2000-2007	25.5%	www.city-data.com
Median Home Value	2000/2007	109,700/212,639	www.city-data.com
Change in Median Home Value	2000-2007	93.8%	www.city-data.com
% Mil Rate - Non-Education	2006	51%	www.city-data.com
% Mil Rate – Education	2006	49%	www.city-data.com
% Renters	2000	39%	www.city-data.com
% Home Owners	2000	50%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		87.1%	www.city-data.com
% Population Bachelors Degree or Higher		18.5%	www.city-data.com
% Population Professional or Graduate		5.2%	www.city-data.com
Community Challenges			
Unemployment	2009	7.2%	www.city-data.com
Crime Rate	2010	8.36%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	City of Westbrook
Volunteers working on Downtown Revitalization	2011	Yes	City of Westbrook
Funds Allocated for Downtown Revitalization	2011	Yes	City of Westbrook
Economic Development Budget	2011	Yes	City of Westbrook
Community Development Budget	2011	Yes	City of Westbrook

Windham

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	16,715	www.citydata.org
Median Age	2008	36.5	www.citydata.org
Mean Travel Time to Work (min)	2008	26.7	www.citydata.org
Cost of Living Index	2008	95.4	www.citydata.org
Median Household Income	2000/2007	46,526/57,920	www.citydata.org
Change in Median Household Income	2000/2007	24.5%	www.citydata.org
Median Home Value	2000/2007	116,650/226,110	www.citydata.org
Change in Median Home Value	2000/2007	93.8%	www.citydata.org
% Mil Rate Non-Education	2006	35%	www.citydata.org
% Mil Rate – Education	2006	65%	www.citydata.org
% Renters	2000	18%	www.citydata.org
% Home Owners 1 unit Detached Housing	2009		www.citydata.org
Educational Opportunities (Adults over 25)			
% Population High School or Higher		90.2%	www.citydata.org
% Population of Bachelors Degree or higher		21.8%	www.citydata.org
% Population Professional or Graduate		6.6%	www.citydata.org
Community Challenges			
Unemployment	2009	6.7%	www.citydata.org
Crime Rate	2009	10/16,927— 907/16,927	U.S. Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town Website
Volunteers working on Downtown Revitalization	2011	Yes	Town Website
Funds Allocated for Downtown Revitalization	2011	Yes	Town Website
Economic Development Budget	2011	Yes	Town Website
Community Development Budget	2011	Yes	Town Website

Wiscasset

Appendix C Quantitative Data Collection Template Profile Data	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008	3,752	www.city-data.com
Median Age	2008	39.2	www.city-data.com
Mean Travel Time to Work (min)	2008	21.6	www.city-data.com
Cost of Living Index	2007	100.9	www.city-data.com
Median Household Income	2000/2007	37,378/37,203	www.city-data.com
Change in Median Household Income	2000-2007	-0.5%	www.city-data.com
Median Home Value	2000/2007	118,900/221,076	www.city-data.com
Change in Median Home Value	2000-2007	85.9%	www.city-data.com
% Mil Rate - Non-Education	2006	20%	www.city-data.com
% Mil Rate - Education	2006	80%	www.city-data.com
% Renters	2000	21%	www.city-data.com
% Home Owners	2000	67%	www.city-data.com
Educational Opportunities (adults over 25)			
% Population High School or Higher		88.4%	www.city-data.com
% Population Bachelors Degree or Higher		21.3%	www.city-data.com
% Population Professional or Graduate		6.3%	www.city-data.com
Community Challenges			
Unemployment	2009	6.8%	www.city-data.com
Crime Rate	2010	4.16%	US Dept. of Justice
Revitalization Process			
Personnel working on Downtown Revitalization	2011	Yes	Town of Wiscasset
Volunteers working on Downtown Revitalization	2011	Yes	Town of Wiscasset
Funds Allocated for Downtown Revitalization	2011	Yes	Town of Wiscasset
Economic Development Budget	2011	Yes	Town of Wiscasset
Community Development Budget	2011	Yes	Town of Wiscasset

APPENDIX D Qualitative Data Collection Template Investigator Observations - AUGUSTA				
Name, county, and geographical location of Municipality. Augusta, Maine, is located in the southern part of Kennebec County in central Maine. It is located on the Kennebec River. Augusta is minutes from Interstate 95, and approximately 50 miles north of Portland.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
Community History: Augusta's efforts to revitalize the downtown started about ten years ago with the "Heart of Augusta". Two years ago Augusta joined The Maine Downtown Network which is a sister-program to Main Street Maine. Last August merchants, business owners, and citizens teamed up to form the Augusta Downtown Alliance. The Alliance's mission is to develop a thriving, authentic, downtown community.		Additional Comments: Augusta is the state capital of Maine. An estimated 70,000 people travel into Augusta to work and then leave at night. State Government is the most significant employer. In addition to doing business, Augusta is home to many historical sites, buildings, a river walk, and other outdoor activities.		
Observations	Yes	No	Additional Comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		Mostly clean with small amounts of litter.	0
Flowers/Trees/Landscaping	X		Water street which is considered Main Street, had flower pots, trees, and landscaping.	1
Facades	X		Beautiful historical buildings including City Hall, and the Old Federal building, which is currently the post office.	1
Open Spaces and Parks	X		15 neighborhood parks and public grounds including the recently expanding Bond Brook Park.	1
Artwork in Public Space/Private Space	X		Local art stores on Water street. USM Augusta moved to a building on Water Street and plans to start an art gallery.	0
Bike Racks	X		None observed on Water Street but bike racks at the parks were present.	0
City Signage	X		Signage for the river walk, Capital Center, and historical monuments.	1

Business Signage	X		Business signs were evident.	0
Outside Seating/Benches	X		Outside benches along with structural seating at monuments and historical sites were present.	0
Lighting	X		Water Street was lined with lamp posts.	0
Trash receptacles	X		A limited amount of trash cans were present on Water Street and on the head of trail systems.	0
Downtown Congestion	X		Very high during rush hour and noon.	-1
Commercial/retail occupancy	X		When compared to the reference set Augusta has the highest retail sales, and is one of the highest retail sales locations in Maine.	1
Commercial/retail vacancy	X		Several noticeable store fronts on Water Street were vacant.	0
General Condition – Roads and Sidewalks	X		No major construction, pot holes, or destruction were evident.	0
General Condition Buildings – Business	X		Majority of the businesses were up-kept.	0
General Condition Buildings – Residential		X	In certain parts of Augusta buildings were run down.	-1
General Condition Buildings – Public	X		Public buildings were aesthetically pleasing including municipal buildings, the State House, The Federal Building, and many others.	2
General Condition Anchor Building (s)	X		All in good condition.	0
TOTAL	18	1	Average	.25
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Historical River Front District, Old Fort Western, The State House, Capital Park, Maine State Museum, Kennebec Historical Society etc.	2
Hospitals	X		Home of Maine General Medical Center: Maine's third-largest health care system.	1
Churches	X		Cathedral style Churches were evident complete with attractive stained glass windows.	1

Library	X		Maine State Public Library, Lithgow Library.	1
Restaurants - Chains	X		An abundance of chains that potentially harm the local restaurant economy.	-2
Restaurants - Local	X		A limited amount of locally owned restaurants that may be expanded upon soon. Currently there is Cloud 9, Rooster's Coal Fire Pizza, Riverfront Bar & Grill, and most recently The Gin Mill among others.	0
Commercial Business	X		Plenty of commercial business and business parks.	0
Banks	X		KeyBank, Bangor Savings, Bank of America.	0
Retail	X		Augusta has one of the highest retail sales in Maine.	1
Grocery Stores	X		Shaw's is located just off of I-95.	0
Anchor Stores		X	No distinctive "anchor store."	-1
"Creative" Clustering (art galleries, studios, co-ops)	X		A few unique, locally owned stores and shops such as Stacy's, Victory Café, and Patricia Buck.	0
TOTAL	11	1		.25
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Lincoln, Farrington, Gilbert, Hussey	0
Middle schools(s)	X		Ella Hodgkins School	0
High school(s)	X		Cony High School. Capital Area Tech Center.	0
Private/Charter School(s)	X		Dirigo Christian Academy, St. Michael School, St. Augustine School.	1
College/University	X		University of Maine at Augusta	1
Technical College	X		Maine Community College System.	0
Adult Education	X		Augusta Adult and Community Education are held at the Kennebec Learning Center	1
TOTAL	7	0	AVERAGE	.428
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Pride in older generation and volunteers. Lack of pride in the younger generation due to a lack of appreciation and understanding of how far Augusta has come in their revitalization	-1

			efforts.	
Special Events	X		Concerts in the park in the summer, Farmer's Market, and festivals.	1
Branding Techniques	X		"Capital Opportunity" and "Historic Riverfront."	0
TOTAL	3	0	AVERAGE	0
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness	X		Augusta has two shelters available and other services. There is also a high rate of homeless children reported that sleep on couches.	-1
Drug/Alcohol Abuse	X		As a consequence to the fine services Augusta offers, it tends to attract some citizens that suffer from diseases.	0
Poverty	X		Rundown homes and outwardly poor people were observed in lower income areas.	-1
TOTAL	3	0	AVERAGE	-.666
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		The downtown and Capital Hill are relatively dense but not overly crowded.	0
Street Design	X		Very straight forward design. The only problematic area was Market Square.	0
Walkability	X		Very walkable with trails, sidewalks, and riverfront views.	1
Crosswalks – Cross Lights	X		All major intersections included crosswalks and cross lights.	1
Handicap and Disabled Accessibility	X		Accessible for both.	0
Bike Lanes		X	No bike lanes. Plenty of biking trails but not located within the downtown.	-1
Inter Accessibility (access to I-95)	X		Access to I-95 with clear signs pointing the way.	0
Intra Accessibility	X		The whole town is walkable.	0
Parking	X		Adequate parking with two parking garages and the potential for one to expand.	0
Traffic Flow/Congestion	X		Traffic congestion high among rotaries, rush hour, and noon.	-1
TOTAL	9	1	AVERAGE	0

Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment		X	Second highest unemployment rate when compared to the reference set.	-1
Crime	X		Crime has been reported but not an alarming amount.	0
Homelessness	X		Shelters and services are available.	0
Anchor in Distress or Danger of Closing		X	None reported.	0
Health Problems	X		Services for low-income individuals are available.	0
Drug/Alcohol Abuse	X		Services are available.	0
Poverty	X		Shelters, services, and programs are available.	0
Food Assistance, Food Pantry, Food Stamps	X		Soup kitchens and extensive free lunch programs in schools are provided.	1
Vacant Store Fronts	X		The town is encouraging and helping local individual investors to start businesses or rent vacant second story store fronts.	1
Youth Departure		X	None Reported.	0
Youth Unrest		X	None Reported.	0
Address Competition to Downtown		X	A majority of shoppers and tourists only go to the major retail stores located just off I-95. They don't navigate to the downtown area where the local shops and restaurants are.	-1
Mall Development		X	Shaw's Plaza.	-1
Sprawl Impact	X		The city is expanding trail systems for easier access to the downtown area and riverfront for those living on the outskirts of downtown.	0
TOTAL	8	6	AVERAGE	-.0714
Public Participation and Communications	Yes	No	Additional Comments	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				

Citizen Engagement	X		Citizen engagement is encouraged with many volunteer opportunities. Opinions and input seemed to be welcome and thoroughly regarded.	1
Neighborhood Development		X	No new development in the past 30 years until just recently with two separate housing developments underway.	-1
Private-Public Cooperation	X		The town seems to lend in open ear to business needs.	1
Non-Profit Involvement	X		Multiple non-profits are located in the area and willing to help.	1
Utilization of Surveys	X		Surveys have been administered in the past.	1
Utilization of City Website to interact with Public	X		Strong website presence.	1
Media Involvement	X		Newspapers and television coverage.	0
Regional Cooperation		X	None reported.	0
Accessibility of Town Officials	X		One citizen in particular reported that they were easily accessible.	1
Online Services (fees, licenses)	X		Online services include: ATV, snowmobile, and vehicle registration, along with hunting and fishing licenses, a comment form and volunteer form.	0
TOTAL	8	2	AVERAGE	.5

Bangor

APPENDIX D Qualitative Data Collection Template Investigator Observations - BANGOR				
Name, county, and geographical location of Municipality Bangor, Maine is located in the southern part of Penobscot County. It is located on the Penobscot River. Bangor is 140 miles north of Portland.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Community History: Bangor's focus for downtown is supporting residential and mixed-use development, specialty retail and restaurants, and supporting arts and cultural activities.		Additional Comments: Bangor is the 3rd largest city in Maine and the largest in the central region of the state.		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		Streets were clean with trash present in downtown	0
Flowers/Trees/Landscaping	X		Mature trees, flower boxes, landscaping evident	1
Facades	X		Good condition, visible facade improvements, attractive city	1
Open Spaces and Parks	X		Open space downtown, landscaping, well kept	1
Artwork in Public Space/Private Space	X		Museums downtown, exterior art visible	1
Bike Racks		X	None visible	-1
City Signage	X		Abundance of city signage – very easy to navigate city	1
Business Signage	X		Clear, updated business signage	0
Outside Seating/Benches	X		Benches and structural seating available	0
Lighting	X		Street lighting downtown are replicas of old street lights – very attractive	1
Trash receptacles	X		Some trash receptacles	0
Downtown Congestion	X		Busy downtown, traffic flowing	-1
Commercial/retail occupancy	X		Varied commercial/retail businesses downtown	1
Commercial/retail vacancy	X		Very few vacancies identified	0
General Condition – Roads and Sidewalks	X		Worn roads/crosswalks are a brick stencil/sidewalks brick downtown; brick inlay other parts of Main Street.	0
General Condition Buildings – Business	X		Good condition and well kept	0
General Condition Buildings – Residential	X		Upper floors downtown are often residential. Exterior condition looks good. Some residential outside of downtown is run down.	-1
General Condition Buildings – Public	X		City hall renovated, police headquarters – new construction (not located in the heart of downtown)	2
General Condition Anchor Building (s)		X	No distinctive Anchor store	-1
TOTAL	17	2	AVERAGE	.263

Is there business diversity in the downtown area?	Yes	No	Additional Comments	Rating
Museums & Historical Sites	X		Numerous museums & historical sites (i.e. Maine Discovery Museum, UMaine Museum of Art, Penobscot Theatre, Bangor Symphony Orchestra). Most of buildings in downtown are historic.	2
Hospitals	X		Eastern Maine Medical Center, St. Joseph Hospital	1
Churches	X		Multiple churches, varying denominations	1
Library	X		Bangor Public Library	1
Restaurants - Chains	X		Numerous chains in close proximity, but not right downtown	0
Restaurants - Local	X		Bagel Central, Fiddleheads, Paddy Murphy's	1
Commercial Business	X		Some commercial	0
Banks	X		Multiple bank branches downtown	0
Retail	X		Multiple retail present	1
Grocery Stores	X		Close proximity, but not in heart of downtown	0
Anchor Stores	X		No distinctive Anchor store	-1
"Creative" Clustering (art galleries, studios, co-ops)	X		Frees building – residential on upper floors and Maine Discovery Museum on street level	1
TOTAL	12	0	AVERAGE	.583
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Numerous elementary schools (i.e. Fairmount School, Fruit Street School, Downeast School, Abraham Lincoln School)	1
Middle schools(s)	X		Numerous middle schools (i.e. James F. Doughty, William S. Cohen)	1
High school(s)	X		Bangor High School, United Technologies Center – Region 4	1
Private/Charter School(s)	X		Numerous private schools (i.e. All Saints Catholic School, Penobscot Christian School, Hilltop School, Northeast Occupancy Exchange)	1
College/University	X		Numerous colleges/universities (i.e. Husson University, Eastern Maine Community College, Bangor Theological Seminary). Within 10 miles of University of Maine in Orono	1
Technical College	X		New England School of Communications	1
Adult Education	X		Bangor Adult Education	1
TOTAL	7	0	AVERAGE	1
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Street beautification program – Bangor Downtown Partnership	1
Special Events	X		Numerous special events (i.e. Summer Film Festival, American Folk Festival, The Waterfront Concert Series, Downtown Bangor Artwalk, Santa's Workshop, Holiday Festival of Lights, Downtown Countdown)	2
Branding Techniques		X	No branding techniques visible	-1

TOTAL	2	1	AVERAGE	.667
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness	X		None visible – Bangor Area Homeless Shelter located on Main Street (not in heart of downtown)	-1
Drug/Alcohol Abuse	X		None visible – news reports high rate of “monkey dust” or “bath salts” in Bangor	-1
Poverty	X		None visible in downtown, but housing near downtown shows signs of poverty	-1
TOTAL	3	0	AVERAGE	-1
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		Density downtown fits with size of city – not too dense.	0
Street Design	X		A one way loop downtown helps with traffic flow	0
Walkability	X		Downtown is walk able	1
Crosswalks – Cross Lights	X		Crosswalks are faded in some areas. Brick stencil type and abundant	1
Handicap and Disabled Accessibility	X		Curb cuts to allow accessibility	0
Bike Lanes		X	No bike lane	-1
Inter Accessibility	X		Easy to get around	0
Intra Accessibility (access to I-95)	X		Exits to 95 and 395 to 95 within a few miles of downtown	0
Parking	X		On street parking, shared parking with local businesses, parking garage	0
Traffic Flow/Congestion		X	Some congestion identified	-1
TOTAL	8	2	AVERAGE	0
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
Unemployment	X		Unemployment lower than state average	0
Crime	X		High crime rate for Maine (still low nationally)	-1
Homelessness	X		Bangor Area Homeless Shelter located downtown	-1
Anchor in Distress or Danger of Closing		X	None reported	0
Health Problems	X		Services are available	0
Drug/Alcohol Abuse	X		Issues with “monkey dust” or “bath salts” reported recently	-1
Poverty	X		Bangor has the lowest median household income of neighboring communities	-1
Food Assistance, Food Pantry, Food Stamps	X		Services are available	0
Vacant Store Fronts	X		Very few identified – city staff compiling all vacancies to work on outreaching businesses to fill them	1
Youth Departure		X	None reported	0
Youth Unrest		X	None reported	0
Address Competition to Downtown	X		Extensive shopping opportunities outside of downtown – strip malls and the Bangor Mall	-1
Mall Development	X		Bangor Mall and many strip malls located outside of downtown	-1
Sprawl Impact	X			-1

TOTAL	11	3	AVERAGE	-.429
Public Participation and Communications	Yes	No	Additional Comments	Rating
Citizen Engagement	X		Citizens are engaged and their opinions matter	1
Neighborhood Development	X		Neighborhood outreach is done by City officials. Distinct neighborhoods are identified	1
Private-Public Cooperation	X		Numerous examples identified	1
Non-Profit Involvement	X		Numerous examples identified	1
Utilization of Surveys		X	None identified	-1
Utilization of City Website to interact with Public	X		Documents, meeting announcements, media links available online	1
Media Involvement	X		City meetings are televised on local access channel	1
Regional Cooperation	X		Numerous examples identified	1
Accessibility of City Officials	X		Contact information is clearly available online. City officials responsive	1
Online Services (fees, licenses)	X		Numerous online services are offered to Bangor residents	1
TOTAL	9	1	AVERAGE	.900

Bar Harbor

APPENDIX D				
Qualitative Data Collection Template				
Investigator Observations – BAR HARBOR				
Name, county, and geographical location of Municipality		KEY: Impact on Community Vitality (Rating)		
Bar Harbor, Maine is located in Hancock County and is on Mount Desert Island. Bar Harbor is a famous summer community in the Down East region of Maine.		-2. Definite issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Community History:		Additional Comments:		
The most recent Comprehensive Plan was completed in 2007, with an evaluation scheduled for 2012.		Bar Harbor has just submitted an application to become part of the Maine Downtown Network, with eventual hopes of becoming a Main Street Maine town.		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		Clean downtown, no trash present	0
Flowers/Trees/Landscaping	X		Mature trees/decorative grates in sidewalk	1
Facades	X		Good condition/well maintained facades	0
Open Spaces and Parks	X		Parks on both ends of Main Street (waterfront/heart of downtown) – Agamont Park, Village Green	1
Artwork in Public Space/Private Space		X	None observed	0
Bike Racks		X	None were evident – bikes locked to streetlights	-1
City Signage	X		Clear signage – police/restrooms/parks/parking easily identified	1
Business Signage	X		Business signage/awnings easily observable	1
Outside Seating/Benches	X		Numerous benches identified	0
Lighting	X		Replicas of old fashioned streetlights – very attractive	1
Trash receptacles	X		Trash receptacles & recycling receptacles	1
Downtown Congestion	X		Streets were congested with traffic and pedestrians	-1
Commercial/retail occupancy	X		Varied commercial/retail businesses downtown	1
Commercial/retail vacancy	X		No vacancies identified (reported to be very few ever)	2
General Condition – Roads and Sidewalks	X		No major pot holes or destruction evident	0
General Condition Buildings – Business	X		Well kept businesses	0
General Condition Buildings – Residential	X		Most residential in good condition	0
General Condition Buildings – Public	X		Good condition – convenient to downtown	0
General Condition Anchor Building (s)		X	No anchor in heart of downtown	0
TOTAL	16	3	AVERAGE	.368
Is there business diversity in the downtown area?	Yes	No	Additional Comments	Rating

Museums & Historical Sites	X		ABBE Museum	1
Hospitals	X		Mount Desert Island Hospital	1
Churches	X		Multi-denominational churches in downtown	1
Library	X		Jesup Memorial Library and multiple others	1
Restaurants - Chains	X		Subway	0
Restaurants - Local	X		Numerous local restaurants	1
Commercial Business	X		Commercial businesses present	0
Banks	X		Multiple bank branches downtown	0
Retail	X		Multiple retail present	1
Grocery Stores	X		Hannaford within 1 mile of downtown	0
Anchor Stores		X	No anchor downtown	-1
"Creative" Clustering (art galleries, studios, co-ops)		X	No creative clustering downtown	0
TOTAL	10	2	AVERAGE	.417
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Connors-Emerson School (k-8 th)	0
Middle schools(s)	X		Connors-Emerson School (k-8 th)	0
High school(s)	X		Mount Desert Island High School	0
Private/Charter School(s)		X	No private/charter schools identified	0
College/University	X		College of the Atlantic	1
Technical College		X	No technical college in BH identified	0
Adult Education		X	None advertised	-1
TOTAL	4	3	AVERAGE	0
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing		X	None visible	-1
Special Events	X		4 th of July celebration, art in the park, farmers market	1
Branding Techniques		X	None visible	-1
TOTAL	1	2	AVERAGE	
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visible	0
Drug/Alcohol Abuse		X	None visible	0
Poverty		X	None visible – affluent community	0
TOTAL	0	3	AVERAGE	0
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		Stores/residential/retail downtown	0
Street Design	X		On street parking makes driving difficult	-1
Walkability	X		Downtown is very walk able	1
Crosswalks – Cross Lights	X		Crosswalks, no traffic lights downtown	1

Handicap and Disabled Accessibility	X		Some curb cuts to allow accessibility – painted blue for easy identification	1
Bike Lanes		X	No bike lane identified	-1
Inter Accessibility	X		Downtown is very accessible by car or foot	0
Intra Accessibility (access to I-95)		X	Over an hour drive to access to I-95	-1
Parking	X		On street parking, shared parking with local businesses.	-1
Traffic Flow/Congestion	X		Congestion identified - there are alternate traffic routes that do not go through downtown	-1
TOTAL	8	2	AVERAGE	-.200
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
Unemployment	X		Higher unemployment than Maine average	-1
Crime	X		The town has a low crime rate	0
Homelessness		X	No homeless identified	0
Anchor in Distress or Danger of Closing		X	None aware of	0
Health Problems	X		Services available	0
Drug/Alcohol Abuse	X		Services available	0
Poverty		X	Affluent community	1
Food Assistance, Food Pantry, Food Stamps	X		Services available	0
Vacant Store Fronts		X	None visible – as soon as a store is vacant, the space is rented immediately	1
Youth Departure		X	None aware of	0
Youth Unrest		X	None aware of	0
Address Competition to Downtown	X		Closest larger town is Ellsworth and is 20 miles away. Ellsworth has large chain stores and restraints that Bar Harbor does not offer	-1
Mall Development	X		Hannaford plaza across from municipal building	1
Sprawl Impact		X		0
TOTAL	7	7	AVERAGE	.071
Public Participation and Communications	Yes	No	Additional Comments	Rating
Citizen Engagement	X		Citizens are engaged and their opinions matter	1
Neighborhood Development	X		Neighborhood outreach is done by City officials. Distinct neighborhoods are identified	1
Private-Public Cooperation	X		Numerous examples identified	1
Non-Profit Involvement	X		Numerous examples identified	1
Utilization of Surveys		X	None identified	-1
Utilization of City Website to interact with Public	X		Documents, meeting announcements, media links available online	1
Media Involvement	X		City meetings are televised on local access channel	1
Regional Cooperation	X		Numerous examples identified	1
Accessibility of City Officials	X		Contact information is clearly available online. City officials responsive	1
Online Services (fees, licenses)	X		Numerous online services are offered to Bar Harbor residents	1
TOTAL	9	1	AVERAGE	.900

APPENDIX D Qualitative Data Collection Template Investigator Observations - BRIDGTON				
Name, county, and geographical location of Municipality		KEY: Impact on Community Vitality (Rating)		
<p>Bridgton is a town in Cumberland County, located in the Lakes Region. The central downtown begins on Route 302, near Meadow Road, and continues up towards Main Street, and past the Civil War monument at the top of Main Hill. It's located less than an hour away from Portland, Maine.</p>		<p>-2. Definite issue</p> <p>-1. May be an issue)</p> <p>0. Not a problem)</p> <p>1. Asset</p> <p>2. Exceptional</p>		
Major Revitalization Projects: Bridgton will be using form-based codes, in their current and future revitalization efforts. The codes guide developers to allow a variety of uses within a district as long as they conform to design standards that are harmonious with that district's character.		Additional Comments: In addition to using form based codes, revitalization efforts include enhancing the Stephens Brook River Trail into a promenade, attracting businesses, and creating a more vibrant night life scene.		
Observation	Yes	No	Additional Comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		Bridgton's downtown was clean with no apparent litter.	1
Flowers/Trees/Landscaping	X		Some flowers and landscaping were evident.	0
Facades		X	Reny's looked extremely out of place in the center of town. Magic Lantern Movie Theatre was positioned so that the side of the building was facing the street, not the front entrance.	-1
Open Spaces and Parks	X		Shorey Park is located in the downtown among countless others located at lakes and ponds.	1
Artwork in Public Space/Private Space	X		Gallery 302 and Craft Works both had artwork on display in public places.	0
Bike Racks		X	None were evident.	-1
City Signage		X	Limited use of signs for tourists and town pride.	-1
Business Signage	X		Easily observable.	0
Outside Seating/Benches	X		Available at the parks and certain store fronts.	1
Lighting	X		Lighting in the most pedestrian dense places on 302.	0

Trash receptacles	X		Trash receptacles.	0
Downtown Congestion		X	The downtown is not dense with traffic. However, the bridge crossing over from Naples into Bridgton is under construction so congestion was heavy there.	0
Commercial/retail occupancy	X		A mix of commercial/ retail occupancy.	0
Commercial/retail vacancy	X		Vacancies existed in three buildings in the downtown area that were noticeable.	-1
General Condition – Roads and Sidewalks	X		Roads and sidewalks were tired looking.	0
General Condition Buildings – Business	X		The business buildings were up-kept and clean.	0
General Condition Buildings – Residential		X	Residential buildings were tired looking with some in need of work and paint jobs.	-1
General Condition Buildings – Public	X		Public buildings were in good condition and appealing.	0
General Condition Anchor Building (s)		X	The Rends building was relatively new but looked somewhat out of place.	0
TOTAL	13	6	AVERAGE	-.105
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Gibbs Avenue Museum, Civil War monuments.	1
Hospitals	X		Bridgton Hospital.	1
Churches	X		United Methodist Church, St. Josephs Church, First Congregational Church.	0
Library	X		Bridgton Public Library.	1
Restaurants - Chains	X		Subway, overall not many chains are located in Bridgton.	0
Restaurants - Local	X		Black Horse Tavern, Trailside Steak and Seafood, Tom's Homestead Restaurant among others.	1
Commercial Business	X		Mixed use of Commercial businesses.	0
Banks	X		KeyBank, Norway Savings, TD Bank.	0
Retail	X		Reny's, Hancock Lumber, Car dealers among others.	0
Grocery Stores	X		Hannaford and Food City.	0

Anchor Stores	X		Reny's.	0
"Creative" Clustering (art galleries, studios, co-ops)	X		Craft Works, Gallery 302, The Cool Moose Gifts and Crafts. An astatically pleasing cluster of creative stores.	1
TOTAL	12		AVERAGE	.416
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Stevens Brook Elementary School.	0
Middle schools(s)		X	Lake Region Middle School located in Naples.	-1
High school(s)		X	Lake Region High School located in Naples.	-1
Private/Charter School(s)	X		Bridgton Academy.	1
College/University		X	St. Joseph's College in Standish is the closest.	0
Technical College		X	Western Maine Community College located in South Paris.	0
Adult Education		X	Regional Adult and Community Education is located at The Crooked River Adult and Community Education Center in Casco.	0
TOTAL	2	5	AVERAGE	-.142
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Community pride efforts have been difficult due to an aging population resisting change. However progress has been made.	-1
Special Events	X		Maine Lakes Mushers' Bowl & Winter Carnival, 4th of July Road Race, Festival of Lights.	1
Branding Techniques	X		"The Maine Place for All Seasons."	0
TOTAL	3	0	AVERAGE	0
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	People were hanging out at store fronts but didn't appear to be homeless.	0
Drug/Alcohol Abuse		X	None evident.	0
Poverty	X		Rundown buildings, people hanging out during working hours and low income areas were	-1

			evident.	
TOTAL	1	2	AVERAGE	-.333
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density		X	Downtown is not particularly dense with traffic.	0
Street Design	X		There is a clear Main Street with the street design being pedestrian friendly.	1
Walkability	X		Very walkable with views of the river, and forage.	1
Crosswalks – Cross Lights	X		A limited amount of cross walks and lights due to the lack of traffic.	0
Handicap and Disabled Accessibility	X		Ramps were available on some businesses.	0
Bike Lanes		X	No bike lanes.	-1
Inter Accessibility (access to I-95)		X	Approximately a 35 minute drive to I-95.	-1
Intra Accessibility	X		Everything in town is available by foot.	1
Parking	X		Parking is limited but suffices.	0
Traffic Flow/Congestion	X		Except for the Naples Bridge when entering town, traffic flows smoothly.	0
TOTAL	7	3	AVERAGE	.1
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment		X	The town does have a high unemployment rate. The town is trying to attract new businesses.	-1
Crime		X	The town has a low crime rate.	0
Homelessness		X	The town experiences some homelessness but doesn't have any shelters.	0
Anchor in Distress or Danger of Closing		X	None aware of.	0
Health Problems		X	None aware of.	0
Drug/Alcohol Abuse	X		A side effect of people being jobless and poor.	-1
Poverty	X		Run down residential homes and buildings.	-1
Food Assistance, Food Pantry, Food	X		Food pantry that they share with Naples.	0

Stamps				
Vacant Store Fronts	X		Yes, several on Main Street.	-1
Youth Departure		X	Not many opportunities for young professionals.	-1
Youth Unrest		X	None Aware of.	0
Address Competition to Downtown	X		Difficult to get skiers and boating enthusiasts passing by to stop in the downtown.	-1
Mall Development		X	No.	0
Sprawl Impact		X		0
TOTAL	5	9	AVERAGE	-.428
Public Participation and Communication	Yes	No	Additional Comments	Rating
Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)				
Citizen Engagement	X		Town meetings are open to the public and encourage citizen participation.	1
Neighborhood Development		X	Few developed neighborhoods in the area.	0
Private-Public Cooperation	X		The town encourages business growth and development.	1
Non-Profit Involvement		X	Not a significant amount of non-profits in the area.	0
Utilization of Surveys	X		In the past.	0
Utilization of City Website to interact with Public	X		Public announcement and town meeting schedules are all posted to the website.	1
Media Involvement	X		Bridgton Newspaper.	0
Regional Cooperation	X		Bridgton and Naples share services.	1
Accessibility of Town Officials	X		Very accessible.	1
Online Services (fees, licenses)	X		Motor vehicle and boater registration, licenses and permits are available.	0
TOTAL	8	2	AVERAGE	.5

APPENDIX D Qualitative Data Collection Template Investigator Observations - DAMARISCOTTA				
Name, county, and geographical location of Municipality Damariscotta, Lincoln County. Located in the southern mid-coast of Maine, Damariscotta is situated on the Damariscotta River, a tidal estuary of the Gulf of Maine. Hunt Hill, elevation 350 feet.			KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional	
Community History: Rich in history as a small fishing and shipbuilding village, also a Mecca for antique, pottery and artisan enthusiasts.			Additional Comments: With the support of a grant, Damariscotta has undergone a 2 ½ year effort to develop a new “Smart Code” for community planning, where growth and variances reflect more open spaces and walk able access. More social context and less based on state mandates.	
Observations	Yes	No	Additional comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		The city was clean and presentable.	1
Flowers/Trees/Landscaping	X		Tress and landscaping were evident in all areas.	1
Facades	X		Facades were in good condition.	1
Open Spaces and Parks	X		Access to view and admire river, docks and boats.	0
Artwork in Public Space/Private Space	X		Local restaurants feature local artists around the area.	1
Bike Racks		X	Installation of bike racks scheduled in summer.	0
City Signage	X		Good signage. Historic welcome sign.	0
Business Signage	X		Business signage observable on all businesses.	0
Outside Seating/Benches	X		Limited due to size width of sidewalks and space.	-1
Lighting	X		More lighting may be needed with added trails and sidewalks.	-1

Trash receptacles	X		Limited again due to size width of sidewalks and space.	-1
Downtown Congestion		X	Potential for congestion in high summer and fall season	-1
Commercial/retail occupancy	X		High amount of occupancy	1
Commercial/retail vacancy	X		Two vacant storefronts.	-1
General Condition – Roads and Sidewalks		X	Roads/sidewalks continue to be upgraded due to “smart code” revisions.	1
General Condition Buildings – Business	X		Most buildings are historical, in fair-good condition.	0
General Condition Buildings – Residential	X		Residential buildings are in good condition.	0
General Condition Buildings – Public	X		Public buildings/town offices are fairly new construction, ½ mile from downtown.	1
General Condition Anchor Building (s)	X		Built to blend in with the town’s historic character	1
TOTAL	16	3	AVERAGE	.15
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X			2
Hospitals	X		Miles Memorial Hospital located on the banks of Damariscotta River.	0
Churches	X			1
Library	X		Historic Skidompha Library	1
Restaurants - Chains	X		McDonald's, Dunkin Donuts	1
Restaurants - Local	X			1
Commercial Business	X		Yes.	1
Banks	X		Damariscotta Bank & Trust, Bath Savings, Camden National Trust, The First, N.A.	1
Retail	X		Larger retail located on outskirts. Local retailers on Main street.	1
Grocery Stores	X		Smaller, “gourmet” stores on Main street downtown, mini grocery.	1
Anchor Stores	X		Located on outskirts.	0
“Creative” Clustering (art galleries, studios, co-ops)	X		Damariscotta and Newcastle has one of the largest art and pottery communities in Maine.	2

TOTAL	12	0	AVERAGE	1
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Great Salt Bay Community School – K-8	1
Middle schools(s)	X		Great Salt Bay Community School – K-8	1
High school(s)		X	MSU 7 Nobleboro Central School	-1
Private/Charter School(s)		X	None within two miles.	0
College/University		X		0
Technical College		X		0
Adult Education		X		-1
TOTAL	1	4	AVERAGE	0
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		With the creation of the “Heart and Soul” community project residents have become extremely involved and educated on the town’s new community vision. Marketing efforts are visible through various displays; storefronts, signage and town websites.	2
Special Events	X		Great pumpkin race.	2
Branding Techniques	X		Gained national recognition from H&S community project	2
TOTAL	3	0	Average	2
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	No homelessness was detected.	0
Drug/Alcohol Abuse	X		There are some issues with abuse.	-1
Poverty		X	Some issues of income variance	-1
TOTAL	1	2	AVERAGE	-.33
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		The street is not overly dense with traffic or pedestrians.	1

Street Design	X		Although tight in downtown location, street design continues to improve due to new "smart code."	1
Walk ability	X		Vast improvement due to new coding.	1
Crosswalks – Cross Lights	X		Improvements being made	0
Handicap and Disabled Accessibility	X		Improvements being make	0
Bike Lanes	X		Some bike lanes will be constructed due to new code	0
Inter Accessibility (access to I-95)	X		Easy access.	0
Intra Accessibility	X		Everything is easy to get to by foot.	1
Parking	X		Some downtown parking, majority located in parking lot near waterfront.	-1
Traffic Flow/Congestion	X		Potential traffic/flow problems in high seasons	0
TOTAL	10	0	AVERAGE	
<u>Proactive Confrontation of Community Challenges</u>	Yes	No	Additional Comments	Rating
Unemployment	X		With attracting new businesses to area, Damariscotta hopes to decrease unemployment	1
Crime	X		Increased policing during high tourist seasons	0
Homelessness		X	No.	0
Anchor in Distress or Danger of Closing		X		1
Health Problems		X	No.	0
Drug/Alcohol Abuse	X		Some indications of abuse among the poverty level.	-1
Poverty	X		There are concerns of the mix of income inequity among residents.	-1
Food Assistance, Food Pantry, Food Stamps		X	Brunswick is close by with all of those services available.	0
Vacant Store Fronts		X	Limited vacancy in store fronts.	1
Youth Departure	X		Yes	0
Youth Unrest		X		0
Address Competition to Downtown	X			-1

Mall Development		X		0
Sprawl Impact		X	New code will attempt to "bridge" negative impacts of sprawl.	0
TOTAL	6	8	Average	0
Public Participation and Communication	Yes	No	Additional Comments	Rating
Citizen Engagement	X		Citizens now very engaged and their opinions matter.	1
Neighborhood Development	X		Neighborhoods are quaint and kept that way.	1
Private-Public Cooperation	X		Yes through community events	1
Non-Profit Involvement	X		Yes through community events	1
Utilization of Surveys	X		Numerous surveys conducted during "Heart and Soul" project	2
Utilization of City Website to interact with Public	X		Very interactive website.	2
Media Involvement	X		Yes.	1
Regional Cooperation	X			1
Accessibility of Town Officials	X		Very accessible	2
Online Services (fees, licenses)	X		Yes	2
TOTAL	10		Average	1.4

APPENDIX D Qualitative Data Collection Template Investigator Observations - FARMINGTON				
<u>Name, county, and geographical location of Municipality</u> Farmington is the largest town located in Franklin County, and is located in the Western Mountains of Maine.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
<u>Community History:</u> Once a large mill, farming and agricultural community, the town is making a comeback with numerous farmers markets, specialty products and cottage industry businesses. The downtown went through a major restoration process in the 1990's and Farmington recently joined Preserve America, which encourages and supports community efforts to preserve cultural and natural heritage.		Additional Comments: The University of Maine at Farmington is located in the center of town. Students and residents enjoy outdoor sport activities such as mountain biking, paddle canoeing, fly fishing to skiing. Local ski areas are nearby with direct routes to ski resorts Saddleback and Sugarloaf.		
Observations	Yes	No	Additional Comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		The city was clean and presentable.	1
Flowers/Trees/Landscaping	X		Tress and landscaping were visible in most locations.	1
Facades	X		Facades were in good condition.	1
Open Spaces and Parks	X		Open spaces and parks were located near the University and on the edge of town in a gazebo park.	1
Artwork in Public Space/Private Space	X		Local restaurants feature local artists around the area.	1
Bike Racks	X		Bike racks are located at some businesses.	1
City Signage	X		Two signs greet visitors/residents into and leaving the town.	1
Business Signage	X		Business signage observable on all businesses.	1
Outside Seating/Benches	X		Outdoor benches in open spaces and in some downtown locations.	1

Lighting	X		Lamp posts and lighting were present, additional lighting to be installed over the summer.	1
Trash receptacles	X		Yes	1
Downtown Congestion	x		Some due to college location and travelers heading to ski mountains.	-1
Commercial/retail occupancy	X		Good amount of occupancy	1
Commercial/retail vacancy	X		Two-three vacant spaces currently.	-1
General Condition – Roads and Sidewalks	X		Roads downtown in good shape. Sidewalks very good and more sidewalk access scheduled for construction in summer.	1
General Condition Buildings – Business	X		Buildings are historical and in good condition. Front facades restored to original exteriors in 1990.	2
General Condition Buildings – Residential	X		Residential homes near the University are large, historic, well-kept buildings.	2
General Condition Buildings – Public	X		Buildings in very good condition considering historical age.	1
General Condition Anchor Building(s)	X		Reny's building located on major side street considered anchor building. Good condition with recent remodel inside that displays inside theatre.	1
TOTAL	19		AVERAGE	.89
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Numerous historical sites include Titcomb House museum, Ski Museum of Maine and Maine Ski Hall of Fame. Historical society is currently restoring the North Church, built in 1873. "Walk Around Farmington" a popular historical tour.	2
Hospitals	X		Franklin Memorial Hospital – Primary hospital for ski accidents.	1
Churches	X		Four churches located in town.	1
Library	X		Farmington Public Library	1
Restaurants - Chains	X		McDonald's, Dunkin Donuts, KFC	0
Restaurants - Local	X		Numerous local restaurants include pizza shops, local brew pubs, bakeries and fine dining.	1
Commercial Business	X		Yes.	1

Banks	X		Franklin Savings, TD Bank, Bangor Savings, Camden Savings, University Credit Union. More Maine-based than national.	1
Retail	X		Many locally-owned	1
Grocery Stores	X		Hannaford's and several smaller stores.	0
Anchor Stores	X		Reny's building located on major side street considered anchor building. Good condition with recent remodel inside that also has a "hidden theatre"	1
"Creative" Clustering (art galleries, studios, co-ops)	X		New community arts center currently under construction.	1
TOTAL	12			1
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		WG Mallet School	0
Middle schools(s)	X		Mt. Blue Middle School	0
High school(s)	X		Mt. Blue High School, Foster Tech. Applied School	1
Private/Charter School(s)		X	None within two miles.	0
College/University	X		University of Maine at Farmington	2
Technical College		X		0
Adult Education		X		0
TOTAL	4	3	AVERAGE	.42
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Farmington business owners and residents are very involved, community pride displayed through window paintings, social gatherings, local merchant acknowledgements and website.	2
Special Events	X		Farmers markets, downtown Farmington yard sale, Chester Greenwood Day parade, annual 4 th of July parade, Halloween Window painting contest	2
Branding Techniques	X		Community Pride, town manager quotes the Farmington community as being "on the verge of greatness!"	1
TOTAL	3		Average	1.6

Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visually detected.	0
Drug/Alcohol Abuse	X		None visually detected.	0
Poverty		X	None visually detected.	0
TOTAL	1	2	AVERAGE	0
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		The street can at times be confronted with traffic and/or pedestrians.	0
Street Design	X		The street design is in a grid or block form. Very wide Main street.	2
Walk ability	X		Continued efforts to promote safe pedestrian access.	1
Crosswalks – Cross Lights	X		Good use of both	1
Handicap and Disabled Accessibility	X		Yes	0
Bike Lanes	X		Some bike lanes.	1
Inter Accessibility (access to I-95)		X	Via Route 2	1
Intra Accessibility	X		Everything is easy to get to by foot.	1
Parking	X		Ample parking.	1
Traffic Flow/Congestion	X		Traffic moves along at a generally good pace	0
TOTAL	9	1	AVERAGE	0.8
<u>Proactive Confrontation of Community Challenges</u>	Yes	No	Additional Comments	Rating
Unemployment	X		Unemployment and lower average salary.	-1
Crime		X	Low crime	0
Homelessness		X	No.	0
Anchor in Distress or Danger of Closing		X	No – Reny's is going strong.	2
Health Problems		X	No.	0
Drug/Alcohol Abuse	X		There are some among college students	-1
Poverty	X		Percentage of residents living in poverty in	-1

			2009: 33.6%	
Food Assistance, Food Pantry, Food Stamps	X		Similar to poverty	-1
Vacant Store Fronts		X	Very Limited	1
Youth Departure	X		Possible due to lack of jobs currently available	-1
Youth Unrest		X		0
Address Competition to Downtown	X			1
Mall Development		X	Closest is Mt. Blue shopping area/Wal-Mart/Lowes	0
Sprawl Impact		X	No	1
TOTAL	6	8	Average	0
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		Citizens and business owners very engaged.	2
Neighborhood Development	X		Likely among neighborhoods closer to town	0
Private-Public Cooperation	X		Yes through community events	1
Non-Profit Involvement	X		Yes through community events	1
Utilization of Surveys	X		None aware off recently.	0
Utilization of City Website to interact with Public	X		Needs improvement, does have good links	-1
Media Involvement	X		Yes.	0
Regional Cooperation	X			1
Accessibility of Town Officials	X		Very accessible	2
Online Services (fees, licenses)	X		Yes	1
TOTAL	10		Average	0.8

APPENDIX D Qualitative Data Collection Template Investigator Observations - FREEPORT				
Name, county, and geographical location of Municipality Freeport is located in Cumberland County, bordering Brunswick, Durham and Pownal. The town also borders Cumberland and Harpswell via Casco Bay. Both U.S. 1 and Interstate-295 run directly through Freeport.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
Community History: First settled on or near 1700, Freeport was originally called Harraseeket, after the Harraseeket River. It was later set off and incorporated on its own in 1789, it's named likely derived "from the openness of its harbor," therefore being free from ice.		Additional Comments: Known for its numerous outlet stores, Freeport is home to L.L. Bean, Wolfe's Neck Woods State Park, and the Desert of Maine.		
Observation	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		Very clean.	2
Flowers/Trees/Landscaping	X		Tress and landscaping were visible in most locations.	1
Facades	X		Facades in excellent condition.	1
Open Spaces and Parks	X		A surprisingly high amount of parks and spaces	2
Artwork in Public Space/Private Space	X		Located in some restaurants, B & B's and Inns. Also found on the Freeport website.	1
Bike Racks	X		Bike racks are located at some businesses.	1
City Signage	X		Two signs greet visitors/residents into and leaving the town.	1
Business Signage	X		Signage on most businesses in addition to an entry sign listing all businesses in cluster area.	1
Outside Seating/Benches	X		Good number of outdoor seating, mainly near all shopping locations.	1
Lighting	X		Very good lighting	1
Trash receptacles	X		Yes	1
Downtown Congestion	X		Congestion during holiday and summer	-1

			season.	
Commercial/retail occupancy	X		High occupancy	1
Commercial/retail vacancy	X		No vacancy along Main Street, some vacant space near Freeport Corner.	1
General Condition – Roads and Sidewalks	X		Roads downtown in excellent condition. Sidewalks very good with crosswalks identified and enforced with guide posts.	2
General Condition Buildings – Business	X		Buildings follow a strict building/ historical preservation code and most are in excellent condition.	2
General Condition Buildings – Residential	X		Residential homes near downtown Freeport are large, historic, well-kept buildings.	2
General Condition Buildings – Public	X		Buildings in very good condition considering historical age.	1
General Condition Anchor Building(s)	X		L.L. Bean is the anchor building. After numerous expansions, the building(s) remain well-kept in excellent condition.	2
TOTAL	19		AVERAGE	1.21
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Freeport prides itself with historical landmarks, preservation efforts and museums.	2
Hospitals		X	Nine hospitals located within 15 mile radius, Midcoast and Parkview Adventist in Brunswick the closest.	1
Churches	X		Six churches, three located on Main St.	1
Library	X		Newly-constructed Freeport Community Library	2
Restaurants - Chains	X		McDonald's and Dominos are the only two chains.	0
Restaurants - Local	X		A diverse array of restaurants; from fine dining gourmet, to brew pubs to cuisine featuring local-grown food.	2
Commercial Business	X		Yes.	1
Banks	X		Key Bank, Bath Savings & Norway Savings. B of A ATM machine only,	1
Retail	X		Primarily chain-outlet stores, with a good number of locally owned as well.	1
Grocery Stores	X		Shaw's Supermarket and several smaller grocery and specialty stores.	1

Anchor Stores	X		LL Bean	2
"Creative" Clustering (art galleries, studios, co-ops)	X		Museums, specialty art shops, art galleries are clustered. Strong organization; Freeport Creative Arts. Currently three theatrical groups.	2
TOTAL	11	1		1.33
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Morse Street/Mast Landing	1
Middle schools(s)	X		Freeport Middle School	1
High school(s)	X		Freeport High School	1
Private/Charter School(s)	X		Five schools, including L'Ecole Française du Maine and Merriconeag Waldorf School	2
College/University		X		0
Technical College		X		0
Adult Education		X		0
TOTAL	4	3	AVERAGE	0.71
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Freeport business owners and residents are very involved with annual events and creative gatherings.	2
Special Events	X		Annual Freeport Fall in the Village Art Festival, LL Bean Concert Series, Freeport Art Walk.	2
Branding Techniques	X		Strong branding through the Freeport USA website.	2
TOTAL	3	0	Average	2
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visually detected.	0
Drug/Alcohol Abuse		X	None visually detected.	0
Poverty		X	None visually detected.	0
TOTAL	0	3	AVERAGE	0

Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		The street can at times be confronted with traffic and/or pedestrians.	0
Street Design	X		The street design is in a grid or block form.	1
Walk ability	X		Continued efforts to promote safe pedestrian access.	1
Crosswalks – Cross Lights	X		Excellent use of both and enforced.	2
Handicap and Disabled Accessibility	X		Yes	0
Bike Lanes	X		Some bike lanes.	1
Inter Accessibility (access to I-95)	X		Freeport is located on Route 1 with direct access to I-95.	1
Intra Accessibility	X		Everything is easy to get to by foot.	1
Parking	X		With increased development, parking continues to be added.	1
Traffic Flow/Congestion	X		Given the town's reputation as shopping mecca, traffic moves along at a generally good pace.	1
TOTAL	10	0	AVERAGE	0.9
<u>Proactive Confrontation of Community Challenges</u>	Yes	No	Additional Comments	Rating
Unemployment		X	Unemployment at 4.3% compared to the State's current unemployment rate of 7.3%.	0
Crime	X		Low crime rate.	0
Homelessness	X		Web sites to homeless shelters in nearby towns and Portland.	0
Anchor in Distress or Danger of Closing		X	L.L. Bean is not likely to ever close.	2
Health Problems	X		None noted.	0
Drug/Alcohol Abuse	X		Proactively working to prevent and notify public of abuse problems.	0
Poverty	X		Low poverty numbers.	0
Food Assistance, Food Pantry, Food Stamps, LIHEAP	X		Freeport is a primary service location and provides assistance for nearby Pownal. Freeport Housing Trust also offers affordable	1

			housing.	
Vacant Store Fronts		X	Very limited.	1
Youth Departure		X	Not as challenging as other towns due to the amount of retail jobs available.	0
Youth Unrest		X	None reported.	0
Address Competition to Downtown	X		There are some competition issues between Portland and Freeport, though the town fares far better than all other towns.	1
Mall Development		X	Freeport has the outlets.	1
Sprawl Impact		X	None.	0
TOTAL	7	7	Average	0.42
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		Citizens and business owners very engaged. Strong Merchant, Chamber and Economic Associations.	2
Neighborhood Development	X		Save Our Neighborhoods Coalition, protecting public open space and residential land against commercial development.	1
Private-Public Cooperation	X		There are a lot of public-private partnerships, notably with Freeport community events.	1
Non-Profit Involvement	X		Similar efforts as public-private partnerships.	1
Utilization of Surveys	X		Surveys used extensively during development of Freeport Chamber of Commerce.	1
Utilization of City Website to interact with Public	X		Excellent websites; Freeport USA, Town, FEDC & Chamber. Municipal and event information updated regularly.	2
Media Involvement	X		The town has video streaming of municipal meetings. Forecaster covering Freeport and Times Record.	1
Regional Cooperation	X		Strong partnerships with Southern and mid-Coast tourism groups and Maine Office of Tourism.	2
Accessibility of Town Officials	X		Very accessible	1
Online Services (fees, licenses)	X		Yes	1
TOTAL	10	0	Average	1.3

APPENDIX D Qualitative Data Collection Template Investigator Observations - FRYEBURG				
Name, county, and geographical location of Municipality Fryeburg, Maine was the first town settled in the White Mountain region of either Maine or New Hampshire. Fryeburg was settled in 1763.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
Major Revitalization Projects: Fryeburg has recently been awarded a \$10,000 grant to help revitalize the downtown which includes plans for street and building improvements as well as to enhance the downtowns art and culture.		Additional Comments: Fryeburg is home to Fryeburg Academy, a private preparatory school that was founded in 1792 and the Fryeburg Fair, Maine's largest agricultural fair.		
Observations	Yes	No	Additional Comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		No evidence of litter on road.	1
Flowers/Trees/Landscaping	X		Limited amounts of trees and flowers.	-1
Facades	X		Attractive older buildings with character lining Portland street and Main Street.	1
Open Spaces and Parks	X		The town maintains eleven public parks.	1
Artwork in Public Space/Private Space		X	None present.	0
Bike Racks		X	None Present.	-1
City Signage		X	Limited amount of city Signage.	-1
Business Signage	X		Clear and attractive signage for all businesses.	0
Outside Seating/Benches	X		Limited Seating available at store fronts and parks.	0
Lighting	X		Some sparse lighting on Portland Street.	0
Trash receptacles	X		Trash receptacles located throughout the town appeared clean and not over flowing.	1

Downtown Congestion	X		During fairs and fairground events the area gets very congested, locals won't leave their house with a vehicle.	-1
Commercial/retail occupancy	X		Mixed use occupancy.	0
Commercial/retail vacancy	X		Both business and office vacancies were present in the downtown.	-1
General Condition – Roads and Sidewalks		X	Sidewalks were old and tired, also very narrow.	-1
General Condition Buildings – Business	X		General conditions of the downtown business buildings were good. Areas around some of the buildings seemed to be cluttered with various unneeded “stuff”.	1
General Condition Buildings – Residential	X		Residential homes varied. The bigger more affluent homes were in great shape, the more rural, lower income homes were tired looking.	0
General Condition Buildings – Public	X		Adequate public building maintenance.	0
General Condition Anchor Building (s)		X	No anchor building was determined.	-1
TOTAL	14	5		-1.105
Is there business diversity in the downtown area?	Yes	No	Additional Comments	Rating
Museums & Historical Sites	X		Fryeburg Historical Society Museum & Genealogy Center, Fryeburg Fair Farm Museum.	1
Hospitals	X		Bridgeton Hospital located a short drive away.	0
Churches	X		Fryeburg New Church, First Congressional Church, Christian Science Church.	0
Library	X		Fryeburg Town Library.	1
Restaurants - Chains		X	Hardly any chain restaurants are located there which is an asset to local food venders.	1
Restaurants - Local	X		302 Smoke House & Tavern, Fryeburg House of Pizza, Top the Ninth Restaurant Bar.	1
Commercial Business	X		Yes.	0
Banks	X		KeyBank, Norway Savings, among others.	0
Retail	X		Small, locally owned retail stores.	1
Grocery Stores		X	The closest big box grocery store is located a few miles away in North Conway. However, there is a local grocer: Thrift Way Supermarket.	0
Anchor Stores		X	None Present.	-1

"Creative" Clustering (art galleries, studios, co-ops)		X	No strong clustering of art galleries or studios.	-1
TOTAL	8	4		.25
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Charles A. Snow Elementary School.	1
Middle schools(s)	X		Molly Ockett School.	1
High school(s)	X		Fryeburg Academy.	2
Private/Charter School(s)	X		Fryeburg Academy is considered private.	0
College/University		X	University of Southern Maine located one hour away.	0
Technical College		X	Central Maine Community College and White Mountain Community College both located about an hour away.	0
Adult Education		X	In collaboration with Bridgton.	-1
TOTAL	4	3		.428
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Moving forward with a new marketing plan, Fryeburg would like to position itself as a place to "Stop, shop, stay, and play."	0
Special Events	X		Concerts at Bradley Park, Art in the Park, 4 th of July parade, Christmas tree lighting.	1
Branding Techniques	X		A gateway to Maine and New Hampshire.	1
TOTAL	3			.666
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		x	None present.	0
Drug/Alcohol Abuse		x	None Present.	0
Poverty	x		Some poverty was evident in the older and more rural areas of the town.	0
TOTAL	1	2		0
Transportation - Accessibility	Yes	No	Additional Comments	Rating

Density		X	The downtown is somewhat spread out and not particularly dense with people.	-1
Street Design		X	There is Main Street and Portland street where most of the businesses are.	0
Walkability		X	The downtown is walkable but businesses are somewhat spread out among the two streets and sidewalks don't cover the whole distance.	-1
Crosswalks – Cross Lights	X		Cross walks are faded and limited.	-1
Handicap and Disabled Accessibility	X		Handicap accessible.	0
Bike Lanes		X	No bike lanes.	-1
Inter Accessibility	X		Everything located in the town is very commuter friendly.	1
Intra Accessibility (access to I-95)		X	Not a close access to I-95 due to it being so close to the White Mountains.	0
Parking	X		On street and off street parking.	0
Traffic Flow/Congestion	X		Only congested during the Fryeburg Fair and other large venues the fairground brings in.	0
TOTAL	5	5		-.3
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment		X		0
Crime	X		During the summer months a high volume of kids utilize the Saco River for canoe trips. Anticipating the town hires more police enforcement during that time of the year.	0
Homelessness		X		0
Anchor in Distress or Danger of Closing		X	No anchor present.	0
Health Problems		X	Nothing out of the ordinary.	0
Drug/Alcohol Abuse	X		Again during the summer months the town increases police forces due to influx of tourists, young people partying on the river.	0
Poverty		X		0
Food Assistance, Food Pantry, Food Stamps	X		Fryeburg Assembly of God food Pantry.	
Vacant Store Fronts		X	The town is currently working on how to attract businesses to vacant store fronts but nothing	-1

			has been enacted yet.	
Youth Departure		X		0
Youth Unrest		X		0
Address Competition to Downtown	X		North Conway is a major competitor to Fryeburg's retail and restaurant scene. Fryeburg would like to advertise itself to tourists as a place to stop, shop, stay, and play.	-1
Mall Development		X	None reported.	0
Sprawl Impact		X	People live in rural areas around Fryeburg but it hasn't affected the layout of the downtown area.	0
TOTAL	4	10		-.142
Public Participation and Communications	Yes	No	Additional Comments	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		The town welcomes and encourages citizen engagement. For example there was a poster displaying the strengths and weaknesses along with opportunities for the town in public places with contact information for feedback.	1
Neighborhood Development	X			0
Private-Public Cooperation	X		There has been a limited amount of Private-public cooperation in the past. The town hopes to improve upon it. For example there is no collaboration between Fryeburg Academy and the town.	-1
Non-Profit Involvement		X	The town hopes for more non-profit involvement in the future.	0
Utilization of Surveys	X		The town recently conducted surveys to both citizens and business owners to get their feed back in moving forward with a downtown revitalization plan.	1
Utilization of City Website to interact with Public	X		Meetings, events, and agendas are clearly labeled.	1
Media Involvement	X			0
Regional Cooperation	X		Regional cooperation with Bridgeton adult education programs and hospital services.	1
Accessibility of Town Officials	X		Citizens reported they were readily accessible and always have an open door.	2

Online Services (fees, licenses)		X	Licenses and fees permitted online were not detected.	-1
TOTAL	8	2		.4

APPENDIX D Qualitative Data Collection Template Investigator Observations - HALLOWELL				
Name, county, and geographical location of Municipality		KEY: Impact on Community Vitality (Rating)		
<p>Hallowell is Maine's smallest city located in Kennebec County Maine. Hallowell is an older urban area, with a commercial center located on U.S. 201. The City of Augusta forms the northern boundary of Hallowell, and the Kennebec River is on the eastern boundary.</p>		<p>-2. Definite issue</p> <p>-1. May be an issue)</p> <p>0. Not a problem)</p> <p>1. Asset</p> <p>2. Exceptional</p>		
Community History:		Additional Comments:		
<p>Once a granite and lumbering community, the Hallowell of today features many interesting antique and specialty shops in the downtown business district. It's classified as a National Historic District. The city has just finished a comprehensive plan that will be addressing the downtown area.</p>		<p>Hallowell's downtown is located on Route 202 and is in a flood zone. The town has been underwater in the past. Although no recent floods have occurred, business owners are aware of the potential danger to their buildings.</p>		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		The city is clean and presentable.	1
Flowers/Trees/Landscaping	X		Tress and landscaping are evident in all areas.	1
Facades	X		Facades are in good condition.	1
Open Spaces and Parks	X		Open spaces and parks were located around the area.	0
Artwork in Public Space/Private Space	X		Local restaurants feature local artists around the area.	1
Bike Racks	X		Bike racks are located at some businesses.	0
City Signage	X		Two signs greet tourists into the town, one being made of granite.	0
Business Signage	X		Business signage observable on all businesses.	0
Outside Seating/Benches	X		Outdoor benches and seating at restaurants, pubs, and public places.	0
Lighting	X		Lamp posts were sparse but accounted for.	0
Trash receptacles	X		Limited but available.	-1

Downtown Congestion		X	No congestion, but fast moving vehicles.	-1
Commercial/retail occupancy	X		High amount of occupancy rate.	1
Commercial/retail vacancy	X		Only two vacant businesses which, according to city officials, will be occupied soon.	1
General Condition – Roads and Sidewalks		X	Roads and sidewalks are tired looking and in need of repair.	-1
General Condition Buildings – Business	X		Buildings are in good condition, most being historical and rich in heritage.	2
General Condition Buildings – Residential	X		Residential buildings are up-kept.	0
General Condition Buildings – Public	X		Hallowell City Hall located in a historical landmark. Impressive job restoring it.	0
General Condition Anchor Building (s)	X		Slates Restaurant reported as being the closest thing to an anchor building. In good condition.	1
TOTAL	17	2	AVERAGE	.052
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Museums in the Streets tour, numerous historical sites.	2
Hospitals	X		Maine General Medical Center in Augusta.	0
Churches	X		Five historical churches located in the downtown.	1
Library	X		Hubbard Library, oldest library building in Maine.	1
Restaurants - Chains		X	Not many chain restaurants.	1
Restaurants - Local	X		Hattie's Chowder House, The Liberal Cup, Hoxter's Sports Bar, Joyce's.	1
Commercial Business	X		Yes.	0
Banks	X		Kennebec Savings Bank, Savings Bank of Maine.	0
Retail	X		Rollin's furniture, Dancewear House, Kennebec Skate Shop.	0
Grocery Stores	X		Boynton's Market. Shaw's and Hannaford located in Augusta.	0
Anchor Stores	X		Slates Restaurant features live music and food	1

			from local organic farms in the area.	
"Creative" Clustering (art galleries, studios, co-ops)	X		Berry & Berry Floral, Kennebec River Artisans, Earthbound Clothing and Gifts, Hallowell Antique Mall.	1
TOTAL	11	1	AVERAGE	.667
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Hall-Dale Elementary School.	0
Middle schools(s)	X		Hall-Dale Middle School.	0
High school(s)	X		Hall-Dale High school.	0
Private/Charter School(s)		X	None within two miles.	0
College/University		X	University of Maine Augusta.	0
Technical College		X	Maine Community College in Augusta.	0
Adult Education		X	Augusta Adult and Community Education are held at the Kennebec Learning Center.	0
TOTAL	3	4	AVERAGE	0
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Hallowell residents are very involved, marketing efforts are visible on store front windows, and website.	1
Special Events	X		Mardi Gras, Old Hallowell Day, Rock on the River, Farmers Market.	1
Branding Techniques	X		Hallowell markets itself as the gem of the Kennebec.	0
TOTAL	3		Average	.666
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	No homelessness was detected.	0
Drug/Alcohol Abuse	X		Hallowell is home to many pubs and bars.	-1
Poverty		X	No amount of poverty was detected.	0
TOTAL	1	2	AVERAGE	-.33
Transportation - Accessibility	Yes	No	Additional Comments	Rating

Density	X		The street is not overly dense with traffic or pedestrians.	1
Street Design	X		The street design is a grid or block form.	1
Walkability	X		It's walkable but next to a very busy route.	0
Crosswalks – Cross Lights		X	Limited crosswalks and cross lights.	-1
Handicap and Disabled Accessibility	X		Available.	0
Bike Lanes		X	No bike lanes.	-1
Inter Accessibility (access to I-95)	X		Easy access.	1
Intra Accessibility	X		Everything is easy to get to by foot.	1
Parking		X	Limited parking with most of it on street.	-1
Traffic Flow/Congestion	X		Not congested with traffic, but many vehicles passing through.	0
TOTAL	7	3	AVERAGE	.1
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment		X	Hallowell has a low unemployment rate.	1
Crime		X	No.	0
Homelessness		X	No.	0
Anchor in Distress or Danger of Closing	X		Yes, Slates Restaurant burned and citizens rallied together to save it.	1
Health Problems		X	No.	0
Drug/Alcohol Abuse	X		Increased presence of police force in downtown at bars and pubs.	-1
Poverty		X	Very affluent area.	1
Food Assistance, Food Pantry, Food Stamps		X	Augusta is close by with all of those services available.	0
Vacant Store Fronts		X	Very minimal.	1
Youth Departure		X	No.	0
Youth Unrest		X	No.	0
Address Competition to Downtown	X		Difficult to get the high volume of Augusta employees passing through to stop in the	-1

			downtown.	
Mall Development		X	No.	1
Sprawl Impact		X	No.	0
TOTAL	3	11	Average	.214
Public Participation and Communications	Yes	No	Additional Comments	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		Citizens are engaged and their opinions matter.	1
Neighborhood Development	X		Neighborhoods are quaint and kept that way.	0
Private-Public Cooperation	X		Yes, through community events.	1
Non-Profit Involvement	X		Yes, through community events.	1
Utilization of Surveys		X	None aware of recently.	0
Utilization of City Website to interact with Public	X		Very interactive website.	0
Media Involvement	X		Yes.	0
Regional Cooperation	X		Augusta and Hallowell share certain services.	1
Accessibility of Town Officials	X		Busy, but accessible.	0
Online Services (fees, licenses)	X		Yes.	1
TOTAL	9	1	Average	.5

APPENDIX D Qualitative Data Collection Template Investigator Observations - KENNEBUNKPORT				
<u>Name, county, and geographical location of Municipality</u> Kennebunkport is a town in York County. It is bordered by the		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
<u>Community History:</u> First incorporated in 1653 as Cape Porpus, the town was renamed later as Arundel, and then renamed again in 1821 to Kennebunkport based on its growing economy in shipbuilding and trade along the Kennebunk River. Historically a shipbuilding and fishing village, the town has been a popular tourist destination for well over 100 years.		Additional Comments: Kennebunkport has a reputation as a summer haven for the upper class and is one of the wealthiest communities in the entire state of Maine. The town is the summer home of former U.S. President George H. W. Bush.		
Observations	Yes	No	Additional Comments	Rating
<u>General Attractiveness</u>				
Cleanliness	X		The city was clean and presentable.	1
Flowers/Trees/Landscaping	X		Seasonal landscaping and flower boxes were visible in most locations.	1
Facades	X		Facades were in good condition.	1
Open Spaces and Parks	X		Due to its size and location on the waterfront, the town has limited open green space	-1
Artwork in Public Space/Private Space	X		Local restaurants and hotels/inns feature local artists around the area.	1
Bike Racks	X		Bike racks are located in front of some businesses, depending on space and location.	1
City Signage	X		Large sign greeting visitors/residents into and leaving the town – effectively situation on bridge.	1
Business Signage	X		Business signage observable on all businesses.	1

Outside Seating/Benches	X		Outdoor benches available depending on space and location.	1
Lighting	X		There are ample light posts; including lighting that guides visitors down narrow walking corridors between businesses.	1
Trash receptacles	X		Yes	1
Downtown Congestion	X		Dock Square can become congested, both by car and pedestrians, particularly in the summer months.	-1
Commercial/retail occupancy	X		Full occupancy	1
Commercial/retail vacancy	X		No vacant space observed at the time of visit.	1
General Condition – Roads and Sidewalks	X		Roads downtown in very good shape. Sidewalks good, though narrow through some intersections heading across Ocean Ave. bridge into Dock Square.	0
General Condition Buildings – Business	X		Buildings are an eclectic mix, mainly historical and in good condition.	1
General Condition Buildings – Residential	X		Residential homes close to town are historical and in excellent condition.	2
General Condition Buildings – Public	X		Public buildings in very good condition.	1
General Condition Anchor Building(s)	X		Anchor buildings in Kennebunkport would primarily the hotels, (such as the Colony), all in good condition.	1
TOTAL	20	0	AVERAGE	0.8
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Very active historical scene, many of the inns and buildings on Historic Register, two museums, Brickstore museum and Seashore Trolley museum. Historical society offers a 1-mile walking tour showcasing historical landmarks.	2
Hospitals		X	Southern Maine Medical center in Biddeford the closest hospital.	-1
Churches	X		Numerous churches of all denominations; many of the historical.	1

Library	X		Graves memorial library and Cape Porpoise library.	1
Restaurants - Chains		X	NO restaurant chains in Kennebunkport	1
Restaurants - Local	X		Numerous local restaurants include pizza shops, local brew pubs, bakeries and fine dining.	1
Commercial Business	X		Yes.	1
Banks	X		Kennebunk savings and Peoples United (both local).	1
Retail	X		Numerous retail shops, the majority of them are locally-owned.	1
Grocery Stores	X		Small grocery store, though there are plenty of specialty gourmet markets and delis.	0
Anchor Stores	X		There are no retail anchor stores in Kennebunkport, though Hannaford's is located nearby in Kennebunk.	0
"Creative" Clustering (art galleries, studios, co-ops)	X		Clustering of art galleries, craftsmen and historical shops.	2
TOTAL	10	2		0.83
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)		X	Sea Road School, Mildred L. Day School, Kennebunk Elementary School (Kennebunkport is part of RSU 21)	0
Middle schools(s)		X	Middle School of the Kennebunks (Kennebunkport is part of RSU 21)	0
High school(s)		X	Kennebunk High School (Kennebunkport is part of RSU 21)	0
Private/Charter School(s)	X		The New School	1
College/University		X		0
Technical College		X		0
Adult Education		X	Located in Kennebunk (RSU 21)	0
TOTAL	1	6	AVERAGE	.14
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Kennebunkport residents and business community share strong ties in promoting the town through several marketing outlets and	2

			events.	
Special Events	X		Christmas Prelude,	2
Branding Techniques	X		Extensive visitor guide promoting beaches, fine and casual dining, resorts. Developing Kennebunkport as a food and wine attraction through annual food/wine festival.	1
TOTAL	3		Average	1.6
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visually detected.	0
Drug/Alcohol Abuse		X	None visually detected.	0
Poverty		X	None visually detected.	0
TOTAL	0	3	AVERAGE	0
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		The street can at times be confronted with traffic and/or pedestrians.	-1
Street Design	X		The street design is a two-lane street heading in and out of Kennebunkport.	0
Walk ability	X		Continued efforts to promote safe pedestrian access.	1
Crosswalks – Cross Lights	X		Good use of both	1
Handicap and Disabled Accessibility	X		Yes	0
Bike Lanes	X		Some bike lanes.	1
Inter Accessibility (access to I-95)	X		Via Rt. 9 then on to Rt. 1	1
Intra Accessibility	X			1
Parking	X		Limited parking can present problems in peak summer months.	-1
Traffic Flow/Congestion	X		Traffic can become congested during peak events or during peak summer months.	0
TOTAL	10	0	AVERAGE	0.4
<u>Proactive Confrontation of Community Challenges</u>	Yes	No	Additional Comments	Rating

Unemployment		X	Unemployment is not prevalent in Kennebunkport.	0
Crime		X	Low crime	0
Homelessness		X	No.	0
Anchor in Distress or Danger of Closing		X	No	0
Health Problems		X	No.	0
Drug/Alcohol Abuse		X	There are some among college students	0
Poverty		X		0
Food Assistance, Food Pantry, Food Stamps		X		0
Vacant Store Fronts		X	No vacant store fronts observed.	0
Youth Departure		X	None noted.	0
Youth Unrest		X		0
Address Competition to Downtown	X			1
Mall Development		X	No	0
Sprawl Impact		X	No	1
TOTAL	1	13	Average	0.07
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)				
Citizen Engagement	X		Citizens and business owners very engaged, particularly through events promoting the town	2
Neighborhood Development	X		Likely among neighborhoods closer to town	0
Private-Public Cooperation	X		Banks, real estate and hotel businesses provide support through sponsored events.	2
Non-Profit Involvement	X		Yes through community events	1
Utilization of Surveys	X		None aware of recently.	0
Utilization of Town Website to interact with Public	X		Layout of town website well-organized and easy to navigate.	1
Media Involvement	X		York County Coast Star, Kennebunk Post	1
Regional Cooperation	X		Kennebunkport has a very strong alliance with the Convention & Visitors Bureau in Portland	2

			and the Maine Office of Tourism.	
Accessibility of Town Officials	X		Somewhat through the Chamber office.	2
Online Services (fees, licenses)	X		Town website provides many online payment services.	1
TOTAL	10	0	Average	1.2

APPENDIX D Qualitative Data Collection Template Investigator Observations - KITTERY				
Name, county, and geographical location of Municipality:		KEY: Impact on Community Vitality (Rating)		
<p>Kittery, Maine is located in York County. It is situated between the Atlantic Ocean and the Piscataquis River just north of the New Hampshire border. It's home to the Portsmouth Naval Shipyard Yard, Maine's first established Port.</p>		<p>-2. Definite issue</p> <p>-1. May be an issue)</p> <p>0. Not a problem)</p> <p>1. Asset</p> <p>2. Exceptional</p>		
Major Revitalization Projects:		Additional Comments:		
<p>The town has teamed up with local businesses to form a destination marketing program. Kittery hopes the plan will achieve the distinction of three unique districts. The town is also putting out bids for the development of the Frisbee Common, which will be a public recreation center.</p>		<p>Kittery is the oldest town in Maine. Two very different areas call this place home, a historic downtown located along the river with ocean views as well as a mile long strip mall located on Route 1 with more than 120 stores and outlets.</p>		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		The town was overall clean.	1
Flowers/Trees/Landscaping	X		Flower boxes and beds are evident on both the side walk and public buildings.	1
Facades	X		Buildings in the historic downtown are attractive and appealing.	1
Open Spaces and Parks	X		Parks and open spaces at the Maine Soldiers and Sailors Memorial, The Frisbee School, and others.	0
Artwork in Public Space/Private Space	X		Artwork was evident in the public buildings that were visited.	0
Bike Racks		X	None noted.	-1
City Signage	X		Signs, but no banners.	-1
Business Signage	X		The business signs were noticeable especially on Route 1 where the outlets were.	0
Outside Seating/Benches	X		Benches at parks and throughout town.	0
Lighting	X		Limited amount of lighting in the densest parts on downtown.	-1

Trash receptacles	X		Trash cans were in good condition and not overflowing with trash.	0
Downtown Congestion	X		During shift changes at the Portsmouth Naval Shipyard and rush hour it can get congested.	-1
Commercial/retail occupancy	X		Plenty of mixed use occupancy.	0
Commercial/retail vacancy	X		Some vacant office buildings and store fronts in the downtown. .	-1
General Condition – Roads and Sidewalks	X		Sidewalks were narrow but walk able where they existed.	0
General Condition Buildings – Business	X		Good.	0
General Condition Buildings – Residential	X		Good.	0
General Condition Buildings – Public	X		Good.	0
General Condition Anchor Building (s)	X		The Kittery Trading Post building is in good condition.	1
TOTAL	18	1		-.052
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Fort McClary , Fort Foster, Kittery Historical and Navy Museum.	1
Hospitals	X		York Hospital is located within a few miles.	0
Churches	X		Numerous churches within walking distance of downtown area.	0
Library	X		Rice Public Library.	1
Restaurants - Chains	X		Numerous chains located on the Route 1 shopping strip.	0
Restaurants - Local	X		Anneke Jans, Warren's Lobster House, Bob's Clam Shack and more.	1
Commercial Business	X		Several commercial businesses throughout town.	0
Banks	X		TD Bank, KeyBank, Bank of America.	0
Retail	X		Numerous retail stores and shopping outlets.	0
Grocery Stores		X	Closest grocery store is located in York.	-1
Anchor Stores	X		Kittery Trading Post.	1

"Creative" Clustering (art galleries, studios, co-ops)	X		Red Door Pottery Studio among others.	0
TOTAL	11	1		.25
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Mitchell Primary School and Frisbee Elementary School.	0
Middle schools(s)	X		Shapleigh School.	0
High school(s)	X		Trip Academy.	
Private/Charter School(s)		X	The closest is South Berwick Academy located about 20 minutes away.	0
College/University		X	Southern New Hampshire University, University of New England Biddeford campus, Franklin Pierce University, Daniel Webster College, all within a short distance.	1
Technical College		X	Great Bay Community College located in Portsmouth, NH.	0
Adult Education	X		A full slate of adult educational courses are offered at Trip Academy.	1
TOTAL	4	3		.285
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		The town has teamed up with local businesses to form a destination marketing program.	1
Special Events	X		Kittery Block Party, Art Fest.	0
Branding Techniques	X		"Historic Kittery: Maine's First Port Since 1647." Downtown branded as "Port Side."	0
TOTAL	3			.333
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None Present.	1
Drug/Alcohol Abuse		X	None Present.	0
Poverty	X		Sections in low income housing areas as well as places near the downtown area appeared below the poverty level.	-1

TOTAL	1	2		0
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density		X	The Main Street wasn't practically dense. The different store fronts and offices were spread out and layered among the different streets.	-1
Street Design		X	Some side streets and dead ends made the journey to and through Maine Street and little confusing,	-1
Walkability	X		The area is very walkable. Sidewalks along with the lack of traffic driving through made it very safe and enjoyable.	1
Crosswalks – Cross Lights	X		An adequate amount of crosswalks.	0
Handicap and Disabled Accessibility	X		Downtown is handicapped accessible as well certain parks and beaches.	0
Bike Lanes		X	Not biker friendly.	-1
Inter Accessibility		X	The downtown is mainly located at the coast. However, it's a five to ten minute drive from the shops, which one has to enter the highway in order to access.	-1
Intra Accessibility (access to I-95)	X		Easily accessible to I-95 and Route 1.	2
Parking	X		The town just purchased the former Bank of America parking lot for extra parking downtown.	0
Traffic Flow/Congestion	X		Traffic jams in the afternoon when the Naval Shipyard are changing shifts.	-1
TOTAL	6	4		-1.2
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment				
Crime		X	Relatively a safe area with a low-crime rate.	1
Homelessness		X	The closest homeless shelters are in Portsmouth, NH	0
Anchor in Distress or Danger of Closing		X	Kittery Trading Post appears to be doing well.	1
Health Problems		X	None spoken of.	0
Drug/Alcohol Abuse		X	None spoken of.	0

Poverty	X		There are low-income housing units available.	0
Food Assistance, Food Pantry, Food Stamps	X		Foot Prints Food Pantry located in Kittery and others located in Portsmouth, NH.	1
Vacant Store Fronts		X	Vacant store fronts were present. The city encourages new business but can't allocate funds for them.	0
Youth Departure		X	No higher than the average rate of youth leaving Maine.	0
Youth Unrest		X	None spoken of.	0
Address Competition to Downtown	X		The shops on Route 1 are competition to the locally owned stores, Portsmouth is only a short bridge away with tax free shopping, and finally with the closing of Memorial Bridge for construction the town is in talks about how to address the potential issue.	-1
Mall Development	X		Yes.	0
Sprawl Impact	X		Home owners living near the coast are the most affluent with the biggest houses and are there seasonally. Homes closer inland are generally low-income and run down and permanent citizens.	-1
TOTAL	5	8		.076
Public Participation and Communication	Yes	No	Additional Comments	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		Citizens are encouraged to attend town hall meetings. However, in the past there seemed to be a “love hate” relationship between individuals involved with the outlet stores versus individuals involved with the downtown.	0
Neighborhood Development		X	None aware of.	0
Private-Public Cooperation	X		Both collaborate with different events and initiatives in the town.	0
Non-Profit Involvement	X		An array of non-profit services and involvement are encouraged in the community.	1
Utilization of Surveys	X		The latest survey was done last year and handed out to business owners concerning the closing of Memorial Bridge.	1
Utilization of City Website to interact		X	The city website itself is not very interactive and some pages didn't load. However there are	-1

with Public			links to Facebook for different events and groups.	
Media Involvement	X		Newspapers, flyers, and posters were evident.	0
Regional Cooperation	X		Any social or non-profit service that Kittery lacks seems to be available in Portsmouth, NH.	1
Accessibility of Town Officials	X		Town officials were busy but willing to meet.	0
Online Services (fees, licenses)	X		Ability to pay and check payment for property taxes and sewer bills as well as vehicle, ATV, boat, and snowmobile registrations.	1
TOTAL	8	2		.3

APPENDIX D Qualitative Data Collection Template Investigator Observations - PORTLAND				
Name, county, and geographical location of Municipality Portland is located in Cumberland County and sits on the banks of Casco Bay. Portland has well defined neighborhoods/districts (i.e. the Old Port and Arts District).			KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional	
Community History: Downtown Portland experienced a downturn when the Maine Mall was built in South Portland in the 1970's. The Maine College of Art has been a revitalizing force downtown. Reny's just replaced LL Bean as the Anchor retail on Congress Street.			Additional Comments: Portland is the largest city in Maine. The Greater Portland metro population is home to more than one-third of Maine's total population.	
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		Clean streets, some litter present	0
Flowers/Trees/Landscaping	X		Some landscaping, trees	1
Facades	X		Visible façade improvements	1
Open Spaces and Parks	X		Multiple open spaces and parks – (Monument Square, Tommy's Park)	1
Artwork in Public Space/Private Space	X		Visible artwork, numerous galleries with displays at street level	1
Bike Racks	X		Numerous throughout city	1
City Signage	X		Portland's districts are easily found – Arts, Government, Financial – signs on lamp posts	2
Business Signage	X		Business signage was easily observable	0
Outside Seating/Benches	X		Benches and structural seating available	0
Lighting	X		Lighting lined streets	0
Trash receptacles	X		Trash receptacles present	0
Downtown Congestion	X		Downtown congestion from traffic and pedestrians evident	-1
Commercial/retail occupancy	X		Commercial and retail mixed downtown	0
Commercial/retail vacancy	X		Very few vacancies identified, city reported large vacancies in One Monument Square – Pierce Atwood moved to Commercial Street	-1
General Condition – Roads and Sidewalks	X		Roads worn, but no major pot holes or destruction	0
General Condition Buildings – Business	X		Good condition	0
General Condition Buildings – Residential	X		Visible disrepair on residential buildings not on Congress Street	-1
General Condition Buildings – Public	X		City Hall very attractive and well kept, Public Library was just renovated	1
General Condition Anchor Building (s)	X		Newly renovated - Reny's	1
TOTAL	19	0	AVERAGE	.316
Is there business diversity in the downtown area?	Yes	No	Additional Comments	Rating

Museums & Historical Sites	X		Portland Museum of Art	2
Hospitals	X		Mercy and Maine Medical Center within close proximity of downtown	1
Churches	X		Numerous churches, varying denomination	1
Library	X		Portland Public Library	1
Restaurants - Chains	X		Dunkin Donuts, Subway	0
Restaurants - Local	X		Numerous local restaurants (i.e. 555, Nosh, Public Market House, David's, Shays, Empire, Norms, Downtown Lounge, Green Elephant)	2
Commercial Business	X		Numerous commercial businesses	1
Banks	X		Numerous bank branches downtown (i.e. TD Bank, Bank of America, Peoples United)	1
Retail	X		Numerous retail	1
Grocery Stores	X		Hannaford within close proximity to downtown	0
Anchor Stores	X		Reny's	1
"Creative" Clustering (art galleries, studios, co-ops)	X		Numerous creative clustering in Arts District	2
TOTAL	12	0	AVERAGE	1.083
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Numerous elementary schools (i.e. Nathan Clifford School, Howard C Reiche Community School)	1
Middle schools(s)	X		Numerous middle schools (i.e. King Middle School, Lyman Moore Middle School)	1
High school(s)	X		Portland High School , Deering High School, West School	1
Private/Charter School(s)	X		Numerous private schools (i.e. Waynflete, Cheverus, Catherine McAuley)	1
College/University	X		University of Southern Maine, Maine College of Art	1
Technical College	X		Empire Beauty School , Spa Tech Institute, Mercy School of Radiologic Technology	1
Adult Education	X		Portland Adult Education	1
TOTAL	7	0	AVERAGE	1
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Distinct neighborhoods, banners, seasonal lighting, holiday tree	1
Special Events	X		First Friday Artwalk, Farmers Market	1
Branding Techniques	X		Live/Work Portland	1
TOTAL	3	0	AVERAGE	1
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness	X		Some homeless individuals visible on the street	-1
Drug/Alcohol Abuse	X		Some intoxicated individuals visible on the street	-1
Poverty	X		Some evidence of poverty visible – deteriorated housing in close proximity to downtown	-1

TOTAL	3	0	AVERAGE	-1
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		Retail/residential/commercial downtown – not too dense for Maine's largest city	0
Street Design	X		Well designed	0
Walkability	X		Very walk able	1
Crosswalks – Cross Lights	X		Crosswalks faded, numerous places for pedestrians to cross with cross lights	1
Handicap and Disabled Accessibility	X		Curb cuts in sidewalk present	0
Bike Lanes		X	No bike lanes in downtown, but there are bike lines in other areas of city	-1
Inter Accessibility	X		A little challenging to navigate all the one way streets	1
Intra Accessibility (access to I-95)	X		Close to 295 and I-95	0
Parking	X		Metered on street parking, numerous parking garages, parking lots (monthly/weekly rates)	1
Traffic Flow/Congestion	X		Slow moving traffic in downtown	-1
TOTAL	9	1	AVERAGE	.200
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
Unemployment	X		Unemployment rates lower than state average	0
Crime	X		Higher crime than many other town/cities in Maine, but in line with national averages	-1
Homelessness	X		Numerous homes shelters in close proximity to downtown – Oxford Street Shelter, Family Shelter, Preble Street Resource Center	-1
Anchor in Distress or Danger of Closing		X	None aware of – LL Bean closed on Congress Street and Reny's moved right in	0
Health Problems	X		Services available to low-income individuals – homeless health	0
Drug/Alcohol Abuse	X		Homeless shelter for individuals unable to stay sober - Milestone	0
Poverty	X		Portland has lowest household income of reference set	-1
Food Assistance, Food Pantry, Food Stamps	X		Services available	0
Vacant Store Fronts	X		Very few identified/city reported that some upper floor vacancies exist	-1
Youth Departure		X	None aware of	0
Youth Unrest	X		Homeless youth shelter and youth services in close proximity to downtown	0
Address Competition to Downtown	X		Many shopping areas exist in Portland and South Portland – much competition to downtown	-1
Mall Development	X		Multiple strip malls outside of downtown area/indoor mall in South Portland	-1
Sprawl Impact	X		Efforts to bring housing to the downtown so people can work, live and shop in Portland	-1
TOTAL	12	2	AVERAGE	-.500
Public Participation and Communications	Yes	No	Additional Comments	Rating
Citizen Engagement	X			1
Neighborhood Development	X		Numerous well defined neighborhoods within	1

			city limits	
Private-Public Cooperation	X			1
Non-Profit Involvement	X			1
Utilization of Surveys		X	None identified	-1
Utilization of City Website to interact with Public	X		Forms, notices posted online	1
Media Involvement	X		Council meetings are broadcast	1
Regional Cooperation	X			1
Accessibility of City Officials	X		City officials are very accessible	1
Online Services (fees, licenses)	X		Numerous online services offered	1
TOTAL	9	1	AVERAGE	.900

APPENDIX D Qualitative Data Collection Template Investigator Observations - SCARBOROUGH				
Name, county, and geographical location of Municipality:		KEY: Impact on Community Vitality (Rating)		
<p>Scarborough is a town in Cumberland County on the southern coast of Maine. The town is a coastal resort area. It's located about 7 miles south of Portland.</p>		<p>-2. Definite issue</p> <p>-1. May be an issue)</p> <p>0. Not a problem)</p> <p>1. Asset</p> <p>2. Exceptional</p>		
Major Revitalization Projects: In the 1990s, the town conducted a Guiding Growth Plan on Route 1 to improve the aesthetics and walkability of the strip. The plan involved trees to be planted along Route 1, pedestrian and sidewalk plans, and established unique mixed use zones for areas of town called Town and Village Centers.		Additional Comments: Scarborough doesn't have a traditional "downtown" like other older cities and towns in Maine. It has a Route 1 commercial strip type area and other commercial areas that have largely developed since 1950. It remains one of the fastest growing communities in the State.		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		Downtown area is relatively clean. Some trash around Route 1.	1
Flowers/Trees/Landscaping	X		Some planted trees lining the sidewalk and flower boxes. Not a significant amount.	0
Facades		X	Limited facades on Route1. Mainly businesses, car dealerships, and strip malls.	-1
Open Spaces and Parks	X		Home to multiple parks including Memorial Park at Oak Hill and Springbrook Park.	1

Artwork in Public Space/Private Space	X		No artwork is evident in public places.	0
Bike Racks	X		Bike racks were evident at parks and schools.	1
City Signage		X	Hard to determine when one enters and leaves the town. No banners.	-1
Business Signage	X		An abundance of business signs that were easily readable.	1
Outside Seating/Benches	X		Outside seating and benches at nearby parks and schools.	1
Lighting		X	Poor lighting for pedestrians.	-1
Trash receptacles	X		Available at high density areas and parks.	0
Downtown Congestion	X		Oak Hill and Dunston's Corner can get very congested.	-1
Commercial/retail occupancy	X		High retail/commercial occupancy.	1
Commercial/retail vacancy	X		Some vacancies along the strip were noticeable.	0
General Condition – Roads and Sidewalks	X		No apparent erosion, pot holes, or destruction.	0
General Condition Buildings – Business	X		Buildings are relatively new and well cared for.	1
General Condition Buildings – Residential	X		Residential Buildings in the more affluent areas are relatively new and well cared for. Other lower income areas needed paint jobs, yard work, and general maintenance.	0
General Condition Buildings – Public	X		Well Kept.	1
General Condition Anchor Building (s)	X		Two such buildings could be used: Cabalas or Len Libby's Candy.	0
TOTAL	16	3		.210
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites		X	No museum. Scarborough Historical Society, Black Point Inn, and Hunnewell House are historical sites.	-1
Hospitals	X		Maine Medical Center Scarborough, Pine Point Center for Health Care, and more.	1
Churches	X		At least three churches were located right on Route 1.	1

Library	X		Town Library.	0
Restaurants - Chains	X		Multiple fast food eateries to choose from.	-1
Restaurants - Local	X		Anjon's, Kens Seafood, Clambake, among others. Most are only seasonal.	0
Commercial Business	X		Plentiful amount s of commercial businesses and current construction for more.	1
Banks	X		Wells Fargo, Norway savings, Key Bank, etc.	0
Retail	X		Second highest retail sales when compared to reference set.	1
Grocery Stores	X		Hannaford plaza is easily accessible and centrally located.	0
Anchor Stores	X		Len Libby's Candy or Cabalas may be the closest thing to an anchor store.	0
"Creative" Clustering (art galleries, studios, co-ops)		X	No visible creative clustering.	-1
TOTAL	10	2		.083
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Multiple ones to choose from.	1
Middle schools(s)	X		Located close to downtown and next to high school.	0
High school(s)	X		Located close to downtown and next to middle school.	0
Private/Charter School(s)		X	No charter schools. Closest charter school selection would be Portland.	0
College/University		X	University of Southern Maine, Portland or Gorham campus.	0
Technical College		X	Kaplan University would be the closest located in South Portland.	0
Adult Education	X		Adult learning center at the high school.	1
TOTAL	4	3		.285
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		The chamber markets it as "One Destination-Endless Experiences" in websites, publications, and local advertising.	0

Special Events	X		Concert series at Oak Hill in the summer months.	1
Branding Techniques	X		The current branding is "A Place to do Business."	-1
TOTAL	3			0
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	No homelessness was visual in the parks, streets, or other buildings.	0
Drug/Alcohol Abuse		X		0
Poverty		X	A very affluent area, not much poverty.	0
TOTAL		3		0
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density		X	The "down town" is very spread out, not walkable, and consists of different plazas, villages, and strip malls off the side of Route 1.	-1
Street Design		X	The street design is mainly route 1 with many villages, strip malls, and plazas off to the side	-1
Walkability		X	Not Walkable to the different villages, strip malls or plazas.	-1
Crosswalks – Cross Lights	X		All intersections have cross walks and cross lights.	0
Handicap and Disabled Accessibility	X		Plenty of handicapped parking is available as well as buildings with elevators and ramps.	0
Bike Lanes		X	No bike lanes. However the Eastern trail does run through the town of Scarborough.	0
Inter Accessibility	X		Everything in the town is close by and just a short drive. However, not many people are strolling down route 1 by foot to get to their next destination.	0
Intra Accessibility (access to I-95)	X		Easily accessible to I-95.	2
Parking	X		Ample amount of parking.	1
Traffic Flow/Congestion	X		Traffic congestion at major intersections.	0
TOTAL	6	4		0
Proactive Confrontation of	Yes	No	Additional Comments	Rating

Community Challenges				
Proactive Confrontation of Community Challenges				
Unemployment		X	Lowest unemployment rate when compared to the reference set.	1
Crime		X	Increased crime rate when Wal-mart was built.	0
Homelessness		X	No evidence of homelessness.	1
Anchor in Distress or Danger of Closing		X	No, both seem to be healthy.	0
Health Problems		X	None that were evident or mentioned.	0
Drug/Alcohol Abuse		X	None that were evident of mentioned.	0
Poverty		X	It's a very affluent area.	1
Food Assistance, Food Pantry, Food Stamps		X	No food assistance except in schools.	0
Vacant Store Fronts	X		There were 3 offices and building for rent off of route 1 but not a significant amount.	0
Youth Departure		X	None evident.	0
Youth Unrest		X	None evident.	0
Address Competition to Downtown		X	There hasn't been any significant competition. Perhaps the Maine Mall.	0
Mall Development	X		Yes.	-1
Sprawl Impact	X		The sprawl impact has effected how the whole town came to be. Citizens have spread out leaving no centralized downtown area.	-1
TOTAL	3	11		.071
Public Participation and Communications	Yes	No	Additional Comments	Rating
Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)				
Citizen Engagement	X		Citizens only participate when the issue directly affects them. No cohesiveness among them.	-1
Neighborhood Development	X		Neighborhoods are aesthetically pleasing with sidewalks, and signage for safety.	1
Private-Public Cooperation	X		Sponsorships from private business for public events.	0
Non-Profit Involvement		X	Except for medical facilities, there aren't many non-profits in the area.	0
Utilization of Surveys	X		A survey for citizens was administered in 2009.	1

Utilization of City Website to interact with Public	X		Website includes multiple videos, links, and other helpful information.	1
Media Involvement	X		Local news channel covers high school events.	0
Regional Cooperation	X		Not a significant amount.	0
Accessibility of Town Officials	X		Town was very prompt in setting up an interview.	1
Online Services (fees, licenses)	X		Online services include registering ATV's, snowmobiles, and licenses for hunting, fishing dogs and others services.	1
TOTAL	9	1		.4

APPENDIX D				
Qualitative Data Collection Template				
Investigator Observations – SOUTH PORTLAND				
Name, county, and geographical location of Municipality			KEY: Impact on Community Vitality (Rating)	
South Portland, Maine is a city located in Cumberland County. The City sits along the banks of the Fore River and is a suburb of Portland.			-2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional	
Community History:			Additional Comments:	
The downtown area used to have traffic from Portland, but the new bridge connecting the two cities now bypasses the original downtown. South Portland is comprised of many distinct neighborhoods and villages.			The Maine Mall is a significant part of South Portland's tax base.	
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		No trash present	0
Flowers/Trees/Landscaping	X		Newly planted landscape with decorative brick frame in sidewalk	1
Facades	X		New buildings, well kept facades, but not very visually appealing downtown	0
Open Spaces and Parks	X		Mill Creek park, close proximity to Green Belt walkway	1
Artwork in Public Space/Private Space		X	None visible	0
Bike Racks		X	None visible	-1
City Signage	X		Clear city signage, neighborhoods clearly identified	1
Business Signage	X		Business signage were evident	0
Outside Seating/Benches	X		Limited seating	0
Lighting	X		New retro lighting has been installed in parts of downtown	1
Trash receptacles	X		Some trash receptacles	0
Downtown Congestion	X		No congestion downtown, but very congested on Broadway and main arterials	-1
Commercial/retail occupancy	X		Varied commercial/retail businesses downtown	1
Commercial/retail vacancy	X		Multiple vacancies identified	-1
General Condition – Roads and Sidewalks	X		Worn roads/faded paint/plain concrete sidewalks with some brick inlay	-1
General Condition Buildings – Business	X		Good condition or new construction	1
General Condition Buildings – Residential	X		Some buildings have been renovated/rebuilt others are in need of visible repair	-1
General Condition Buildings – Public	X		Good condition	1
General Condition Anchor Building (s)		X	None identified downtown	-1
TOTAL	16	3	AVERAGE	.053
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating

Museums & Historical Sites	X		Fort Preble, The Portland Harbor Museum, South Portland Historical Society	1
Hospitals		X	Short drive to Portland	0
Churches	X		Numerous churches – varying denominations	1
Library	X		South Portland Public Library	1
Restaurants - Chains	X		Abundance of chains in close proximity to downtown	-1
Restaurants - Local	X		Very few – Taco Trio, Eddie Griffins Bar, Bridgeway Cocktails	-1
Commercial Business	X		Some commercial business downtown	0
Banks	X		Multiple bank/credit union branches downtown	0
Retail	X		Some retail present – most in surrounding strip malls	-1
Grocery Stores	X		Hannaford and Shaw's within 1 mile of downtown	0
Anchor Stores		X	None present	-1
"Creative" Clustering (art galleries, studios, co-ops)		X	None identified	0
TOTAL	9	3	AVERAGE	-.083
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Brown School, Dyer School, Kahler School, Skillin School and Small School	1
Middle schools(s)	X		Mahoney Middle School and Memorial Middle School	0
High school(s)	X		South Portland High School	0
Private/Charter School(s)	X		Greater Portland Christian School, Holy Cross School	1
College/University	X		Southern Maine Community College, Andover College, Husson University – South Portland Campus	1
Technical College	X		Intercoast Career Institute	0
Adult Education	X		South Portland Adult Education	1
TOTAL	7	0	Average	.571
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Well defined neighborhoods and villages	1
Special Events	X		Art in the Park, tree lighting, ice skating at Mill Creek Park	1
Branding Techniques		X	None visible	-1
TOTAL	2	1	AVERAGE	.333
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visible	0
Drug/Alcohol Abuse		X	None visible	0
Poverty	X		Some housing in disrepair near downtown visible	-1
TOTAL	1	2	AVERAGE	-.333
Transportation - Accessibility	Yes	No	Additional Comments	Rating

Density	X		Most buildings are only two stories. Downtown could be more dense for city this size	-1
Street Design	X		Rotary downtown is confusing and seems out of place and not needed	-1
Walkability	X		Downtown is walk able with sidewalks – more difficult to be a pedestrian in surrounding strip mall areas	0
Crosswalks – Cross Lights	X		Crosswalks are faded	0
Handicap and Disabled Accessibility	X		Some curb cuts to allow accessibility	0
Bike Lanes		X	No bike lane	-1
Inter Accessibility	X		Signs help to navigate, but roads seem confusing to navigate	0
Intra Accessibility (access to I-95)	X		More difficult to access I-95 from this section of SP than over by the Mall	0
Parking	X		Plenty of parking downtown as not many visitors frequent this area currently	-1
Traffic Flow/Congestion		X	Not much traffic downtown, but a lot of traffic in the local strip mall areas and on Broadway	-1
TOTAL	8	2	AVERAGE	-.500
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
Unemployment	X		Unemployment lower than state average	0
Crime	X		Lower than national average	0
Homelessness		X	No homeless shelter	0
Anchor in Distress or Danger of Closing		X	None aware of	0
Health Problems	X		Services available	0
Drug/Alcohol Abuse	X		Services available	0
Poverty	X			0
Food Assistance, Food Pantry, Food Stamps	X		Services available	0
Vacant Store Fronts	X		Numerous storefronts vacant	-1
Youth Departure		X	None aware of	0
Youth Unrest		X	None aware of	0
Address Competition to Downtown	X		There is a lot of competition to downtown – strip malls and the Maine Mall are located outside of downtown	-1
Mall Development	X		Numerous strip mall in close proximity to downtown, Maine Mall located in South Portland	-2
Sprawl Impact	X			-1
TOTAL	10	4	AVERAGE	-.357
Public Participation and Communications	Yes	No	Additional Comments	Rating
Citizen Engagement	X		Citizens are engaged and their opinions matter	1
Neighborhood Development	X		Neighborhood outreach is done by City officials. Distinct neighborhoods are identified	1
Private-Public Cooperation	X		Numerous examples identified	1
Non-Profit Involvement	X		Numerous examples identified	1
Utilization of Surveys		X	None identified	-1
Utilization of City Website to interact with Public	X		Documents, meeting announcements, media links available online	1

Media Involvement	X		City meetings are televised on local access channel	1
Regional Cooperation	X		Numerous examples identified	1
Accessibility of City Officials	X		Contact information is clearly available online. City officials responsive	1
Online Services (fees, licenses)	X		Numerous online services are offered to South Portland residents	1
TOTAL	9	1	AVERAGE	.900

APPENDIX D Qualitative Data Collection Template Investigator Observations - WELLS				
Name, county, and geographical location of Municipality Wells is located in York county with its community primarily centralized on the Rt. 1 corridor in the southern coast of Maine.		KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional		
Community History: Named after Wells, England, it is the third-oldest town in Maine. Also named by Abenaki Indians as Webhannet, meaning "at the clear stream." Originally a farming community along with shipbuilding and fisheries. Today, the town's miles of beaches and natural attractions are major tourist attractions.		Additional Comments: Wells is home to the Rachel Carson National Wildlife Refuge, the Wells Transportation Center, serving Amtrak's Downeaster Passenger Train and York County Community College.		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		As a major tourist destination, towns in York County take pride in keeping their towns clean.	1
Flowers/Trees/Landscaping	X		Tress and landscaping were visible primarily on Rt. 109 development	1
Facades	X		Facades were in good condition.	1
Open Spaces and Parks	X		Wells Harbor Community Park, located primarily on Wells Harbor Road, on marsh land and sand dunes.	2
Artwork in Public Space/Private Space		X	More so in Ogunquit than in Wells	0
Bike Racks	X		Bike racks are located primarily at public beaches and Transportation Center and some retail locations, may want to add.	1
City Signage	X		Signs greeting visitors/residents into and leaving the town.	1
Business Signage	X		Business signage observable on most businesses.	1
Outside Seating/Benches	X		Outdoor benches in Harbor Community Park and public beaches	1

Lighting	X		Lamp posts and lighting were present.	1
Trash receptacles	X		Yes	1
Downtown Congestion	x		Mostly due to commuter and tourist traffic.	-1
Commercial/retail occupancy	X		Good amount of occupancy	1
Commercial/retail vacancy	X		Some vacant space mainly due to seasonal businesses.	-1
General Condition – Roads and Sidewalks	X		Roads on Route 1 in good shape. Sidewalks good heading south to York.	1
General Condition Buildings – Business	X		Generally in good condition, though there is some design mix between historical buildings and strip malls.	-1
General Condition Buildings – Residential	X		Residential homes are mainly historical along Rt. 1 with newer homes along Rt. 109	1
General Condition Buildings – Public	X		New municipal building and development.	2
General Condition Anchor Building(s)	X		Supermarkets	1
TOTAL	18	1	AVERAGE	.73
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Wells Auto Museum, Johnson Hall Museum, Historical Society of Wells and Ogunquit	1
Hospitals	X		York Hospital in Wells, offering Emergency Room urgent care services	1
Churches	X		Among others, the First congregational church of Wells established in 1642	2
Library	X		Located on Rt. 1 next to Wells Jr. High School. Excellent web site	1
Restaurants - Chains	X		No major chain restaurants.	0
Restaurants - Local	X		Many restaurants catering to seasonal tourists, serving seafood.	2
Commercial Business	X		Yes.	1
Banks	X		Yes	1
Retail	X		Locally owned, with several antique, galleries and seasonal businesses.	1

Grocery Stores	X		Smaller grocery stores	0
Anchor Stores	X		Hannaford Supermarket	1
“Creative” Clustering (art galleries, studios, co-ops)	X		Some clustering of antique stores on Rt. 1	1
TOTAL	12	0		1
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school/Middle School	X		Wells-Ogunquit Community School District #18	1
Junior High School	X		Wells Junior High School	1
High school(s)	X		Wells High School	1
Private/Charter School(s)		X	(Berwick Academy is close by)	0
College/University	X		York County Community College	1
Technical College	X		York County Community College	1
Adult Education	X		Located at Wells-Ogunquit Community School District #18l	1
TOTAL	6	1	AVERAGE	.85
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X			1
Special Events	X		Longtime Christmas parade,	1
Branding Techniques	X		Known as the “Friendliest town in Maine,” also the town flag has the depiction: "Proud of our Past, Ready for our Future"	1
TOTAL	3	0	Average	1
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visually detected.	0
Drug/Alcohol Abuse	X		None visually detected.	0
Poverty		X	None visually detected.	0
TOTAL	1	2	AVERAGE	0
Transportation - Accessibility	Yes	No	Additional Comments	Rating

Density	X		Rt. 1 congestion, particularly during summer tourist season.	-1
Street Design	X		Mainly Rts. 109 and 1.	0
Walk ability	X		Continued efforts to promote safe pedestrian access along Rts. 109 and 1.	1
Crosswalks – Cross Lights	X		Good use of both	1
Handicap and Disabled Accessibility	X		Yes	0
Bike Lanes	X		Some bike lanes.	1
Inter Accessibility (access to I-95)		X	Via Rt. 1	1
Intra Accessibility	X		Only some sections of Wells have easy access from one point to another.	-1
Parking	X		Ample parking.	1
Traffic Flow/Congestion	X		Work continues to accommodate high and low traffic seasons.	-1
TOTAL	9	1	AVERAGE	0.2
<u>Proactive Confrontation of Community Challenges</u>	Yes	No	Additional Comments	Rating
Unemployment		X	Low unemployment	0
Crime		X	Low crime	0
Homelessness		X	No.	0
Anchor in Distress or Danger of Closing		X	No.	1
Health Problems		X	No, though the town has an older population.	0
Drug/Alcohol Abuse		X		0
Poverty		X	Low poverty	0
Food Assistance, Food Pantry, Food Stamps		X	Similar to poverty	0
Vacant Store Fronts	X		Some vacancies are due to seasonal businesses.	0
Youth Departure	X		Not an abundant amount of full-time career opportunities, also lack of affordable housing could cause departure.	-1
Youth Unrest		X		0

Address Competition to Downtown	X		Wells does not really have a downtown	0
Mall Development		X	Closest is York/Kittery Outlets	1
Sprawl Impact		X	No	1
TOTAL	3	11	Average	.14
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement	X		Citizens and business owners engaged.	1
Neighborhood Development	X		Likely among clustered neighborhoods or condominiums.	1
Private-Public Cooperation	X		Yes through community events	1
Non-Profit Involvement	X		Yes through community events	1
Utilization of Surveys	X		Comprehensive Plan survey update widely made available at all public buildings and private businesses.	0
Utilization of City Website to interact with Public	X		Needs improvement, but does have good links and recently added live video stream to watch public meetings.	1
Media Involvement	X		Yes. York County weekly newspaper	0
Regional Cooperation	X		Wells part of the Southern Maine Regional Planning Commission	1
Accessibility of Town Officials	X		Difficulty reaching officials.	-1
Online Services (fees, licenses)	X		Yes	1
TOTAL	10	0	Average	0.6

APPENDIX D Qualitative Data Collection Template Investigator Observations - WESTBROOK				
Name, county, and geographical location of Municipality Westbrook, Maine is a city located in Cumberland County. The City sits along the banks of the Presumpscot River and is a suburb of Portland.			KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional	
Community History: Westbrook used to be recognizable by the smell of the paper mill, but that is no longer an issue. A riverwalk exists along the Presumpscot River behind the downtown storefronts along Main Street.			Additional Comments: Westbrook has joined the Cumberland County CDBG and is not an entitlement community for these federal resources.	
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		No trash present	0
Flowers/Trees/Landscaping	X		Mature trees/some shrubs, not pruned	0
Facades	X		Worn exteriors with some visible facade improvements	-1
Open Spaces and Parks	X		Riverwalk Trail along Presumpscot River/Riverbank Park/Saccarappa Park	2
Artwork in Public Space/Private Space		X	None visible	-1
Bike Racks		X	None identified	-1
City Signage		X	Very little city signage – River walk without signage alerting visitors to its existence	-1
Business Signage	X		Updated and modern/easy to read, but not very visually appealing	0
Outside Seating/Benches	X		Some benches on Main Street. Numerous benches along the Riverwalk Trail	0
Lighting	X		Street lighting is dated – new retro lighting has been installed along bypass.	0
Trash receptacles	X		Some trash receptacles	0
Downtown Congestion	X		Stop light in the center of town seems to cause congestion	-1
Commercial/retail occupancy	X		Varied commercial/retail businesses downtown	1
Commercial/retail vacancy	X		Multiple vacancies identified	-1
General Condition – Roads and Sidewalks	X		Worn roads/faded paint/plain concrete sidewalks	-1
General Condition Buildings – Business	X		Some vacant commercial space within walking distance of downtown in need of significant repair	-1
General Condition Buildings – Residential	X		Some buildings have been renovated/rebuilt others are in need of visible repair	-1
General Condition Buildings – Public	X		City hall, public safety building – new construction (not located in the heart of	1

			downtown)	
General Condition Anchor Building (s)		X	No distinctive Anchor	-1
TOTAL	15	4	AVERAGE	-.316
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Westbrook Historical Society	1
Hospitals	X		Mercy Hospital and Spring Harbor Hospital located within city limits	1
Churches	X		Numerous churches – varying denominations	1
Library	X		Walker Memorial Library	1
Restaurants - Chains	X		Subway/Dunkin Donuts/Portland Pie (local chain)	0
Restaurants - Local	X		Fajita Grill, Frog & Turtle, Brooklyn Brewery – various other	1
Commercial Business	X		Disability/RMS, IDEXX and Col. Westbrook Industrial Park within city limits	1
Banks	X		Multiple bank/credit union branches downtown	0
Retail	X		Multiple retail present	1
Grocery Stores	X		Hannaford within 1 mile of downtown	0
Anchor Stores		X	None identified	0
“Creative” Clustering (art galleries, studios, co-ops)	X		Newly constructed live/work condo/retail space (3 units). Dana Warp Mill hub for artisans	1
TOTAL	11	1	AVERAGE	.727
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Numerous elementary schools (i.e. Canal Elementary, Congin Elementary, Prides Corner Elementary, Saccarappa Elementary)	1
Middle schools(s)	X		Westbrook Middle School	0
High school(s)	X		Westbrook High School	0
Private/Charter School(s)	X		Unicorn Cove	1
College/University		X	College/Universities in neighboring towns	-1
Technical College	X		Westbrook Regional Technology Center	0
Adult Education	X		Westbrook Adult Education & Alternative Learning	1
TOTAL	6	1	AVERAGE	.286
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing	X		Large flashing sign alerting visitors to upcoming Shakespeare festival in Riverbank Park	1
Special Events	X		Westbrook Together Days, Memorial Day parade	1
Branding Techniques	X		Banners visible on new retro light posts installed on bypass	1
TOTAL	3	0	AVERAGE	1
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None visible	0
Drug/Alcohol Abuse		X	None visible	0

Poverty	X		Homes in disrepair in close proximity to downtown	-1
TOTAL	1	2	AVERAGE	-.333
Transportation - Accessibility	Yes	No	Additional Comments	Rating
Density	X		Many buildings are only one floor (urban renewal) – could be more dense for downtown	-1
Street Design	X		Not well designed for public transportation	-1
Walkability	X		Downtown is walk able with sidewalks/river walk	1
Crosswalks – Cross Lights	X		Crosswalks are faded, but there is a cross light at street light downtown	1
Handicap and Disabled Accessibility	X		Some curb cuts to allow accessibility	0
Bike Lanes		X	No bike lane	-1
Inter Accessibility	X		Easy to get around – bypasses created to avoid traffic	1
Intra Accessibility (access to I-95)	X		2 Westbrook exits onto I-95	1
Parking	X		On street parking, shared parking with local businesses. Limited parking near Dana Warp Mill area	0
Traffic Flow/Congestion	X		Congestion identified – stop light at Bridge St/Main Street.	-1
TOTAL	9	1	AVERAGE	0
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
Unemployment	X		Unemployment lower than state average	0
Crime	X		Crime lower than national average	0
Homelessness		X	No homeless shelters	0
Anchor in Distress or Danger of Closing		X	None aware of	0
Health Problems	X		Services available	0
Drug/Alcohol Abuse	X		Mercy detox program – services available	0
Poverty	X		Some houses show signs of poverty – known “troubled” neighborhoods	-1
Food Assistance, Food Pantry, Food Stamps	X		Services available	0
Vacant Store Fronts	X		Some vacant storefronts identified	-1
Youth Departure		X	None aware of	0
Youth Unrest		X	None aware of	0
Address Competition to Downtown	X		Newly constructed strip mall in Westbrook with many chain restraints and stores/Maine Mall in South Portland and specialty shops in downtown Portland	-1
Mall Development	X		Strip mall development	-1
Sprawl Impact	X			0
TOTAL	10	4	AVERAGE	-.286
Public Participation and Communications	Yes	No	Additional Comments	Rating
Citizen Engagement	X		Citizens are engaged and their opinions matter	1
Neighborhood Development	X		Neighborhood outreach is done by City officials. Distinct neighborhoods are identified	1
Private-Public Cooperation	X		Numerous examples identified	1

Non-Profit Involvement	X		Numerous examples identified	1
Utilization of Surveys		X	None identified	-1
Utilization of City Website to interact with Public	X		Documents, meeting announcements, media links available online	1
Media Involvement	X		City meetings are televised on local access channel	1
Regional Cooperation	X		Numerous examples identified	1
Accessibility of City Officials	X		Contact information is clearly available online. City officials responsive	1
Online Services (fees, licenses)	X		Numerous online services are offered to Westbrook residents	1
TOTAL	9	1	AVERAGE	.900

APPENDIX D Qualitative Data Collection Template Investigator Observations - WINDHAM				
Name, county, and geographical location of Municipality		KEY: Impact on Community Vitality (Rating)		
<p>Windham is located in Cumberland County, Maine. Windham is the largest town in the Sebago Lakes Region. Its 10 miles from Portland with easy access to I-95.</p>		<p>-2. Definite issue</p> <p>-1. May be an issue)</p> <p>0. Not a problem)</p> <p>1. Asset</p> <p>2. Exceptional</p>		
Major Revitalization Projects:		Additional Comments:		
<p>Just recently the town began its “North Windham 21st Century Downtown” planning effort. The effort involves a stakeholder committee and will include public forums to come up with a plan for transportation and place-making improvements, goals, objectives, and policy initiatives to guide continued development and redevelopment in North Windham.</p>		<p>Windham has four distinct areas (North, South, East, and Center). For the purpose of this report North Windham, located along 302, was assessed as the downtown. It’s a highly populated commercial strip type area with large amounts of business and retail activity.</p>		
Observations	Yes	No	Additional Comments	Rating
General Attractiveness				
Cleanliness	X		No apparent trash or evidence of littering.	1
Flowers/Trees/Landscaping		X	No visible landscaping along the Route 302 strip.	-1
Facades		X	No facades were evident.	-1
Open Spaces and Parks	X		A park was located on site at the municipal building. Six community parks and reserves with more than 500 acres of land.	1
Artwork in Public Space/Private Space	X		Art work was present in the municipal building.	0
Bike Racks		X	No bike racks.	0
City Signage		X	No banners or unique city signage to greet people when traveling through the town.	-1
Business Signage	X		Plenty of business signs for business parks and villages.	1
Outside Seating/Benches		X	No seating along the route, some seating in front of stores.	-1
Lighting		X	No lighting for pedestrian purposes.	-1
Trash receptacles	X		Trash receptacles were available and were not	0

			over flowing.	
Downtown Congestion	X		Very congested downtown at lights and intersections.	-1
Commercial/retail occupancy	X		Commercial and retail occupancy have grown considerably in the past few years and continue to do so.	1
Commercial/retail vacancy	X		Some vacant store fronts were evident.	0
General Condition – Roads and Sidewalks	X		Sidewalks and roads are in good condition.	0
General Condition Buildings – Business	X		Most businesses are relatively new and therefore in great condition.	1
General Condition Buildings – Residential	X		Residential buildings range from new to historic, low-income to well off.	0
General Condition Buildings – Public	X		Public building was older but in fine condition.	0
General Condition Anchor Building (s)		X	Marden's Discount Store or Levinsky's.	-1
TOTAL	12	7		-.105
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Windham historical society owns three museums and recently purchased a historic village farm including a house, barn, outbuildings, and fields.	0
Hospitals	X		Mercy Windham Hospital.	0
Churches	X		Catholic churches, Baptist churches, Episcopal churches and others all available.	1
Library	X		Windham Public Library.	1
Restaurants - Chains	X		An abundance of chain restaurants available.	-1
Restaurants - Local	X		Rustlers Steak House, Thatcher's, Gilbert's Chowder house.	0
Commercial Business	X		A variety of commercial businesses exist along Route 302.	1
Banks	X		Norway Savings, KeyBank, TD Bank among others.	0
Retail	X		Lowes, Payless, Wal-Mart, Staples, just to name a few.	1
Grocery Stores	X		Shaw's and Hannaford located across the	1

			street from one another.	
Anchor Stores		X	Marden's Discount Store or Lewinsky's.	1
"Creative" Clustering (art galleries, studios, co-ops)		X	Art stores were present at the village Shops at Sebago. But no galleries were evident.	0
TOTAL	10	2		.5
Are educational facilities within two miles to downtown area?	Yes	No	Additional Comments	Rating
Elementary school(s)	X		Windham Primary School, Windham Manchester School.	0
Middle schools(s)	X		Windham Middle School, Jordan Small Middle School.	0
High school(s)	X		Windham High School.	0
Private/Charter School(s)		X	North Yarmouth Academy located a short distance away.	0
College/University	X		St. Joseph's College located in Windham.	1
Technical College		X	SMCC located in South Portland.	0
Adult Education	X		Adult education classes are offered at the high School.	1
TOTAL	5	2		.4
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Additional Comments	Rating
Community Pride – Marketing		X	The 21 st Century downtown plan will probably include some.	0
Special Events	X		Windham Fest, Farmer's Market.	0
Branding Techniques	X		"The Center of The Lakes Region."	1
TOTAL	2	1		.333
Is there visual evidence of these issues in this town/city?	Yes	No	Additional Comments	Rating
Homelessness		X	None obvious.	0
Drug/Alcohol Abuse		X	None obvious.	0
Poverty	X		Evident in some residential areas.	-1
TOTAL	1	2		-.333
Transportation - Accessibility	Yes	No	Additional Comments	Rating

Density	X		Very dense with traffic and shoppers.	-1
Street Design		X	Route 302 is a strip. It was developed with no design in mind.	-2
Walkability		X	Route 302 is not walkable.	-2
Crosswalks – Cross Lights	X		There are cross walks and lights at major intersections.	0
Handicap and Disabled Accessibility	X		Handicapped parking available at all places.	0
Bike Lanes		X	There are no bikes lanes.	-1
Inter Accessibility	X		I-95 is close by for easy access.	0
Intra Accessibility (access to I-95)		X	Route 302 is congested and not walkable.	-1
Parking	X		Ample parking in front of all stores.	1
Traffic Flow/Congestion	X		Traffic gets backed up at lights and intersections.	-1
TOTAL	6	4		-7
Proactive Confrontation of Community Challenges	Yes	No	Additional Comments	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment		X	Unemployment rate is low when compared to towns across Maine.	0
Crime		X	Even with all the retail stores and businesses, the town doesn't have a significant amount of crime.	1
Homelessness		X	There is a homeless issue that hasn't been addressed. Because the town is so close to Portland, some homelessness issues do filter in and Windham does not provide the services that Portland does.	-1
Anchor in Distress or Danger of Closing		X	Not recently.	0
Health Problems		X	None aware of.	0
Drug/Alcohol Abuse		X	None aware of.	0
Poverty	X		The town does offer low income housing and affordable services to those below the poverty line.	0
Food Assistance, Food Pantry, Food Stamps	X		Windham food pantry located on Gray Road.	1

Vacant Store Fronts		X	There are few vacant store fronts but the town has not had to address the problem	0
Youth Departure		X	None present.	0
Youth Unrest		X	None present.	0
Address Competition to Downtown	X		Windham is in the preliminary planning stages of its 21 st Century Downtown Plan to stay current with revitalization efforts.	1
Mall Development	X		Yes.	-1
Sprawl Impact	X		The town is very spread out with four distinct areas: north, south, east and central.	-1
TOTAL	5	9		0
Public Participation and Communications	Yes	No	Additional Comments	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement		X	Citizen input is welcomed and encouraged, however residents are not very engaged in the community. There is a lack of cohesiveness.	-1
Neighborhood Development	X			0
Private-Public Cooperation	X		Many youth sporting programs are privately funded and open to the public.	0
Non-Profit Involvement	X		Non-profit involvement was evident.	0
Utilization of Surveys	X		Surveys are utilized in the revitalization efforts.	1
Utilization of City Website to interact with Public	X		Video, media, and webcasts of town meetings are available on the website.	1
Media Involvement	X			0
Regional Cooperation	X		Sharing of services and programs.	0
Accessibility of Town Officials	X		Town officials were accessible.	0
Online Services (fees, licenses)	X		Online payments are available for many services and licenses.	0
TOTAL	9	1		.111

APPENDIX D				
Qualitative Data Collection Template				
Investigator Observations - WISCASSET				
Name, county, and geographical location of Municipality			KEY: Impact on Community Vitality (Rating)	
Wiscasset, Maine is located along US Route 1 in Lincoln County. This small town is part of the Midcoast region of the state.			-2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional	
Community History:			Additional Comments:	
Wiscasset is known as Maine's "prettiest little village." There are many properties listed on the National Register of Historic places – many think of Wiscasset as an intact historic village.			Maine Yankee was decommissioned in the 1990's and left Wiscasset with a major loss in tax revenue. The town has yet to find a revenue replacement to fill this gap.	
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
General Attractiveness				
Cleanliness	X		Overall the town was clean	0
Flowers/Trees/Landscaping	X		Mature trees/some landscaping	1
Facades	X		Worn facades – some fits with historic feel of town	-1
Open Spaces and Parks	X		Waterfront park/inland park	1
Artwork in Public Space/Private Space		X	No public art visible	0
Bike Racks		X	No bike racks downtown	-1
City Signage	X		Some signage – white and black	1
Business Signage	X		Business signs were evident	0
Outside Seating/Benches	X		Some seating	0
Lighting	X		Some outdoor lighting – not in character with historic village	0
Trash receptacles	X		Some trash receptacles	0
Parking	X		Some street parking, difficult to park in summer months	-1
Downtown Congestion	X		Very congested (especially in summer months)	-1
Commercial/retail occupancy	X		Variety of commercial/retail downtown	0
Commercial/retail vacancy	X		Visible vacancy downtown	-1
General Condition – Roads and Sidewalks	X		Worn roads/lifting sidewalks	-1
General Condition Buildings – Business	X		Paint is worn and many buildings should be repainted	-1
General Condition Buildings – Residential	X		Paint is worn and many buildings should be repainted	-1
General Condition Buildings – Public	X		City hall – new construction – not in character of historic village	1
General Condition Anchor Building (s)		X	No distinct Anchor	-1
TOTAL	16	3	AVERAGE	-.263
Is there business diversity in the	Yes	No	Description and Status of Revitalization	Rating

downtown area?			Efforts	
Museums & Historical Sites	X		Foye-Sortwell Farm, Judge Thomas Rice House, Kingsbury House, The Elms, Bradford House, Moses Carleton House, etc.	2
Hospitals		X	Short drive	0
Churches	X		First Congregational, Philips Episcopal Church	1
Library	X		Wiscasset Public Library	1
Restaurants - Chains		X	None downtown – McDonalds, Dunkin Donuts, Subway just a few miles away	0
Restaurants - Local	X		Reds Eats, Sarah's and other local restaurants	1
Commercial Business	X		Industrial park near downtown	1
Banks	X		Some bank branches downtown	0
Retail	X		Variety of retail	1
Grocery Stores	X		General store only, large grocery store close drive	0
Anchor Stores		X	None identified	-1
"Creative" Clustering (art galleries, studios, co-ops)		X	None identified	0
TOTAL	8	4	AVERAGE	.500
Are educational facilities within two miles to downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Elementary school(s)	X		Wiscasset Primary School	0
Middle schools(s)	X		Wiscasset Middle School	0
High school(s)	X		Wiscasset High School	0
Private/Charter School(s)	X		Wiscasset Christian Academy, Sheepscot Valley Children's House	1
College/University		X	None in Wiscasset	-1
Technical College		X	None in Wiscasset	-1
Adult Education		X	None advertised	-1
TOTAL	4	3	AVERAGE	-.286
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Description and Status of Revitalization Efforts	Rating
Community Pride – Marketing		X		0
Special Events		X		0
Branding Techniques	X		"Maine's prettiest little village"	1
TOTAL	1	2	AVERAGE	.333
Is there visual evidence of these issues in this town/city?	Yes	No	Description and Status of Revitalization Efforts	Rating
Homelessness		X	None identified	0
Drug/Alcohol Abuse		X	None identified	0
Poverty	X		Housing in disrepair/chipping and peeling paint	-1
TOTAL	1	2	AVERAGE	-.333
Transportation - Accessibility	Yes	No	Description and Status of Revitalization Efforts	Rating
Density	X		Density feels like small Maine village	0
Street Design	X		Main Street runs right through town	0

Walk ability	X		Small community – very easy to get around on foot. Sidewalks present/crossing Rte 1 can be tricky	0
Crosswalks – Cross Lights	X		Crosswalk, but no cross lights in downtown	1
Handicap and Disabled Accessibility	X		Curb cuts for accessibility	0
Bike Lanes		X	No bike lane	-1
Inter Accessibility	X		Immediately in neighborhoods off the Main Street	0
Intra Accessibility (access to I-95)		X	30 minute access to 295/Brunswick or Topsham	-1
Parking	X		Street parking	-1
Traffic Flow/Congestion	X		Congestion identified/Rte 1 runs right through downtown.	-1
TOTAL	8	2	AVERAGE	-.300
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
Proactive Confrontation of Community Challenges				
Unemployment	X		Slightly higher than Maine average	-1
Crime	X		Low crime rate	0
Homelessness		X	None identified – no shelter available	0
Anchor in Distress or Danger of Closing		X	None identified	0
Health Problems		X	None reported	0
Drug/Alcohol Abuse		X	None reported	0
Poverty	X		Some housing in visible disrepair	-1
Food Assistance, Food Pantry, Food Stamps	X		Services are available	0
Vacant Store Fronts	X		One vacancy visible, but the town is very small so this is significant	-1
Youth Departure		X	None reported	0
Youth Unrest		X	None reported	0
Address Competition to Downtown	X		Larger cities are located within a 30 min. drive and some chain restaurants are located along Rte 1 outside of downtown	-1
Mall Development		X	None identified	0
Sprawl Impact		X	None identified	0
TOTAL	6	8	AVERAGE	-.286
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)				
Citizen Engagement	X		Citizens have been engaged with comprehensive planning process	1
Neighborhood Development		X	None reported	-1
Private-Public Cooperation	X			1
Non-Profit Involvement	X		CEI is located downtown	1
Utilization of Surveys	X		Comprehensive Plan involved resident survey results	1
Utilization of City Website to interact with Public	X		Meeting calendar listed online	1
Media Involvement		X		0

Regional Cooperation	X			1
Accessibility of Town Officials	X		Open door policy – town officials are accessible	1
Online Services (fees, licenses)	X		Online services offered	1
TOTAL	8	2	AVERAGE	.700

Conclusion

A municipality's downtown is important as it symbolizes a community's economic health and often holds much of the town or city's history. The vitality of a downtown or "Main Street" can be an indicator of the local quality of life of residents and can often be predictive of how much pride those residents have in their community. In the communities with active revitalization efforts, citizens are generally able to easily access local government and are involved in decision making, which in turn leads to a sense of place or buy-in from the community at large. The community also realizes the importance of creating a distinctive place where people want to be and where choices in housing, transportation – and jobs - are available.

We found that vibrant communities often had a defined downtown area that was walkable and provided open spaces for meeting and gathering. These downtowns had many locally-owned businesses and very few chain restaurants. There was a low-vacancy rate and a diverse array of businesses so that visitors to downtown could get a number of their needs addressed in one area. A community understands that respect and preservation of their natural environment can often lead to economic success. People want to live there, tourists want to visit, and businesses want to move there because they know they can find customers and employees nearby. With the focus on the preservation of historic buildings, new concepts in vision planning such as form-based codes continue to be implemented or considered.

Other considerations affecting a municipality's vibrancy can be attributed to the geographic location of the town or city - waterfront access or proximity to recreation opportunities allowed some towns or cities to thrive during the year. Local leadership also played an important role, with motivated town officials able to articulate a shared vision and many able to think "outside the box" to come up with creative strategies and solutions.

The “Great Recession” has left communities with significant declines in private investment and reductions in federal revenue streams (including economic stimulus monies). These losses have caused many shovel-ready projects to be put on hold or abandoned. To weather the economic downturn, stable municipal health has been achieved by utilizing multiple funding sources and strategies (i.e. grant foundations, TIF, CDBG, EPA, and MDOT). There were also examples of private and public collaborations which allowed each entity an opportunity to leverage resources for a bigger impact to the community than could have been achieved alone. Priorities are also shifting as needs outweigh fiscal capacity. In many cases the funding opportunities are driving the weight given to specific projects.

Further analysis of Maine municipalities should be an ongoing effort in the Muskie Capstone projects; many communities were in the midst of large infrastructure projects or were experiencing staffing turnovers that will likely affect future revitalization efforts. Similar to a collaborative effort by the UNC School of Government and the NC Rural Economic Development Center in their report *Small Towns Big Ideas, Case Studies in Small Town Community Economic Development*, it also seems relevant to compare and further analyze municipalities that have similar traits. For future consideration, the above-mentioned report divided its case studies into four categories: Small towns that are recreation or retirement destinations or adjacent to an abundance of natural assets, small towns with historic downtowns or prominent cultural or heritage assets, small towns with or adjacent to a college campus and small towns adjacent to a metropolitan area or an interstate highway.

For Maine, the ongoing work to strengthen community revitalization is vital; town and municipal officials understand this, as well as many Maine lawmakers. They understand that

encouraging a community to expand and remain vital will take partnerships between the local business community, the people and the state.

Appendix A

Emailed request for interview with a Maine public official:

Subject: Request for brief interview

My name is _____ (Krissy Mailman, Kim Monaghan-Derrig, and Kyra Walker). I am a graduate student at the Muskie School of Public Service located in Portland, Maine, where I am working with Professor Josie LaPlante and two other graduate students to compile information about the vitality of some of Maine's cities/towns. We are interested in determining each community's extent of experience with downtown revitalization efforts. Maine has faced some very significant budget issues over the years, making it difficult to undertake and fund downtown revitalization projects. We hope to draw on the experiences of various towns and cities in Maine. We are happy to share our report with all the municipalities included in the study upon request.

I already have collected some information about your municipality's downtown area. Additionally, it would be very helpful to gain some insights into your procedures and your views about downtown revitalization. I am also interested in what effect the current economic climate has on existing and future projects. Would you be willing to give me 10-15 minutes of your time? If you agree to participate in this study, please suggest a couple of good times for me to call you or meet with you in person. If you send me your telephone number, I will contact you to make arrangements for either a telephone or in person interview.

If you believe someone else in your municipal office is a more appropriate contact person, please feel free to forward this email to them.

Thank you very much for your help and I look forward to learning more about your community!

Kim Monaghan-Derrig
Krissy Mailman
Kyra Walker
Public Policy & Management, 2011
Kimberly.monaghan@maine.edu

Professor LaPlante's Contact Information:

Professor Josie LaPlante
Muskie School of Public Service
University of Southern Maine
P.O. Box 9300
Portland, Maine 04101-9300
jlaplant@usm.maine.edu

Appendix B

Emailed to Respondent Prior to Interview

Thank you very much for agreeing to talk with me. I will be calling you on _____ (day and date) at _____ (time) or meeting you on _____ (day and date) at _____ (time).

The questions I would like you to answer relate to _____'s (fill in city/town) downtown revitalization efforts. As I indicated in my email, we are compiling information about municipality's experiences with initiating, organizing and funding these types of project. This effort may enhance efforts and collaboration among communities planning downtown revitalization projects.

The questions will be uniform by municipality. In addition to your municipality, we will be asking these same questions to town officials, planners and economic directors in the following towns: to be determined (omit the town of the official you are interviewing)

Depending on your responses, this interview should not take longer than 10 to 15 minutes.

- Describe the history of downtown revitalization efforts in _____.
- Have downtown revitalization efforts encouraged citizen participation and/or collaborative partnerships? If so, please describe.
- How do you identify and prioritize downtown revitalization projects? If part of the Main Street Program, how are the elements of the Four Points Approach prioritized? (Organization, Design, Promotion, Economic Restructuring)
- Which tools, techniques, or strategies have been most successful in helping to improve the overall vitality of the downtown?
- What strategies have been utilized to encourage economic development in the downtown area?
- Does the revitalization plan include any educational initiatives? Do the revitalization efforts include any service learning opportunities?
- Can you identify any specific obstacles or challenges that the community would need to overcome in order to successfully implement downtown revitalization initiatives?
- What evaluation methods do you use to measure/monitor the progress of your downtown revitalization projects? Are there any lessons that you have learned from your work involving downtown revitalization?
- How is the economy affecting your current or future revitalization plans?
- Have you had to put any planned revitalization projects on hold because of these current fiscal challenges?

Some of the questions ask you for your opinion, so they will involve candid responses. Your comments will be used as part of our case study and will not be attributed to you or linked to you unless you give us permission to quote you. In the event we ask for permission to quote and you agree, we will send you the text to verify and approve prior to finalizing our written report.

This interview is completely voluntary – if we should come to any question that you don't want to answer, or don't know the answer to, just let me know and we'll go to the next question. Also, if at any time you would like to discontinue this interview, please let me know.

If you have any questions or concerns regarding this interview, please contact me via email or call Professor LaPlante at the Muskie School

Kim Monaghan-Derrig
Krissy Mailman
Kyra Walker
Public Policy & Management, 2011
Kimberly.monaghan@maine.edu

Professor LaPlante's Contact Information:

Professor Josie LaPlante
Muskie School of Public Service
University of Southern Maine
P.O. Box 9300
Portland, Maine 04101-9300
jlaplant@usm.maine.edu

APPENDIX B1 - Telephone Interview Script

Thank you very much for taking the time to talk with me.

I assume you received my email about the use of information from this interview. Do you have any questions before we begin?

I want to remind you that this interview is completely voluntary. If we should come to any question that you don't want to answer, just let me know and we'll go to the next question. Also, if at any point if you decide to stop the interview just let me know.

If you are ready, let's begin. The first question I have for you is (see 8 questions above).

Thank you very much for answering my questions!

Graduate Research on Community Revitalization ~ 2011 Capstone Project (Script)

The questions below relate to [enter town] downtown revitalization efforts. As indicated in my email, we are compiling information about the municipality's experiences with initiating, organizing and funding these types of project.

In addition to your municipality, I will be asking these same questions to town officials, planners and/or economic directors in the following towns: [enter researcher's towns].

Depending on your responses, this interview should not take longer than 10 to 15 minutes.

Some of the questions ask you for your opinion, so they will involve candid responses. Your comments will be used as part of our case study and will not be attributed to you or linked to you unless you give us permission to quote you. In the event we ask for permission to quote and you agree, we will send you the text to verify and approve prior to finalizing our written report.

These questions are voluntary – if you come to any question you do not want to answer, or don't know the answer to, you may move on to the next question.

If you have any questions or concerns, please contact me via email or call Professor LaPlante at the contact information listed below.

Thank you again for your participation.

Question Survey

- Describe the history of downtown revitalization efforts in _____.
- Have downtown revitalization efforts encouraged citizen participation and/or collaborative partnerships? If so, please describe.
- How do you identify and prioritize downtown revitalization projects? If part of the Main Street Program, how are the elements of the Four Points Approach prioritized? (Organization, Design, Promotion, Economic Restructuring)
- Which tools, techniques, or strategies have been most successful in helping to improve the overall vitality of the downtown?

- What strategies have been utilized to encourage economic development in the downtown area?
- Does the revitalization plan include any educational initiatives? Do the revitalization efforts include any service learning opportunities?
- Can you identify any specific obstacles or challenges that the community would need to overcome in order to successfully implement downtown revitalization initiatives?
- What evaluation methods do you use to measure/monitor the progress of your downtown revitalization projects? Are there any lessons that you have learned from your work involving downtown revitalization?
- How is the economy affecting your current or future revitalization plans?
- Have you had to put any planned revitalization projects on hold because of these current fiscal challenges?

Appendix C			
<u>Quantitative Data Collection Template</u>			
<u>Profile Data</u>	<u>Year</u>	<u>Data</u>	<u>Source</u>
Population	2008		www.city-data.org
Median Age	2008		www.city-data.org
Mean Travel Time to Work (min)	2008		www.city-data.org
Cost of Living Index	2007		www.city-data.org
Median Household Income	2000/2007		www.city-data.org
Change in Household Income	2000/2007		www.city-data.org
Median Home Value	2000/2007		www.city-data.org
Change in Median Home Value	2000/2007		www.city-data.org
% Mil Rate Non-Education	2006		Maine Dept. Revenue
% Mil Rate – Education	2006		Maine Dept. Education
% Renters	2000		Maine Dept. Housing
% Home Owners			Maine Dept. Housing
Educational Opportunities			
% Population High School or Higher			Maine. Dept. Education
% Population College Graduate			Maine. Dept. Education
% Population Professional or Graduate			Maine. Dept. Education
Community Challenges			
Unemployment	2009		Maine Dept. Labor
Crime Rate violent/non-violent	2009		U.S. Justice Dept.
Revitalization Process			
Personnel working on Downtown Revitalization	2011		Town Website
(Estimated) volunteers working on Downtown Revitalization	2011		Town Website
Funds Allocated for Downtown Revitalization	2011		Town Website
Economic Development Budget	2011		Town Website
Community Development Budget	2011	Yes	Town Website

Appendix D				
Qualitative Data Collection Template				
Investigator Observations				
Name, county, and geographical location of Municipality			KEY: Impact on Community Vitality (Rating) -2. Definite issue -1. May be an issue) 0. Not a problem) 1. Asset 2. Exceptional	
Community History			Additional Comments	
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>General Attractiveness</u>				
Cleanliness				
Flowers/Trees/Landscaping				
Facades				
Open Spaces and Parks				
Artwork in Public Space/Private Space				
Bike Racks				
City Signage				
Business Signage				
Outside Seating/Benches				
Lighting				
Trash receptacles				
Parking				
Downtown Congestion				
Commercial/retail occupancy				

Commercial/retail vacancy	X		Only two vacant businesses which according to officials will be occupied soon.	1
General Condition – Roads and Sidewalks		X	Roads and sidewalks are tired looking and in need of repair.	-1
General Condition Buildings – Business	X		Buildings are in good condition, most being historical and rich in heritage.	2
General Condition Buildings – Residential	X		Residential buildings are up-kept.	0
General Condition Buildings – Public	X		Hallowell City Hall located in a historical landmark. Impressive job restoring it.	0
General Condition Anchor Building (s)	X		Slate's Restaurant reported as being the closest thing to an anchor building. In good condition.	1
TOTAL	17	3	AVERAGE	.25
Is there business diversity in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Museums & Historical Sites	X		Museums in the Streets tour, Numerous historical sites.	2
Hospitals	X		Maine General Medical Center in Augusta.	0
Churches	X		Five historical churches located in the downtown.	1
Library	X		Hubbard Library, oldest library building in Maine.	1
Restaurants - Chains		X	Not many chain restaurants.	1
Restaurants - Local	X		Hattie's Chowder House, The Liberal Cup, Hoxter's Sports Bar, Joyce's.	1
Commercial Business	X		Yes.	0
Banks	X		Kennebec Savings Bank, Savings Bank of Maine.	0
Retail	X		Rollins furniture, Dancewear House, Kennebec Skate Shop.	0
Grocery Stores	X		Boynton's Market. Shaw's and Hannaford located in Augusta.	0
Anchor Stores	X		Slates Restaurant features live music and food from local organic farms in the area.	1
"Creative" Clustering (art galleries, studios, co-ops)	X		Berry & Berry Floral, Kennebec River Artisans, Earthbound Clothing and Gifts, Hallowell Antique Mall.	1

TOTAL			AVERAGE	
Are educational facilities within two miles to downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rating
Elementary school(s)				
Middle schools(s)				
High school(s)				
Private/Charter School(s)				
College/University				
Technical College				
Adult Education				
TOTAL			AVERAGE	
Based on visual observation, can any effort be seen in the below areas?	Yes	No	Description and Status of Revitalization Efforts	Rating
Community Pride – Marketing				
Special Events				
Branding Techniques				
TOTAL			Average	
Is there visual evidence of these issues in this town/city?	Yes	No	Description and Status of Revitalization Efforts	Rating
Homelessness				
Drug/Alcohol Abuse				
Poverty				
TOTAL			AVERAGE	
Transportation - Accessibility	Yes	No	Description and Status of Revitalization Efforts	Rating
Density				
Street Design				
Walk ability				
Crosswalks – Cross Lights				
Handicap and Disabled Accessibility				

Bike Lanes				
Inter Accessibility (access to I-95)				
Intra Accessibility				
Parking				
Traffic Flow/Congestion				
TOTAL			AVERAGE	
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>Proactive Confrontation of Community Challenges</u>				
Unemployment				
Crime				
Homelessness				
Anchor in Distress or Danger of Closing				
Health Problems				
Drug/Alcohol Abuse				
Poverty				
Food Assistance, Food Pantry, Food Stamps				
Vacant Store Fronts				
Youth Departure				
Youth Unrest				
Address Competition to Downtown				
Mail Development				
Sprawl Impact				
TOTAL			Average	
Has the city addressed the following in its revitalization efforts?	Yes	No	Description and Status of Revitalization Efforts	Rating
<u>Public Participation and Communications – Research conducted through one-on-one interviews with town leaders and thorough review of town websites, state and local newspapers and public postings (e.g.: public notice)</u>				
Citizen Engagement				

Neighborhood Development				
Private-Public Cooperation				
Non-Profit Involvement				
Utilization of Surveys				
Utilization of City Website to interact with Public				
Media Involvement				
Regional Cooperation				
Accessibility of Town Officials				
Online Services (fees, licenses)				
TOTAL			Average	

APPENDIX E

RESEARCHERS' CREDENTIALS

Kyra D.Walker
47 Mitton Street
Portland, ME 04102
(207) 712-1646

EDUCATION Masters Degree in Public Policy & Mgmt Currently Pursuing

Muskie School of Public Service, GPA 4.0

Bachelor of Arts Degree in Sociology May 2003

University of Southern Maine, GPA 3.63

- Dean's List for all semesters
- National Honor Society

EXPERIENCE Asset Manager Oct. 08 - Current

Community Housing of Maine, Inc., Portland, ME

- Monitor and maintain adequate occupancy of properties
- Ensure that properties are well maintained
- Plan for property upkeep, improvements, and major capital replacement needs
- Prepare and monitor property budgets
- Establish and maintain cost effective fuel delivery/service contracts
- Maintain a database detailing all aspects of properties
- Assist with grant applications

Housing Subsidy Coordinator Dec. 05 – Oct. 08

Shalom House, Inc., Portland, ME

- Administered three tenant based subsidy programs serving 650+ families
- Hired, trained and supervised a seven person team
- Approved all landlord subsidy payments and security deposits
- Managed subsidy slots to ensure maximum utilization
- Handled all client and landlord complaints and grievances
- Ensured program compliance with all local, state and federal requirements
- Participated in the Portland Continuum of Care, Region 1 Homeless Council, Emergency Shelter Assessment Committee and Maine Affordable Rental Housing Coalition.

Asset Manager June 05 – Dec. 05

Northern New England Housing Investment Fund

Portland, ME

- Coordinated transition from construction completion to property management operations
- Ensured partners maintained adequate insurance coverage
- Completed onsite file audits
- Monitored restrictions imposed by regulatory agreements and partnership agreements

Family Self Sufficiency Coordinator

June 03 – June 05

Westbrook Housing Authority, Westbrook, ME

- Maintained client files and established action plans
- Calculated escrow amounts
- Established Community-wide partnerships
- Marketed FSS program to Section 8 clients
- Provided case management to FSS clients
- Coordinated the supportive services for 5 elderly/disabled housing communities
- Co-managed supportive service staff and volunteers
- Prepared City of Westbrook General Assistance reimbursement reports

Program Officer/Section 8 Department

Feb. 01 – June 03

Westbrook Housing Authority, Westbrook, ME

- Created and maintained Section 8 tenant files
- Interviewed applicants/tenants
- Determined applicant initial and ongoing eligibility
- Recertified tenants annually
- Calculated rents and utility allowances
- Reconciled monthly landlord subsidy payment reports
- Ensured Section 8 program compliance

Administrative Assistant

June 00 - Feb. 01

Westbrook Housing Authority, Westbrook, ME

- Prepared monthly Commissioner packets
- Assisted in preparation of quarterly newsletter
- Proofread various correspondences for the Executive and Assistant Director
- Created spreadsheets for numerous departments
- Assisted Property Management with recertification process
- Created and maintained Property Management tenant files

Kimberly J. Monaghan-Derrig

6 Russet Lane
Cape Elizabeth, Maine 04107
207-799-8636 (home)
207-749-9443 (cell)
kmderrig@maine.rr.com

Qualifications

- 20 years experience in communications, marketing, project and event management
- Strong written and verbal communication skills
- Professional/educational background in economic development and public policy
- Respected leadership and management skills
- Ability to handle multiple projects and duties with emphasis on quality

Current Profession**Marketing & Communications Consultant**

Assist private and public sector organizations in developing brand identities through creative writing, website and marketing development while incorporating traditional and new media strategies. Current projects include Segway Tours of Portland, Monaghan Mortgage and Citizen Advocates for Public Education.

State Representative, Maine State Legislature, House District 121, Cape Elizabeth. Elected August, 2011.

Experience**Convention and Visitors Bureau of Portland, Maine 2006 - 2009****Director of Convention Sales, Marketing & Events**

Sales director promoting the Greater Portland, Maine area as a destination to the meeting, convention and events market. Supervised staff of three, delegating lead and bid generation. Conducted weekly sales staff meetings, developed and implemented marketing sales plans with annual presentations to the board. Developed, planned, and directed department communications, online content and outreach strategy. Conducted monthly marketing meetings for local tourism businesses. Represented the CVB at meetings, conventions and trade shows. Lead organizer for Maine Destination Day, the state's largest tradeshow and conference for meeting planners. Co-led the CVB's efforts in bringing large group events to Maine, including the 2007 & 2008 US Region One Soccer Championships, the 2009 US Figure Skating Synchronized Championships and the 2010 Red Bull Crashed Ice US Tour. Published articles on industry trends and the economic impact in conventions and large group events.

CommonDreams.org, Portland Maine**2005 - 2007 Marketing****Director/Web Editor/Office Manager**

Marketing director for online news service. Organized quarterly online fundraising campaigns, incorporating social networking and persuasive messaging. Developed communications for individual donors and foundations, including grant writing. Web editor for daily op-ed submissions. Supervised office staff, oversaw operations, payroll and human resources.

Diversified Communications, Portland, Maine**Conference Sales Manager****1998 - 2005**

Manager of nine trade show conference programs. Oversaw sales staff and operating budget of \$250,000. Researched topic issues, wrote session descriptions, recruited keynotes, industry speakers and moderators for presentations. Wrote press releases, initiated and developed project timelines and promotional schedules. Developed yearly budgets, negotiated contracts and expenses with speakers, speaker bureaus and vendors. Analyzed post-show statistical data and prepared summary and projected budget reports for annual

business plans. Worked closely with operations team and convention center personnel in pre-show and on-site logistical organization, with emphasis on special events. Served as conference spokesperson for each show.

Sales Administrator

Sales support for the European Seafood Exposition, Seafood Processing Europe and the International Boston Seafood Show.

Maine Arts, Inc., Portland, Maine **1995-1997**

Event Coordinator: Maine Festival & New Year's Portland

Office Manager

Assisted Executive Director in all aspects of event planning and logistics. Exhibitor and vendor sales; maintained contracts for performers. Assisted in the development and marketing of promotional event materials. Oversaw all administrative and office operations. Lead recruitment and training efforts for volunteers.

U.S. Rep. Thomas Andrews **1990-1995**

Portland, Maine & Washington, DC

Office Manager / Legislative Aide

Oversaw all administrative, personnel and financial operations of District and Washington, D.C. Congressional offices. Coordinated meetings, developed and maintained daily schedule for Member in Washington office. Hired, trained and managed Congressional interns. Assisted staff with constituent cases and tracking legislation. Events Coordinator during the '92 Democratic National Convention and the '93 Presidential Inauguration. Congressional Campaign Office Manager in 1990.

Tureen & Margolin/Tribal Assets Management **1989-1990**

Portland, Maine

Legal Secretary/Marketing Assistant

Primary support to corporate and litigation attorneys representing the Passamaquoddy, Penobscot and Pequot Indian Tribes. Assisted in the research, marketing and development of Tribal-owned business ventures.

Governmental Services, Portland, ME **1987-88**

Administrative Assistant to President.

Assisted in referendum campaign promoting local measured service for home telephone service in Maine.

Maine Senate, Augusta, Maine **1982-1987**

Majority Leader Aide / Administrative Assistant / Secretary

Assisted Senate Leadership and Senate Secretary in all aspects of State legislative work. Tracked legislation attended committee hearings and drafted press releases. Oversaw layout production of Senate newsletters and mass mailings (1985-87). Assisted the Secretary of the Senate in the development, production and distribution of the daily Senate calendar (1983-85). Secretary to 35 State Senators (1982).

Education

Master's in Public Policy & Management, Muskie School of Public Service, University of Southern Maine, 2011

Certificate of Graduate Study in Organizational & Non Profit Management 2010

B.A. Communications/Journalism, University of Maine

B.F.A. Dance Major, Boston Conservatory of Music

Activities

School Board Member, Town of Cape Elizabeth
Subcommittees: Media Relations, Policy, Legislative Liaison
Member, Muskie School Organization
Former Co-Chair, CAPE (Citizen Advocates for Public Education)
Event Committee and Volunteer, Share our Strength/Taste of the Nation
2009 Town Council Candidate, Town of Cape Elizabeth
Board Member, Maine State Ballet
Member, Maine Marketing Association
Secretary, New England Society of Convention & Visitors Bureau
Advanced ballet instructor, Maine State Ballet

Skills

Proficient in several computer software programs, web applications and new media
Familiar in French and Spanish languages
Award-winning ballet instructor and choreographer for three dance competition teams
Extensive travel through USA, Europe, South Pacific and Australia

VII. Background and References for Interviews and Case Study Content

A. General Information

Maine Development Foundation website - <http://www.mdf.org/documents/whydowntown.pdf>

UNC School of Government and the NC Rural Economic Development Center. 2008. *Small Towns Big Ideas Case Studies in Small Town Community Economic Development*.
<http://www.sog.unc.edu/programs/cednc/stbi/>

Brookings Institution Report: *Charting Maine's Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places*, 2006.
<http://www.brookings.edu/~media/Files/rc/reports/2006/10cities/maine.pdf>

B. Information on Municipalities

Augusta

1. Augusta, Maine. *Wikipedia, the Free Encyclopedia*. Retrieved on May 13, 2011 from http://en.wikipedia.org/wiki/Augusta,_Maine
 2. Kennebec Valley Chamber of Commerce. Retrieved on May 13, 2011 from <http://www.augustamaine.com/>
 3. Augusta, Maine. Town Website. Retrieved on May 1, 2011 from <http://www.augustamaine.gov/>
 4. The Capital Riverfront Improvement District. *The Capital Riverfront Improvement District Website*. Retrieved on May 3, 2011 from http://www.mdf.org/crid_overview.php
 5. Croce, Ethan. Reny, Mary Kate. Dennis, Mary-Ellen. King, Kristin. *An Evaluation of Augusta Maine's Livability*. Capstone Report. June, 2004.
 6. Rooks, Douglas "New Blood: A father-and-son team invests in Water Street buildings to Revive the downtown." *Mainebiz* 01/10/11.
- Interview with Dan Nichols, Associate Developer Economic & Community Development on April 8, 2011. daniel.nichols@augustamaine.gov.
- Interview with Jen Curtis, Augusta Downtown Alliance Member on April 8, 2011.

Bangor

City of Bangor - Waterfront Master Plan

City of Bangor, Maine – 2009 Economic Status Update

City of Bangor - 2010 Economic Development Profile -
http://www.bangormaine.gov/image_upload/Community_Profile_July_2010.pdf

City of Bangor website - www.bangormaine.gov

The Downtown Bangor Partnership website - www.downtownbangor.com

Interviews:

Rod McKay, Director - Department of Community & Economic Development

rod.mckay@bangormaine.gov

(207) 992-4240

Sharir Patterson, Downtown Coordinator - Department of Community & Economic Development

sharir.patterson@bangormaine.gov

(207) 992-4234

Tanya Pereira, Business Development Specialist - Department of Community & Economic Development

Tanya.pereira@bangormaine.gov

(207) 992-4236

Bar Harbor

Bar Harbor Chamber of Commerce website – www.barharborinfo.com

Kathleen Fleury and Virginia M. Wright. *Bar Harbor: 27 New Ways to Enjoy Acadia*. Downeast Magazine, August 2011

Town of Bar Harbor website - www.barharbormaine.gov

Town of Bar Harbor - Main Downtown Network application 2011

Town of Bar Harbor - Economic Development PowerPoint 2010

Town of Bar Harbor - Economic Development Strategy 2009

WLBZ2 News - www.wlbz2.com/news/article/158915/3/Bar-Harbor-named-top-travel-spot

Interviews:

Anne Krieg, Director – Planning Department

planner@barharbormaine.gov

Brian Madigan, Staff Planner – Planning Department

brian@barharbormaine.gov

(207) 288-3329

Bridgton

1. Bridgton Comprehensive Plan. Retrieved on April 29, 2011 from <http://www.bridgtonmaine.org/codes/ordinances/BRIDGTON%20COMPREHENSIVE%20PLAN.pdf>

2. Greater Bridgton Lakes Region Chamber of Commerce. *Bridgton*. Retrieved on May 17, 2011 from <http://www.minelakeschamber.com/>

3. Geraghty, Gail. BEDC switches focus from ‘economic’ to ‘community’ development.” *The Bridgton News*, February 24th, 2011.

4. Balentine, John. "The Path to Prosperity," *Lake Region Weekly* February 11, 2010.
5. 2011, Form Based Codes Institute. Retrieved on May 13, 2011 from <http://www.formbasedcodes.org/>
- Interview with Alan Manoian, Director of Economic and Community Development on April 15, 2011.
ecodevdir@bridgtonmaine.org.

Damariscotta

- Town of Damariscotta. <http://sites.google.com/site/damariscottame/01Home>
- Damariscotta, Maine. *Wikipedia, the Free Encyclopedia*.
http://en.wikipedia.org/wiki/Damariscotta,_Maine
- Orton Family Foundation. <http://www.orton.org/projects/damariscotta>
- Heart and Soul Project <http://sites.google.com/site/damariscottame/01Home/DPACHome/what-is-damariscotta-s-heart---soul>
- Damariscotta Heart and Soul Planning Project Charrette. <http://www.friendsmidcoast.org/charrette.htm>
- Damariscotta Charrette Report Receives "Plan of the Year" Award. The Free Press. June 9, 2011.
<http://freepressonline.com/main.asp?SectionID=52&SubSectionID=78&ArticleID=13119>
- Interview with Greg Zinzer, Damariscotta Town Manager on April 15, 2011
townmanager@damariscottame.com

Farmington

- Farmington, Maine. *Wikipedia, the Free Encyclopedia*. http://en.wikipedia.org/wiki/Farmington,_Maine
- Town of Farmington, Maine. <http://www.farmington-maine.org/>
- Downtown Farmington Merchants <http://www.downtownfarmington.com/>
- Farmington, Maine. Preserve America Program. <http://www.preserveamerica.gov/PACommunity-farmingtonME.html>
- Western Maine Alliance. <http://www.westernmountainsalliance.org/aboutus.html>
- Farm Fresh for ME. <http://fffme.com/>
- Farmington City Data: <http://www.city-data.com/city/Farmington-Maine.html>
- Interview with Richard Davis, Farmington Town Manager. April 7, 2011.

Freeport

- Freeport USA (Merchant's Association) <http://www.freeportusa.com>
- Town of Freeport Website: <http://www.freeportmaine.com/>

Freeport Village Station: <http://www.onefreeportvillagestation.com/>

Greater Freeport Chamber of Commerce <http://www.freeportmainechamber.com/>

Freeport Economic Development Corporation: <http://www.freeportecon.com/AboutFEDC.html>

L.L. Bean, Company Information,

<http://www.llbean.com/customerService/aboutLLBean/background.html>

Discussions with: Sande Updegraph, Executive Director, Freeport Economic Development Corporation, and Myra Hopkins, Executive Director Freeport Merchants Association

Fryeburg

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http://en.wikipedia.org/wiki/fryeburg,_Maine.

2. Fryeburg, Maine. Town Website. Retrieved on May 21, 2011 from <http://www.fryeburgmaine.org/>.

3. Interview with Sharon Jackson, Town Manager on April 21, 2011. FryeburgAdmin@Roadrunner.com.

Hallowell

1. Hallowell, Maine. *Wikipedia, the Free Encyclopedia*. Retrieved on May 13, 2011 from

<http://en.wikipedia.org/wiki/Hallowell,Maine>.

2. Hallowell, Maine. Town Website. Retrieved on May 21, 2011 from <http://hallowell.govoffice.com/>.

3. Hallowell Comprehensive Plan. Volume 2, *Strategies*. October 12, 2011.

Interview with Todd Shea, City Manager on May 4, 2011 citymanager@hallowellmaine.org

Kennebunkport

Town of Kennebunkport, Maine - <http://www.kennebunkportme.gov>

Visit the Kennebunks – Kennebunk/Kennebunkport Chamber of Commerce -

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

Kennebunkport Business Association - <http://kennebunkport.org/>

Discussion with James Fitzgerald, Executive Director, Kennebunkport Chamber of Commerce

Kittery

1. Kittery, Maine. *Wikipedia, the Free Encyclopedia*. Retrieved on May 13, 2011 from

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Interviews:

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