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Case Studies in Community Vitality and Downtown Revitalization: A Focus on Maine's Employment and Service Hubs

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Muskie School of Public Service

**CASE STUDIES IN COMMUNITY VITALITY AND
DOWNTOWN REVITALIZATION**

A Focus on Maine's Employment and Service Hubs

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I. Introduction

The purpose of this research is to consider the efforts made by municipalities to revitalize their downtowns and improve community livability. Our primary focus will be on Maine municipalities, but we will include two case studies outside of Maine to provide a comparison. We are also including communities in both northern and southern Maine, as well as both coastal and inland communities. By using this approach, we can identify common indicators of success, independent of geographic location.

Many places, particularly in a state like Maine, measure the quality of life based on rural atmospheres and outdoor recreational opportunities. However, just as much attention should be placed on urban or “built environments.” Public spaces such as libraries, theaters, schools, churches and civic buildings combined with historic homes, factories and mills can define and create a sense of community. Therefore, preservation of these places is just as important to the quality of life as maintaining rural areas or the environment. Without these edifices to history and culture intact, a community can lose its identity and the residents in turn lose their sense of “place.”

The current economic downturn has no doubt severely impacted the ability of many municipalities to embark on new downtown revitalization projects. While we will consider this issue, our primary attention will not be focused on the effects of the recession. Our efforts are to identify specific projects in the 16 distinct municipalities and, based on both qualitative and quantitative data, determine what works and why. This information will then be used to create a community revitalization tool kit.

We will be creating case studies for 14 Maine municipalities. We have also included 1 New Hampshire and 1 Massachusetts municipality to provide comparison case studies to see if

there are any similarities or differences in the methods used and approach to downtown revitalization projects. The towns we are including in our case study are: Auburn, Bath, Biddeford, Brunswick, Gardner, Lisbon, Lewiston, Oakland, Old Orchard Beach, Presque Isle, Oakland, Saco, Sanford, Waterville, Portsmouth, NH and Newburyport, MA.

II. Literature Review

The following themes emerged from the literature and research about downtown revitalization. The literature can be broken down into several primary topics listed below.

Asset Based Development Strategies

“As the search for quality places grows in importance, Maine possesses a globally known brand built on an image of livable communities, stunning scenery, and recreational opportunities (The Brookings Institute, 2006).”

Existing assets can be utilized to promote sustainable living and urban renewal. “People, Place, and Prosperity: 1st Report of the Governor’s Council on Maine’s Quality of Place” focuses on constructing a plan to take advantage of the assets that Maine already has and to expand and build on these assets. This involves the support of the local community as well as both financial and technical assistance at the state level. One component of the plan includes preserving both the natural and built environment that currently exists in Maine.

Earlier efforts to revitalize downtown

“The 1970s marked a radical departure from earlier approaches to downtown revitalization. This was induced by a growing recognition of the ineffectiveness of previous efforts at reversing CBD decline (Filion, Hoernig, Bunting, & Sands, 2004).”

Prior to the 1970s, most downtown revitalization efforts consisted of trying to recreate the model that had been successful in the suburbs. Suburban shopping models consisted of indoor shopping malls and it was thought that this formula which worked in the outlying communities would also work in the downtown areas. It was believed that if dilapidated sections of the downtown were razed and replaced with glossy, modern, up-to-date development that the retail drift and urban sprawl would slow down and allow downtowns cores to recover. “This strategy was grounded in the assumption that by replicating conditions found in suburban shopping centers, downtown areas could compete successfully with suburbs (Filion, Hoernig,

Bunting, & Sands, 2004).” However, hindsight shows that that the communities that rejected the federal plan of Urban Renewal and maintained the original character of the community fared better. Modern, suburban style developments in the downtown were never able to recapture lost economic activity. Instead, the formula that works best in downtown areas is to restore and recreate the former atmosphere. For example, the City of Bath and the City of Newburyport rejected Urban Renewal and has been able to maintain downtown character and economic prosperity.

Establishment of Locally Owned Businesses

“Locally owned business created and support more jobs in the community they serve than national chains (Mitchell, 2006).”

Locally owned businesses are more likely to keep dollars circulating within Maine. Companies with headquarters and other major operations outside of Maine siphon money out of the community and out of the State of Maine. Local businesses also tend to rely on other locally owned businesses for supplies and support services. Big box chains are often sought after because of the jobs they create. However, in many cases they place a substantial strain on community resources and eliminate more traditional downtown jobs. Consumer spending only increases with population increase or economic prosperity. So in most cases chain stores simply redirect money spent away from smaller businesses.

Financial Issues

“State tax and expenditure policies that cause extreme disparity in local property tax rates and retard investment where Maine’s economy is centered should be reformed (Melrose, 2003).”

The larger service hubs such levy higher property tax bills due to the costs associated with social services and public safety issues. Due to the higher property taxes, many chose to live in surrounding communities and commute into economic hubs such as Lewiston or Auburn

for employment. These people use the roads, shop at the stores and eat at restaurants, but pay nothing to support the public safety budget of the service centers. In a sense, they are “free riders.” These individuals utilize public services during the day, but return to lower taxed bedroom communities in the evening, contributing little to pay for the services used.

Developments spring up outside of the downtown and sometimes in other surrounding towns on major commuter routes. When this happens, it retards investment in the employment and service hubs. The high property taxes only serve to further erode investor interest in the area.

Historical Preservation/Character of Downtown

“Historical flavor has turned many of these downtowns into major tourist destinations (Filion, Hoernig, Bunting, & Sands, 2004).”

Historical preservation and protection of the character of the downtown is identified as a major component in successful efforts in “The Successful Few.” This article attempts to draw lessons from effective downtown revitalization efforts. One component that was identified as an extremely important factor in communities was the existence of an anchor such as a college or a university or the proximity of tourist attractions. It was also identified that virtually all of the communities that were successful rejected any significant alteration of their original or traditional downtown areas.

Mixed Use

“The new paradigm for downtown: Dense, walkable, mixed use with a heavy component of housing (Birch, 2009).”

This article recognizes that despite the birth of the suburb and urban sprawl that 83% of the population still lives in the nation's 363 metropolitan areas. In addition, the American city holds 86 percent of all jobs and contributes 90 percent of America's gross domestic product.

There has been a trend back to the city's downtown cores to avoid long commutes and enjoy the

amenities that city living includes. The cities that are experiencing the most renewal are cities that are implementing mixed-use areas with a large sector of the downtown available for housing in addition to business use. Furthermore, communities with public transportation and easy walkability are highly desirable.

Sprawl

“In the more rural parts, sprawl is associated with struggling town centers, as a large share of business has migrated to regional malls and superstores close to the highways (Wasserman, 2000).”



Urban sprawl is usually in direct conflict with any real efforts to revitalize downtown areas. This is especially the case when new strip malls or big box stores develop around exits to major roadways. In Maine, the fact that the major artery is a toll road further exacerbates the issue. Due to the limited access, these types of developments tend to spring up around the entrances and exits of the turnpike. These exits can be several miles apart and are not necessarily in close proximity to the downtown areas. In fact, in most cases, the access roads and egresses from the turnpike are located on the outskirts of the community. This may alleviate traffic in the downtown, but it also serves to bypass the original downtown areas of a community. Maine also has a law which allows for no business signage on the highways in Maine. While aesthetically pleasing, this practice in conjunction with the limited access to some roadways like the turnpike serves to entirely eliminate the exposure of many downtowns for potential business. New projects and developments are concentrated around the highways where visibility and proximity to the exits is the highest. This can be seen specifically in Biddeford where the new Biddeford Crossing has been constructed. This development consists of large chain retailers and restaurants providing goods and services which eliminate the need to go into the downtown for many residents and

certainly for most commuters and tourists. Urban sprawl has caused poverty and decay at the core of the many downtowns. When decline is experienced in urban areas, it tends to be concentrated and very visible due to the density of the downtown regions in many cities. There have been exceptions in Maine where some peripheral developments have not severely impacted the core of the towns and cities. One example of a city that has managed to escape the impact to the downtown despite examples of sprawl is the City of Bath. Careful planning of all new development has insured that the small and unique existing businesses are able to survive.

III. Methodology

Community Profile Data Collection

The Community Profile Data Collection Template was created to gather pertinent statistical data for each community studied. Each case study in Maine has a complete template in Appendix C. A synopsis for each town is at the beginning of all of the case studies, including Newburyport, Massachusetts and Portsmouth, New Hampshire. The information collected was gathered through previous research and a variety of sources readily available on the internet. The profile was designed to get a quick look at basic demographic information. For example, the profile template included data on educational levels, travel time to work, and median income. For each community, information on how many dedicated staff was funded to work on downtown revitalization was collected. An attempt was made to gather the data for the case studies from the same sources whenever possible to ensure consistency for comparison.

Field Study Data Collection

The Field Study Data Collection Template was designed to gather subjective data which is not easily quantified. The data was collected by three researchers with potentially different points of view. However, the intent of the Field Study is to rank the case studies but instead to look for commonalities in communities that are successful. The data collected is based on researcher observation and is broken down into six sections and ends with open ended questions. The six sections which are thematic rather than clearly defined are: General Overall Aesthetics, Diversity of Land Use or Mixed Use, the Existence of Educational Institutions and Opportunities, Marketing and Branding Strategies, Social issues, and Issues of Accessibility.

The open ended questions are:

What catches your eye about this community's downtown area?

Describe the observed zoning in the downtown area, is there mixed use?

Does it appear that there is a healthy proportion of commercial and residential use?

Interview Selection and Process:

For our interviews, we selected public managers and individuals involved in downtown revitalization projects. We looked specifically for Economic Development Directors and Community Planning Directors. In smaller cities that did not have these roles funded we looked directly city planners and managers. For communities that are participating in the Main Street program we also identified who the key contact person was in that city and requested an interview. The process began with an initial e-mail informing the individual about our project and requesting participation. If the respondent agreed to participate, a follow up e-mail was sent advising of the risks and benefits associated with participation. Included in this e-mail were the eight questions that we determined would enable us to identify the commonalities among communities that best predicted success. Below are the eight interview questions we presented to those town officials that agreed to participate in the interview process:

Interview Questions:

1. Describe the history of downtown revitalization efforts in _____.
2. Have downtown revitalization efforts encouraged citizen participation and/or collaborative partnerships? If so, please describe.
3. 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)
4. Which tools, techniques, or strategies have been most successful in helping to improve the overall vitality of the downtown?
5. What strategies have been utilized to encourage economic development in the downtown area?

6. Does the revitalization plan include any educational initiatives? Do the revitalization efforts include any service learning opportunities?
7. Can you identify any specific obstacles or challenges that the community would need to overcome in order to successfully implement downtown revitalization initiatives?
8. What evaluation methods does your municipality use to measure/monitor the progress of your downtown revitalization projects? Are there things that may have been done differently based on the results of your evaluation of the projects?

Case Studies

Auburn, ME.

History:

The settlement of Auburn was marked by bitter and prolonged litigation over land titles. Auburn was originally a part of a large section of the Prejepsco Purchase, which was designated as Bakerstown and included present day Auburn, Minot and Poland. In 1736, the General Legislature of Massachusetts had granted a large section of land to some soldiers who had engaged in an expedition to Canada in 1690. These grants conflicted with the Prejepsco claims. These disputes resulted in fighting which delayed the development of Auburn for many years. Without these title disputes and subsequent fighting, Auburn might have been settled much earlier.

The center of future growth, Auburn village, was settled by Joseph Welch, in 1797. He built a log hut near what is now Golf's Corner, and began to clear the ground for agriculture and future development. As other settlers came, they built around this clearing which developed into the center of Auburn. The river was a key to industry and the growth of Auburn. However, it also served to separate the communities of Auburn and Lewiston. In 1828, a bridge was constructed between the two communities which was beneficial to both Auburn and Lewiston. The completion of the bridge created business opportunities which contributed to growth. The erection of the academy building, in 1835, was another example of the commitment to the future of the region. Mr. Edward Little gave nine acres, and considerable sum of money to the academy, which was named soon after, "The Edward Little Institute (Leading Business Men of Lewiston, 1889)."

Profile Data:

Examining the profile data of Auburn as compared to the surrounding communities indicates a higher property tax rate than all of its neighbors except Lewiston. Auburn does provide a higher level of both city and social services than neighboring communities of New Gloucester, Minot, Turner, Mechanic Falls and Poland. One possibility is that many people that shop and work in Auburn may chose to live in surrounding communities to avoid paying this higher property tax. However, when you factor in housing prices and other costs in the surrounding communities, the cost of living index for Auburn is comparable and even lower than many neighbors.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income	Median House Value	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
						2007	2007		
AUBURN, MAINE									
MECHANIC FALLS	Androscoggin	3,296	35.1	87	26.8	\$43,825	\$131,509	18.90	2.14%
MINOT	Androscoggin	2,581	36.6	88.4	26.7	\$61,650	\$168,145	14.30	1.27%
LEWISTON	Androscoggin	36,290	37.6	90.5	18.8	\$37,842	\$148,272	26.65	6.99%
NEW GLOUCESTER	Cumberland	5,369	35.5	94.3	26	\$62,244	\$226,595	9.65	1.11%
POLAND	Androscoggin	5,311	38.5	89.3	28	\$61,996	\$162,097	21.30	2.22%
TURNER	Androscoggin	5,452	35.9	88.8	26.9	\$59,900	\$171,774	13.75	0.74%
MEDIAN		5,340	36.3	89.05	26.75	\$60,775	\$165,121	16.60	1.70%
AUBURN	Androscoggin	23,618	38.3	88.6	21.6	\$46,217	\$149,136	24.35	4.97%
% of MEDIAN		442%	106%	99%	81%	76%	90%	147%	292%

(See Appendix C for more profile statistical data)

Key Observations from Field Data Collection:

Auburn is intricately connected to the neighboring city of Lewiston which is only separated from Auburn by the Androscoggin River. Both communities faced severe challenges caused by the decline of the manufacturing industry. However, the predominance of mill buildings were on the Lewiston side of the river. Mill owners tended to live in upscale houses in Auburn, many of which are still in existence. For this reason, Auburn did not have to deal with

as many empty, dilapidated former mill buildings that would have to be demolished or repaired for future improvements. Auburn was able to expend funds on other projects such as the renovation and an addition to the library, which was completed in 2006. This addition served to double the size of the original 1904 structure.



AUBURN LIBRARY, original structure on right, circa 1904. Addition on left, circa 2006.

Efforts to provide affordable housing and preserve the downtown are being combined in one project. The Auburn Housing Development Corporation (AHDC), an affiliate of Auburn Housing Authority rehabilitation is rehabbing and expanding the Vincent Bottling Plant at 80 Mill Street. This property is situated in the New Auburn community which consists primarily of single family and multi-family housing units as well as small businesses along the riverfront. The Vincent bottling plant project will consist of 17 units of affordable housing designed for the 55+ population. This project is a collaboration between local businesses, federal agencies, the City of Auburn and Maine Housing Authority. The building will have several fully handicapped accessible units, as well as meeting “green” building standards, boasting a passive solar hot water system. One and two bedroom apartments will range in price from \$523 to \$754 and will include heat and hot water (City of Auburn, 2010). These units are intended for lower income individuals, therefore income eligibility guidelines will apply.

Auburn is currently working on a project to re-grade the existing paved walkway on the Riverwalk to make the walkway compliant with the American Disability Act (ADA)

requirements. This includes the construction of a new properly graded, handicapped accessible ramp. A new bridge connecting the existing landing in Riverwalk, passing under the Longley Bridge and ending with a new landing is also under construction. The new landing will tie into the concrete walk adjacent to the Great Falls Plaza parking lot. The completion date of this project is October, 2010.

**CONSTRUCTION WORK ON
AUBURN'S RIVERWALK.**



Auburn was also able to attract two new hotels to their community. The first was the Hilton Garden Inn located on the Androscoggin River. This parcel of land is in the downtown area and has made drastic improvements on the location. The Hilton Garden is able to room and host a variety of business functions including seminars and conferences. The accommodations also serve as a location for wedding receptions and other social events. A new Marriot is being constructed near the Wal-Mart Supercenter and the Auburn Mall. An argument could be made that this development detracts from the immediate downtown area and contributes to sprawl. Due to the proximity of the Marriot to the newer developments, it is likely that many guests will frequent businesses and restaurants there instead of going downtown.

Analysis:

Auburn was faced with many challenges, but has managed to make great progress in preserving and revitalizing the downtown area of the City. This success has been realized both individually and in collaboration with Lewiston. Both communities have embarked on a joint

advertising campaign which includes television, radio and publications with the tag line of “Cities of the Androscoggin, Lewiston/Auburn.” Lewiston and Auburn also host the annual Great Falls Balloon Festival which generates revenue for local businesses as well as provides an opportunity for community participation. The success of Auburn is linked to Lewiston, so these types of collaborations and joint events between the two communities are imperative to the success of Auburn

The City of Auburn has made great strides in the downtown. The construction of the Hilton Garden on the Androscoggin River has served to drastically improve the riverfront property. The vacancy rate on the main streets of Auburn is much lower than neighboring Lewiston. This is due in part to the City of Auburn’s recent restoration efforts in the downtown. When cities invest in the downtown areas of their communities, private investors are drawn to the area. For example, the restaurant Gritty McDuff’s is located in a refurbished building on the main street and serves as an anchor to the entire block.

Bath, ME.

History:

Bath was named after the famous watering hole of English Avon – Bath, England. The naming of Bath can be traced back to Dummer Sewell, Esq., Bath's first postmaster and representative in the General Court. The name fit with the primary industries of the settlement, ship building and fishing. The first ship ever built in the New World by Englishmen was constructed about 15 miles from Bath in the Popham Colony (Ackermann, 2008). The first attempt at settlement in the area was downstream from Bath at the mouth of the Kennebunk which failed due to the failure of leadership and an extremely harsh winter. The surviving settlers sailed back to England on that first ship built the Virginia.

The major industry in Bath continues to be shipbuilding. Bath Iron Works (BIW) was founded in 1884 and has built private, commercial and military vessels since its inception. Most of the military vessels built have been for the United States Navy. Bath Iron Works started building vessels for WWII in 1934, and by the end of the war had completed 83 destroyers and destroyer-minelayers which represents the largest destroyer output of any shipbuilder (Destroyer History Foundation, 2009). This shipyard defines the character and identity of Bath and the surrounding communities because it represents the largest employer in the region and the 5th largest employer in Maine (Maine DECD, 2008). Bath has been and still is a primarily blue collar community full of vitality and a skilled labor force.

Profile Data:

Bath is located just north of Brunswick Maine and South of Woolwich. The population of Bath is significantly higher than most of the surrounding communities with the exception of

Brunswick. The larger population of Brunswick has encouraged big box stores and other chain development to build in the Cook's Corner area of Brunswick instead Bath. This makes it easier for smaller downtown businesses to thrive in Bath.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income	Median House Value	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
						2007	2007		
BATH, MAINE									
BOWDOINHAM	Sagadahoc	2,805	39.1	94.6	31.1	\$54,906	\$209,362	13.80	1.97%
BRUNSWICK	Cumberland	21,836	36.3	96.2	18	\$47,733	\$222,912	21.75	4.46%
RICHMOND	Sagadahoc	3,461	37.8	89.3	27.7	\$41,383	\$153,396	18.78	3.07%
WISCASSET	Lincoln	3,801	43.5	100.9	19	\$37,203	\$221,076	17.40	2.04%
WOOLWICH	Sagadahoc	2,976	39.7	96.2	23.2	\$51,224	\$211,196	10.90	1.45%
MEDIAN		3,461	39.1	96.2	23.2	\$47,733	\$211,196	17.40	2.04%
BATH	Sagadahoc	9,318	36.9	93.7	17.3	\$45,063	\$183,662	16.20	3.95%
% of MEDIAN		269%	94%	97%	75%	94%	87%	93%	194%

(See Appendix C for more profile statistical data)

Key Observations from Field Data Collection:

Entering Bath from Route 1, a visitor is left with a mixed reaction. The route bisects the community between the downtown region and Bath Iron Works. One issue the community of Bath faces is the major arterial running through the center. This highway bisects the community and creates obstacles in how to use the land underneath the overpass. However, once a visitor leaves the highway and enters the downtown of Bath a different side begins to appear. The historic district is quant, attractive and vibrant. Bath boasts a variety of eclectic and unique shops as well as staple businesses such as banks, restaurants, and offices. Bath has a very low vacancy rate. This is because there has been a very well-planned effort to encourage mixed use. Commercial, manufacturing, and residential properties blend together in a way that promotes a feeling of community. The condition of the municipal buildings such as the City Hall and the Patten Free Library are in excellent repair and add value to the downtown.

There is only one developable lot available in Bath which is a Brownfield site. These parcels of land have been identified as environmentally hazardous and require substantial clean-up. The city officials are working in conjunction with the owners and the EPA to remedy the waste issues and move forward toward future development. The city has already had success in assessing, mitigating, and developing a former Brownsfields site along the riverfront. Currently a new Hampton Inn is under construction on this site. Careful planning was made in ensuring that the new Hampton Inn would blend with the downtown by using brick as the building material. In addition, in order not to compete with existing restaurants, it was decided that the Hampton Inn would not have a restaurant. This ensures that lodgers will venture into the downtown area to eat and hopefully spend money in the local shops.

In most cases, manufacturing is normally viewed as a negative in a community's downtown. However, in the case of Bath Iron Works, the shipbuilding operation only serves to enhance the flavor and history of Bath. Bath, known as the "City of Ships" has capitalized on the presence of BIW in the community and its proximity to the downtown. The presence of BIW boosts the local economy by supporting local eating establishments. During breaks and lunchtime, streams of BIW workers can be seen heading towards the local pizza or BBQ restaurants. Having so many workers converge on a small city like Bath does create problems, especially when shift workers all released at the same time. Congestion can be heavy during the shift changes, but the completion of the new Carlton Bridge has eliminated many of the congestion issues.. The benefits BIW brings to Bath far outweigh the negative impacts.

The overall impression of Bath is that of a community that takes great pride in its heritage and comprehensive efforts in ensuring its future success. There are many long term residents as well as many long term city officials. These officials also noted that Bath has a very high rate of

volunteerism. Community participation for events like Bath Heritage Days and Autumnfest is also very robust. Overall there is a lasting impression that Bath is a city that people want to live, work and retire in because of the “sense of place.”

Analysis:

Bath has managed to weather the current recession remarkably well. In fact, there is actually evidence of current growth and development, despite the economic climate. The vacancy rate in the downtown is almost zero. Riding down Front Street there were no “for rent” signs or vacant storefronts. The buildings are also in good repair, architecturally appealing, and congruent. There are very few buildings that look out of place structurally and even those that are not as aesthetically pleasing are in good repair. There are some sections on the perimeters of the downtown that need more attention, but some of those issues are already being addressed. For example, the parcels of land under and immediately surrounding route 1 have been an issue.

One important component to Bath’s success is the long term commitment and long tenure of key town officials. These key officials are able to reach out to the community and create relationships with the residents and business owners. These relationships facilitate successful visioning processes and the completion of long term projects. This is a result of stability in the leadership of Bath. Long term businesses and long term residents also factor into the equation. There is a solid core of individuals, families and officials for which Bath is more than just a place to live and work. For many people, the level of commitment to the prosperity and preservation of Bath is exceptional. Part of this is that much of the residential housing is either in or in close proximity to the downtown. This creates a vested interest in the condition of the downtown areas of Bath. In comparison, communities where residents do not live downtown, there tends to be less interested in the overall condition and health of the downtown.

Recognition for service is also a factor in Bath’s high rate of volunteerism and community participation. During Autumnfest, residents are recognized for civic contributions and work done for the community. In short, people need to know that their work is noticed and appreciated. This serves to encourage others to get involved in community activities. One creative way that Bath engages its citizens is through the “This Place Matters” program. Banners are placed on buildings, business and homes throughout the community, recognizing the significance of those structures to the city of Bath. In some cases, funding is secured to help preserve these properties. Some are publically owned buildings, but others are privately owned which further encourages citizen participation.



CITIZEN PARTICIPATION IN BATH

Biddeford, ME.

History:

Biddeford was founded in 1629 by John Oldham and Richard Vines. Modern Biddeford was originally part of a Massachusetts township named Old Saco. When fire destroyed the township in 1688, the General court of Massachusetts assigned a committee to rebuild. The committee developed new names and boundaries for the communities devastated by the fires. Old Saco became Biddeford and the area prospered by developing its shipbuilding, farming, and fishing industries. During the 1830s, Biddeford flourished and was one of the most productive towns in New England. Sawmills, gristmills, and brick yards propelled the economy. The Saco Water Company built power canals and a machine shop. It also organized textile corporations such as the Laconia Manufacturing Company and the Pepperell Manufacturing Company. Rooming houses were readily constructed to board immigrant workers from Canada and Europe. These workers came to Biddeford due to the heavy demand for quarrymen, painters, millwrights, and laborers (Butler, 2003).

The decline of the mills had a dramatic impact on Biddeford. The York Division of Bates Manufacturing and the Saco-Lowell Mill closed in 1958. A series of mill closings plagued the city for the next fifty-one years. WestPoint Mills was the last surviving mill but closed its doors in 2009. The city is now in the process of attempting to work with developers to reuse the more than 1,200,000 square feet of abandoned mill space. The major employers in Biddeford today include Intermat Defense, Southern Maine Medical Center and the University of New England. Educational, accommodation, restaurant and health care services are the leading industries in the area. Biddeford joined the Maine Development Foundation's Main Street

Program in 2004. The Main Street Program is actually called the Heart of Biddeford and is working to bring new life to the downtown district (Butler, 2003).

Profile Data:

Biddeford’s population was more than 21,000 people in 2008. The residents of Biddeford had a median household income that was lower than the median household income of its neighboring city residents. Biddeford also paid a higher percentage of their mil rate for municipal services than did Arundel, Buxton, Hollis, Kennebunk, Old Orchard Beach, or Scarborough (City-Data, 2008).

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
BIDDEFORD, MAINE									
ARUNDEL	York	3,913	37.3	122.3	23.7	\$59,391	\$237,374	11.45	1.25%
BUXTON	York	8,195	37.4	119.7	29.7	\$58,760	\$219,433	12.80	1.20%
HOLLIS	York	4,583	36.8	118.5	29.2	\$58,625	\$215,490	11.00	2.05%
KENNEBUNK	York	11,426	44.2	124.4	24.6	\$57,636	\$278,344	12.05	1.99%
OLD ORCHARD BEACH	York	9,359	40.1	119.2	22.9	\$43,889	\$179,411	13.32	3.05%
SACO	York	18,328	37.2	119.8	22.4	\$54,135	\$230,080	12.73	2.45%
SCARBOROUGH	Cumberland	18,604	38.6	102.3	17.3	\$58,612	\$268,076	11.48	1.95%
MEDIAN		9,359	37.4	119.7	23.7	\$58,612	\$230,080	12.05	1.99%
BIDDEFORD	York	21,596	36.4	124.5	21.9	\$41,978	\$225,939	19.05	5.64%
% of MEDIAN		231%	114%	97%	92%	72%	98%	158%	284%

(See Appendix C for more profile statistical data)

Key Observations:

Downtown Biddeford has struggled for decades. The closing of the mills devastated the work force and left the city searching for a new identity. The surviving buildings in the mill complex covered an imposing 1.2 million square feet of space in the heart of the downtown. Main Street suffered from high vacancy rates in its stores, office spaces, and residential units. Many buildings fell into disrepair and there was a lack of variety in retail and restaurant offerings.

Despite decades of hard times, a growing sense of hope and enthusiasm is now starting to brew in Biddeford. Three former textile buildings have been renovated over the past fifteen years and are now accommodating woodworkers and other small business owners. The North

NORTH DAM MILL



Dam Mill was also renovated as a mixed use facility that features artists' studios and residential apartments. Over sixty artists now occupy studio space at the facility. There is a pizza pub and a coffee shop on the premises. The North Dam Mill plays host to monthly Art Walks. A shuttle bus transports students from the downtown to the

University of New England (UNE) campus. UNE students are increasingly occupying downtown residential space (Southern Maine Regional Planning Commission and City of Biddeford, 2004). The owner of Biddeford's North Dam Mill, Doug Sanford, is planning on purchasing the historic Westpoint mill complex in June. The future owner envisions that the closed Westpoint buildings will become a mixed use facility that features educational and small business opportunities. (Gillian, 2010).

The Maine Energy Recovery Corporation (MERC) has been a major impediment to mill redevelopment plans during the past several decades. MERC is located in the midst of the mill complexes and handles more than 280,000 tons of solid trash each year. MERC's truck traffic and ash/odor emissions have discouraged developer interest in Biddeford's downtown. A MERC task force has been working to develop workable alternatives for the future. Casella, MERC's owner, now plans to build a new facility in another town. This facility will compress the trash into pellets. The pellets will then be brought to Biddeford to be burned cleanly. The

city is considering setting up a “green zone” in the downtown. “Green Zone” plans include MERC’s capturing waste heat produced in the mill district and converting it into a discounted power source. Biddeford’s downtown revitalization efforts will be given a tremendous boost forward if MERC is able to stop polluting and start producing affordable energy for the Mill district.



MERC: VIEW FROM MAIN STREET

The variety of businesses on Main Street has greatly improved. A nice variety of ethnic restaurants has emerged and is being supported by the local community. Biddeford began taking



MAIN STREET

part in the Community Development Block Grant Façade Program in 2007. The program led to the upgrade of more than twenty facades. While there are many more facades in need of attention, the work has made a noticeable impact. The city has also taken part in the CDBG program to help renovate

deteriorated housing stock in the downtown. Another CDBG program involves developing an art program for teenagers. This program is designed to give teens an alternative to the graffiti art that has left some buildings on Main Street disfigured.

Biddeford is also making efforts to develop the physical assets of the city. A river walk is being constructed this year. Plans are also being made to investigate the possibility of constructing a white water training facility on the Saco River Falls (Heart of Biddeford, 2010).

Biddeford earned a two year grant from the Orton Foundation in 2008. The grant provided the technical assistance to conduct an extensive community visioning exercise and then to develop a master plan for the downtown. The Heart of Biddeford worked with the City of

Biddeford to oversee this process. The visioning process involved soliciting input from community members about their connections to Biddeford. An effort was made to involve youth and elderly citizens in the process. Over two hundred high school students participated in a digital and video storytelling exercises. These efforts were successful in engaging a wide range of people. The stories identified the “heart and soul” connections that will be needed to fuel the fulfillment of Biddeford’s hopes and aspirations for the future (Heart of Biddeford, 2010).

Another interesting project involved creating GIS maps that highlighted the important connections Biddeford residents and stakeholders have identified. Professor Matthew Brampton and Holli Andrews created a geographic footprint. The GIS mapping provided broad opportunities for community participation concerning land use zoning, planning themes, and historic elements of the downtown. The information gathered will then be compiled to inform strategic decisions and planning. The Heart of Biddeford is also leading an effort to complete a virtual asset mapping project. Biddeford assets will be organized to maximize communication between stakeholders in the city (Bampton, 2010).

The Heart of Biddeford and the City of Biddeford are now in the process of selecting the consultant who will utilize the gathered information to write a downtown master plan. The following questions challenge the Biddeford revitalization effort:

1. How can the mills best be connected to the rest of the downtown?
2. How can Biddeford cooperate with neighboring towns such as Saco?
3. How can diverse groups such as Biddeford Pool residents, UNE, Southern Maine Medical Center, and downtown residents work together to build a healthier and more vibrant downtown?
4. How can neighborhoods and downtown facades be improved?
5. How can TIF funds generated by TIFs placed on Box store Developments such as Biddeford Crossing best be utilized to re-energize the downtown? How can MERC play a positive role in the revitalization efforts?

Analysis:

Biddeford is working with the Orton Foundation's Heart and Soul Approach to encourage revitalization. The creative economy in the area is growing by leaps and bounds and the Heart of Biddeford organization continues to flourish and energize the renewal efforts. Much work has been completed in gaining the support of a wide cross-section of residents and stakeholders. Successes include a dramatic improvement in a large number of business facades. There have also been substantial strides made in bringing the mills back to life. There is still much work to be done. Challenges include improving the conditions of more downtown buildings and the continued attraction of new businesses to fill the vacant spaces in mills and storefronts. CDBG grants, Brownfield grants, TIFs, and historic preservation tax credits will help fund the transformation. Biddeford has set the foundation for a successful revitalization campaign and is making impressive gains in bringing vitality back to the downtown!

Brunswick, ME.

History:

Brunswick was first settled in 1628. Located near the center of town is an area referred to as The Commons. In 1719, the Pejepscot Proprietors granted one thousand acres to use in general commonage for the town. The Brunswick Commons has influenced the growth of the Brunswick and surrounding region. Brunswick was officially incorporated as a town in 1738. In 1794, two hundred acres of land from the Commons was granted to establish Maine's oldest college, Bowdoin (Wheeler & Wheeler, 1878). Located in mid-coast Maine and on the Androscoggin River, the community flourished as a prosperous seaport. The river played an important role in the development of Brunswick, providing power for mills that produced lumber and textiles (Holland, Richardson, & Barringer, 2008).

An important icon in the history of Brunswick is the Brunswick Naval Air Station. The base was constructed in March, 1943 and commissioned in April of 1943. Now with closure looming in September of 2011, Brunswick has prepared a comprehensive plan to address the issues surrounding the base closure. With federal funding, the State of Maine in collaboration with Brunswick has formed the Brunswick Local Redevelopment Authority (BLRA) to work on developing a plan for the site.

Profile Data:

Brunswick has enjoyed the presence of two large employers for several decades. Bowdoin College and Brunswick Naval Air Station provided jobs and customers for surrounding businesses. However, neither entity is taxable; therefore the two large parcels of land have generated no property tax for Brunswick. This means that there has been no property tax relief generated by having a college or a base.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
BRUNSWICK									
BATH	Sagadahoc	9,318	36.9	93.7	17.3	\$45,063	\$183,662	16.20	3.95%
BOWDOINHAM	Sagadahoc	2,805	39.1	94.6	31.1	\$54,906	\$209,362	13.80	1.97%
FREEPOR	Cumberland	8,010	38.8	100	18.5	\$43,410	\$242,684	12.50	2.55%
HARPSWELL	Cumberland	5,121	45.3	104.5	31.5	\$50,965	\$304,130	5.95	1.05%
LISBON	Androscoggin	9,330	35.6	89	24.1	\$49,881	\$144,659	24.25	2.73%
TOPSHAM	Sagadahoc	9,681	36.0	95.5	19.4	\$56,400	\$221,884	23.25	4.09%
MEDIAN		8,664	37.9	95.05	21.75	\$50,423	\$215,623	15.00	2.64%
BRUNSWICK	Cumberland	21,836	36.3	96.2	18	\$47,733	\$222,912	21.75	4.46%
% of MEDIAN		252%	96%	101%	83%	95%	103%	145%	169%

(see Appendix C for more profile statistical data)

Key Observations from Field Data Collection:

Entering Brunswick from the south does not leave a good first impression. Route 1 is usually congested and it is difficult to turn left into any businesses. This situation does not improve until you get closer to the downtown area. Things improve drastically when downtown on Maine Street. There is a large, impressive open area known as the Brunswick Commons. A variety of businesses including antique shops, clothing retailers and restaurants occupy Maine Street. There is also a small movie theatre in the middle of the downtown. Located adjacent to the Commons is Bowdoin College. The university grounds and structures are impeccably maintained. Parkview Hospital, one of two hospitals in Brunswick, is located just past the college. The Brunswick Naval Air Station is situated between the downtown corridor and Cook's Corner, Brunswick. The outcropping of businesses and the strip mall met the demands of the BNAS personnel but detracted from the downtown. With base closure eminent, it would be a good time to rethink future development and to encourage supporting downtown businesses.

Analysis:

The upcoming closure of the Brunswick Naval Air Station has most of the attention of the community. According the Maine Department of Labor the “removal of 2,317 military personnel along with their spouses and children will result in a population loss of perhaps 4,500 to 5,000 (Maine Department of Labor, 2005).” One result of this closure is a dramatic decrease in consumer spending in the Brunswick area. There is federal money available to help Brunswick through the Base Realignment and Closure (BLAC) process. This process for success can be seen when looking at the closure of Pease Air Force Base in Portsmouth, NH and its rebirth as the Pease International Tradeport. While commercial airlines are currently not operating flights out of Pease, private and business planes as well as cargo planes are utilizing the Pease International Tradeport.

When considering the redevelopment potential of Brunswick Naval Air Station the nature of the site has to be taken into consideration. “Geography dictates much of the land use: roughly 1/3 is undevelopable for ecological reasons; 1/3 of the land is marginal for development; and 1/3 of the land is already developed (Holland, Richardson, & Barringer, 2008).” The diagram below illustrates the resulting plan for the site:

	LAND USE DISTRICTS	SURPLUS ACRES	PERCENT OF TOTAL
Land Development	Airport Operations	500	16%
	Aviation-Related Business	230	7%
	Professional Office	120	4%
	Community Mixed Use	175	5%
	Business and Technology Industries	190	6%
	Education	200	6%
	Residential	215	7%
	SUBTOTAL	1,630	51%
Open Space	Recreation / Open Space	510	16%
	Natural Areas	1,060	33%
	SUBTOTAL	1,570	49%
	GRAND TOTAL	3,200	100%

(BLNA BNAS Reuse Master Plan Executive Summary)

The close proximity to the downtown dictates that this project must be of utmost importance to Brunswick. With the base closure there is a loss of both military and civilian personnel. This translates a decrease in spending in the downtown region and a change in the overall character of Brunswick. The military personnel brought youthfulness and diversity to the area.

Fortunately for Brunswick, the base was not the only anchor in town. Bowdoin College is situated directly adjacent to the Brunswick Commons. Bowdoin is a private university with over 1,500 full-time students. The cost of tuition is over \$38,000, room and board is approximately \$10,000, and books around \$1,000 a year. The admissions policy is rigorous and scholarships are available, but clearly with yearly education cost approaching \$50,000 a year, Bowdoin attracts students from wealthy families. These students and their families help stimulate the local economy.

Projects which have helped revitalize the area include Waterfront Maine's restoration of Fort Andross Mill on the Androscoggin River. One of the most visible mill buildings from Rt. 1, the mill is no longer an eye sore but now boasts 100,000 square feet of office space. Law firms and other professional businesses now occupy much of the space. Another project that has helped accessibility to Brunswick is the Androscoggin River Bicycle and Pedestrian Path. This is especially important to the downtown region because it connects in-town Brunswick to Cook's Corner which is approximately 2.63 miles away. Cook's Corner is a development which served the Brunswick Naval Air Station population. This development did distract from the downtown due to the presence of a strip mall and several big box stores. Not only does the bike trail connect downtown Brunswick to Cook's Corner, but it also connects Topsham via the Coastal Connector Bridge.

Gardiner, ME.

History:

The City of Gardiner's history begins in the 1750s with the construction of two saw mills and a grist mill on the Kennebec River by Dr. Silvester Gardiner. The nearby Kennebec River is a key factor in the establishment and development of Gardiner. The stream descends roughly 127 feet within one mile and has other numerous falls and rapids. This turbulent and fast moving water is what powered the several mills that were the heart of the town. The grist mill in particular was the key factor in the growth and development of what was known at the time as Gardinerstown. The grist mill was the only place in the immediate area that people could grind their corn and thus caused Gardiner to become an economic center. Furthermore, as railroads extended their reach throughout the country a station was built in 1851 at the center of town which added to an expansion in economic activity. In 1849 the formerly known Gardinerstown became the City of Gardiner.

As the town grew a greater focus on ship building and trading developed. The town traded in items such as lumber, mill products, and even large quantities of ice in the winter. These were the major economic bases of the town up to the outbreak of the Civil War. Several shoe and paper mills were also established on the powerful Kennebec River. However, at the beginning of the 1960s, many of these mills that were the backbone of the entire town began to experience an economic slowdown that resulted in the eventual closure of nearly every mill in the town. The closing of these mills was not an isolated occurrence and was happening in nearly every area throughout Maine. What was left was an empty husk of a downtown area with the iconic abandoned mill at its center.

Today, the City of Gardiner has a population of 6,198 based on the 2000 Census. Gardiner is now described as a, “bedroom community” for other larger nearby towns such as Augusta. The downtown area is on the National Register of Historic Places and has maintained many of the historic aspects of the downtown area. Finally, Gardiner joined the “Main Street Maine Communities” downtown revitalization program in 2001.

Profile:

The City of Gardiner has the highest population of all neighboring communities by a substantial amount. However, the tax on median home as a percentage of median household income is also the highest among these communities. Only the towns of Hallowell and Richmond come close to Gardiner.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
GARDINER									
CHELSEA	Kennebec	2,671	39.3	87.4	22.4	\$49,439	\$139,180	15.70	0.33%
FARMINGDALE	Kennebec	2,877	39.0	89	19.8	\$42,593	\$148,276	17.75	0.60%
HALLOWELL	Kennebec	2,502	42.4	91.6	19.2	\$43,581	\$165,609	19.50	3.18%
LITCHFIELD	Kennebec	3,352	38.5	91.3	29.7	\$49,670	\$154,282	22.80	1.20%
PITSTON	Kennebec	2,681	39.7	90.4	25.6	\$47,873	\$141,583	15.50	0.65%
RANDOLPH	Kennebec	1,905	38.6	88.6	21.1	\$37,523	\$127,338	20.65	2.37%
RICHMOND	Sagadahoc	3,461	37.8	89.3	27.7	\$41,383	\$153,396	18.78	3.07%
MEDIAN		2,681	39.0	89.3	22.4	\$43,581	\$148,276	18.78	1.20%
GARDINER	Kennebec	6,224	38.1	87.6	24.3	\$42,427	\$128,711	21.80	3.53%
% of MEDIAN		232%	98%	98%	108%	97%	102%	116%	294%

(See Appendix C for more profile statistical data)

Key Observations form Field Data Collection:

The downtown area of Gardiner sits on the banks of the Kennebec River and is primarily located at the bottom of a hillside. This provides Gardiner with excellent definition and a visitor clearly knows when they have entered the downtown area. The surrounding residential area is

very nice with pleasant homes that have clearly been well cared for. Right on the outskirts of the downtown area is an open green space for numerous community activities and recreation.

Furthermore, one of the first sights a visitor sees upon entering Gardiner is the historic A1 Diner which is still in business. Gardiner's first impression upon a visitor is a friendly and vibrant Maine community.

Delving deeper into the downtown area the town of Gardiner maintains this impression. The downtown sidewalks are safe and maintained; there are numerous flowers, trees, benches and even two small parks on either side of the main road. There is a low business vacancy rate and facades and signs are bright and cared for. There is also a strong diversity of businesses throughout the downtown and, with the addition of a Hannaford supermarket, the downtown area is a one stop shop for the consumer.



DOWNTOWN GARDINER

While there is a lot of traffic throughout the area the flow of the downtown was easy to navigate. However, parking could be difficult with certain spaces marked out for one business or another. This may be a positive or negative. It may be difficult to get a parking spot if you are trying to get to a particular store but the marked parking spots do provide organization and fairness to many of the businesses downtown. Furthermore, there is a general parking area that is easy to locate, use and is within walking distance of anyplace downtown.

Analysis:

The downtown area of Gardiner is in excellent shape. This is due in large part to the excellent revitalization initiatives that have been planned, funded, and followed through. The low vacancy rates, well kept business, greenery and other inviting spaces creates a strong draw to

visit the downtown area and shop around. The development of the waterfront will only add to this draw. The waterfront is one of the major focuses of current downtown revitalization efforts. The development of the waterfront is intended to make or allow Gardiner to, “look ahead to the future and not the past.” (Personnel Interview) The past is meant to mean the old mills and other manufacturing industries that defined towns and cities throughout Maine. It is hoped that the waterfront will become a strong anchor for Gardiner and draw in tourist, tourist dollars and will also benefit the local residents.

One of the other notable aspects of the Gardiner downtown was the mini or pocket parks located on the main street. These pocket parks accomplish numerous goals. To begin, the pocket parks provide open, green, relaxing spaces for visitors. It also opens the downtown area and prevents claustrophobic impressions while maintain density levels throughout the downtown. Finally, the parks also connect the main street to secondary roads. This allows visitors to travel more freely throughout the downtown area, visit other stores, and allows access to easy parking.



POCKET PARK

A possible negative aspect of the Gardiner downtown area is the construction of more modern strip developments. These include a gas station, McDonald’s restaurant and pharmacy. These developments are located on one of the major roads on the outskirts of the downtown area. These businesses could have a potentially negative impact on the character of the Gardiner downtown and the businesses that reside there.

These programs, improvements and other developments were made possible by a devoted municipal staff that has created clear, open, and easy methods of communication. One of the key methods of communication is the Gardiner town website which has detailed information on

downtown revitalization efforts, future plans, and chances to participate. The town also held several town meetings where residents and business owners can voice their opinion on what needs to be targeted, how, and in what order. This communication has allowed positive relationships to grow, ideas to be share, and has benefited the entire community.

Lewiston, ME.

History:

Lewiston received their charter in 1795 and became a city in 1861. The town developed around agriculture and mills powered by the nearby Androscoggin River. The largest of these mills is the Bates Mill which was taken over by the city in 1992 and is currently being redeveloped for new businesses and possible apartments. In 1855, the Maine State Seminary was established which later became Bates College. Bates was officially chartered in 1864. The city grew alongside the City of Auburn which is directly across the river and together the two cities are usually referred together as the Lewiston-Auburn area.

As with many towns and cities throughout Maine many of the mills and factories in the downtown area began to decline and lose business after World War II. Many of the business once located in the downtown area moved out to nearby suburb areas where large box stores were beginning to be constructed. This development in the suburbs negatively impacted the downtown areas.

Today, the City of Lewiston has a population of 38,000 as of the 2000 census. The city is the second largest in the state and combined with Auburn has a total population of 65,000 as of the 2000 census. The Central Maine Medical Center is also located in Lewiston and combined with Bates College serve as powerful anchors for the community.

Profile Data:

Lewiston has the highest population when compared to neighboring communities with Auburn a close second. Lewiston's travel time to work is the lowest as is the median household income. This may demonstrate that residents live and work near the center of the community. Furthermore, the tax on median home as a percentage of median household income is the highest

by a substantial margin. Lewiston’s rate is 6.99% as compared to Auburn which is 4.97%. This percentage then decreases down to 2.73% in the town of Lisbon.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income	Median House Value	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
						2007	2007		
LEWISTON									
AUBURN	Androscoggin	23,618	38.3	88.6	21.6	\$46,217	\$149,136	24.35	4.97%
BOWDOIN	Sagadahoc	2,928	36.3	93.7	28.8	\$52,342	\$175,522	18.50	0.93%
GREENE	Androscoggin	4,400	36.9	88.6	28.8	\$62,246	\$167,281	18.00	1.09%
LISBON	Androscoggin	9,330	35.6	89	24.1	\$49,881	\$144,659	24.25	2.73%
LITCHFIELD	Kennebec	3,352	38.5	91.3	29.7	\$49,670	\$154,282	22.80	1.20%
TURNER	Androscoggin	5,452	35.9	88.8	26.9	\$59,900	\$171,774	13.75	0.74%
WALES	Androscoggin	1,424	34.9	89.5	33.5	\$57,615	\$167,281	25.00	2.02%
MEDIAN		4,400	36.3	89	28.8	\$52,342	\$167,281	22.80	1.20%
LEWISTON	Androscoggin	36,290	37.6	90.5	18.8	\$37,842	\$148,272	26.65	6.99%
% of MEDIAN		825%	104%	102%	65%	72%	89%	117%	582%

(See Appendix C for more profile statistical data)

Key Observations form Field Data Collection:



BATES MILL

One of the very first thoughts a visitor has upon entering the City of Lewiston is that this is a very large community compared to many other Maine towns. There are major roadways, modern strip style business developments and high traffic. The downtown area rests right up against the Androscoggin River and the City of Auburn resides on the opposite banks. The downtown area has a historic quality with large old style developments with the unavoidable Bates Mill which stretches down the river bank. There is a large park on the very outskirts of the downtown with plenty of space for relaxing, recreational activities and community events. On occasion, a visitor can see the several old and intricate

churches scattered throughout the city. However, the city and downtown area has clear economic issues.

Many of the stores fronts are empty and those that have businesses in them are often visibly struggling. When a visitor travels through the City of Lewiston to the City of Auburn there is clear distinction in economic activity.



OLD CHURCH

Several of the positive aspects of the downtown area are the revitalization of the community library near the very center of the downtown. Another strength of the downtown community are the anchors of Bates College and the Central Maine Medical Center. Furthermore, if one maintains a positive outlook the large number of businesses and mill space has great potential for future revitalization and development.

The large Bates mill and other industrial complex are Lewiston's potentially biggest problem and asset. The mills can be difficult to revitalize but offer large floor space in the very center of the downtown area. Currently, the city has met some success in attracting new businesses to redevelop these mills. Furthermore, the city has assisted in the construction of several parking garages throughout the Lewiston downtown area that provide a large amount of park for employees and visitors.

Analysis:

Lewiston has great potential but has met some difficulties in successfully revitalizing the downtown area. There has been some negative response to current revitalization initiatives from community residents and business leaders due to previous failed attempts. One issue identified by city officials is the impact of half hearted or failed revitalization attempts on the community

perceptions on any future action. This can make support for new ideas or programs hard to gather and even harder to follow through with on the long-term.

One of the most noticeable and difficult aspects of the downtown revitalization program in Lewiston are the numerous mills and other older industrial buildings throughout the area. The City of Lewiston actually became the owner of the Bates mill in the 1990s and was unable to fully revitalize the massive amount of space effectively. These mills and industrial buildings have been a substantial obstacle in downtown revitalization and has consumed large amounts of financial and time resources that the city can ill afford.

One component of the city downtown revitalization program is assisting in the construction of several parking garages throughout the downtown area. These parking garages provide the downtown area with a large amount of parking for both employees and visitors. Furthermore, these garages do not require large surface lots for a similar amount of parking spaces. This allows the downtown area to remain dense. As future economic activity and development hopefully grows these garages will be key in allowing people to easily visit the Lewiston downtown area. It will be interesting to see the actual impact these garages will have on the downtown area in the coming years and decades.

Lisbon/Lisbon Falls, ME.

History:

Originally part of Bowdoin, Lisbon separated in 1799. However, Lisbon was then known as Thompsonborough and was later renamed Lisbon in 1802. The town was first established with an agriculture economic base with a large lumber industry. This base later expanded to include several saw and grist mills. Like Gardiner, Lisbon used the power of nearby waterways for several mill factories that produced textiles and other products. The town was connected to the Maine Central Railroad company which assisted in the development of manufacturing businesses.

Today, the town of Lisbon has a population of 9,077 based on the 2000 census and includes the small nearby town of Lisbon Falls. Again, like Gardiner, Lisbon is described as a, “bedroom community” for other larger towns and companies such as Bath Iron Works. Finally, Lisbon and Lisbon Falls is home to the annual Moxie Festival which celebrates the uniquely New England Moxie soda. The soda was invented by a Dr. Augustin Thompson in 1876 who was from Union, ME. It was first sold under the name “Beverage Moxie Nerve Food” and was sold as a medicine that could cure nearly anything and everything from paralysis to insomnia!

Profile:

The town of Lisbon has one of the two lowest household incomes as well as the lowest median house values. However, the property tax mil rates and tax on median home as a percentage of median household income were average compared to neighboring communities. Therefore, while residents are able to purchase homes at a lower value their income is more likely to be lower than average and their tax burden may be higher than median.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
LISBON									
BRUNSWICK	Cumberland	21,836	36.3	96.2	18	\$47,733	\$222,912	21.75	4.46%
DURHAM	Androscoggin	3,992	37.1	96	26.9	\$69,803	\$216,705	17.80	1.29%
NEW GLOUCESTER	Cumberland	5,369	35.5	94.3	26	\$62,244	\$226,595	9.65	1.11%
NORTH YARMOUTH	Cumberland	3,485	37.8	96.3	28.2	\$76,364	\$303,354	11.10	1.06%
POWNAI	Cumberland	1,610	41.0	96.2	26.7	\$68,042	\$282,420	26.92	3.32%
TOPSHAM	Sagadahoc	9,681	36.0	95.5	19.4	\$56,400	\$221,884	23.25	4.09%
MEDIAN		4,681	36.7	96.1	26.1	\$62,244	\$222,912	19.78	2.30%
LISBON	Androscoggin	9,330	35.6	89	24.1	\$49,881	\$144,659	24.25	2.73%
% of MEDIAN		199%	97%	93%	92%	80%	65%	123%	119%

(See Appendix C for more profile statistical data)

Key Observations form Field Data Collection:

Lisbon and Lisbon Falls are close but separate communities that are both struggling to revitalize their downtown areas. Entering Lisbon Falls a visitor first notices the old industrial



DILAPIDATED MILL

mill that sit on the banks of the Androscoggin River. The mills are in an advance state of disrepair and create a negative impression that is difficult to overcome. The mill itself is actually very interesting and a visitor can see where water was taken in to power a turbine to produce electricity. Furthermore, the major downtown area is in Lisbon Falls. Here a visitor sees a community main

street with banks and other businesses. There appeared to be adequate parking throughout the region. However, there were several store fronts that were empty or in need of upgrade and repair.

In Lisbon, it is the Farwell Mill Apartments that first catches a visitor’s eye. This redeveloped mill is a fantastic

FARWELL MILL APARTMENTS



success story of reusing an abandoned mill to house low and middle class residents. The mill was constructed in 1872 and was listed on the National Historic Register in 1985. The rest of the downtown was very small with a few simple restaurants and convenience stores.

Traffic was very heavy throughout the area. This may be because these communities reside between I-95 and I-295 and also the communities are between the Cities of Lewiston, Auburn, and Brunswick. This creates a lot of through traffic that can make the communities very congested and difficult to navigate. Between the communities are several modern strip style developments that have businesses such as Dunkin Donuts and other convenience stores. These may have been constructed due to the high volume of thru-traffic the area encounters. These developments cater more to the kind of get in and get out convenience shopping of current strip construction than a dense downtown area.

Analysis:

Lisbon and Lisbon Falls face several challenges in revitalizing their downtown cores. First is the presence of mill buildings that are in need of repair and revitalization or removal. Either of these options is costly and difficult to complete for any community. Second, the fact that there are essentially two downtown areas that are close together but still distinct areas. This can split revitalization efforts, require duplicate programs and also require additional communication and cooperation between municipal leaders, businesses residents. Third, these two communities reside between several much larger communities that provide more job opportunities and siphon economic activity that may have occurred in Lisbon or Lisbon Falls. Finally, these competing communities can have the effect of turning Lisbon and Lisbon Falls into “bedroom community” which is an area where people live but commute to work in other regions.

An effort has been made to increase communication and cooperation between Lisbon and Lisbon Falls. Furthermore, the successful revitalization of the Farwell Mill Apartments as well as the famous Maurice Bonneau's Sausage Kitchen demonstrates that Lisbon and Lisbon Falls have the ability to revitalize themselves. Lisbon has joined the Maine Downtown Network to help prepare the community and downtown area to eventually join the Main Street Maine Program. The community has also held several "visioning sessions" to seek business and community insights and opinions on what needs to be done to improve the downtown area and the community at large. Finally, the annual Moxie Festival is an excellent opportunity to create a stronger sense of community throughout the region.

"Life, Liberty and the Pursuit of MOXIE"



Newburyport, MA.

History:

Newburyport's history is intricately connected with the town of Newbury which was a farming community. The port of Newbury became the commercial center and primary port for the southern New Hampshire and northeastern Massachusetts. Shipbuilding was the major industry. The first commercial setback came with the Revolutionary War when English ports were closed and British firms were not allowed to use American ships for transportation. The period after the war marked the return to prosperity and Newburyport's Golden age. From 1776 to 1810, the population doubled and ended up over 7,500. The sailing fleet and tons of cargo increased substantially. Great wealth was acquired from the ship building and fishing industries. New, extravagant homes were built along High street due to the success Newburyport was experiencing. The prosperity began to wane as a result of the Embargo act of 1807 and War of 1812. "Newburyport's favorite foreign ports were closed again and ships along the coast lay idle at the wharves. In the midst of this trouble came the great fire of 1811, destroying most of the Newburyport commercial district (Bamford, 2005)." The area of the fire was rebuilt, but the combination of the war and the fire led to the shift of the industry to other ports and Newburyport never fully recovered its status. The population of Newburyport actually declined during the period between 1810 and 1830.

Newburyport became a city in 1851, and the next century was marked by periods of economic upturns and declines. Shipbuilding was overtaken by the textiles and shoe making industries. When the manufacturing industry began to falter, mills throughout the Merrimack River Valley and the Northeast closed. Newburyport suffered along with the rest of the Northeast. This suffering in mill towns peaked in the 1960s. During this period, Newburyport

almost fell victim to the Urban Renewal programs that were launched and funded by the federal government. Thankfully, cooler heads prevailed and rejected the destruction of large swaths of the downtown region.

“The rebirth of Newburyport stems from not following the tide of destruction and rebuilding which characterized the urban renewal mania of the sixties. Newburyport chose the route of rebuilding and restoration, preserving for generations to come, its architectural proud heritage. Newburyport today, continues that proud heritage with a revitalized commercial district maintaining the beauty of the past and a people dedicated to our New England heritage (Bamford, 2005).”

Profile Data:

Newburyport’s nickname of “Clipper City” is representative of Newburyport’s ship building history. One notable feature of Newburyport is the high Cost of Living Index. Newburyport is 26.5% above the national average, making Newburyport an expensive city to live in. The average house price has declined to \$340, 068 but it still makes home ownership unattainable to many. The average house price peaked above \$400,000 during the housing boom. The current devaluation of the housing market has left many Newburyport residents “upside-down” with their home mortgages.

Community Profile Data			
Newburyport			
General Data	Year (s)	Data	Source
Population	2010	17,465	Greater Newburyport Chamber of Commerce, 2010
Mean Age	2008	40.9	City-Data.com
Workers who live and work in the city	2008	33%	City-Data.com
Cost of Living Index	2009	126.5	City-Data.com
Average House Price	2010	340,068	Greater Newburyport Chamber of Commerce, 2010
% Renters	2008	40%	City-Data.com
% Home Owners	2008	60%	City-Data.com

Despite the high cost of living in Newburyport, many still choose to live in Newburyport due to other aspects that make it an extremely vital and livable community. For business owners, the character and waterfront draw tourists from near and far to enjoy the shopping and beaches. Newburyport's location just 28 miles north of Boston means that many people make the commute into Boston for work daily. Commuter rail from Newburyport to Boston is available. Residents who commute to Boston enjoy living in a small community while still having access to all the necessary services. Residents can work in Boston and the surrounding area with its historically high wages and employment opportunities. It is evident by the statistics that many residents of Newburyport are commuting with the average travel time at 29.9 minutes and only 33% of the population both living and working in Newburyport.

The educational level of Newburyport is also very high as compared to other surrounding communities. For example, in neighboring Haverhill the percentage of the population with a high school or higher education is only 83.6% (City-Data, 2006). An impressive 42.3% of the population hold a bachelors degree or higher. The percentage of Newburyport residents with a bachelors degree or higher is even more than Portsmouth, New Hampshire at 91.9%

<u>Education</u>				
% Population High School or Higher	2006	90.3%	City-Data.com	
% Population Bachelors or Higher	2006	42.3%	City-Data.com	
% Population Professional or Graduate	2006	17.1%	City-Data.com	

Key Observations from Field Study Data Collection:

Newburyport was one of the first ten communities in Massachusetts to establish a public library after the passage in 1851 of a general law. This law permitted towns throughout the

Commonwealth to establish and maintain public libraries through municipal taxation. Initially,



NEWBURYPORT LIBRARY

the library was located in what is now the office of the City Treasurer in City Hall. It was clear that this was not enough space so eight patrons of the library purchased the Tracy Mansion, circa 1,771, for a new home for the library. The

library opened its doors to the public in the Tracy Mansion in 1866. When it was clear that more space was needed, the community and city of Newburyport stuck to its commitment to historic preservation. Rather than a new building, the library renovated and expanded the Tracy Mansion. The new addition blends tastefully in with the old, original section of the house.

This commitment to preserving the past and historically significant buildings can be seen throughout the community. Another example of a public building which in many communities would have been replaced with new construction is the Newburyport High School. Newburyport High School is the eighteenth



NEWBURYPORT HIGH SCHOOL

oldest high school in the country. Old buildings bring with them many costs and expenses that could be remedied with a new building such as removal of hazardous materials and high maintenance and utility costs. Newburyport has chosen to address those issues as best as possible and preserve the old structure. This commitment to historic preservation, along with the waterfront and Plum Island is what makes Newburyport's tourist industry thrive. Otherwise, Newburyport would be another community along the banks of the Merrimack River. Looking upstream, there are many examples of communities that have not

been as dedicated to the historic preservation of the downtown and they have suffered for this lack of commitment to restoring the past.

Analysis:

Newburyport is an excellent example of saving, redefining, restoring and preserving the downtown sector of a city. Engaged citizenry combined with the careful planning of current and prior city officials has been the spearhead of this success. Much of Newburyport was destroyed by fire in 1811, but many of the structures that were built after the fire remain today. Most of the rebuilt Newburyport survives today and was spared from the Urban Renewal projects of the 1950s, 60s and early 1970s. Without the New England character and architecture that was saved from Urban Renewal, Newburyport may have been a community that never recovered from the decline of manufacturing in the United States. Some buildings and lots did fall victim to the well meaning but misguided Urban Renewal Programs. Interestingly, it is these now vacant lots that cause some contention in the planning process in Newburyport. Many of these lots are being used as overflow parking and are not improved but simple dirt parking areas.

Discussions over what should be done with these lots continue today. Options include leaving the lots as is, making surface improvements such as pavement, incorporating them into existing parks or creating new open space, building parking garages, or developing into new hotels or business space. Determining what is the highest and best use is difficult because the needs of the downtown must be considered. If the current use as parking lots is abandoned, the existing parking shortage will be magnified. Parking garages, no matter how well designed are rarely considered as visually appealing. If a hotel or business is built then the need for additional parking will be increased. These types of issues have prevented development on much of the lots that were targeted for Urban Renewal.

Newburyport is especially vulnerable in times of economic decline because it is so reliant on tourism. Specialty shops, restaurants and other tourist driven businesses are the first to feel consumer cut backs in spending. The continual costs associated with maintaining and preserving historic buildings and districts are also hard to fund during a recession. However, these efforts are imperative for the future success of a community such as Newburyport. It is for this reason that Newburyport is considering installing parking meters to help fund downtown revitalization. This plan is not popular with the residents and business owners but is being promoted by some city officials in an effort to raise funds. Newburyport has never had parking meters so if they are implement, the decision will not to be popular with tourists either. It is clear that even in a town as prosperous as Newburyport that generating funds for downtown revitalization and general maintenance is a challenge, especially during the current recession. Installing parking meters is an attempt to pass on costs to other users of Newburyport other than just the taxpaying residents. However, locals whose place of business is in the downtown will be faced with paying the tolls unless they implement a resident parking sticker. This may be a good solution to the opposition the city officials are facing in regards to parking meters.

Obstacles to community livability include the high cost of living and housing in Newburyport. Simply stated, Newburyport is not an easy place to live if you are lower income. Both rental units and home prices are above the national average. Underserved or underprivileged populations will find it difficult to live in Newburyport due to the expenses and the fact that Newburyport is predominately White. The level of education is also very high making Newburyport a very affluent and well educated community. There needs to be an effort to incorporate more affordable housing in the downtown areas for singles, young professionals and those on fixed or limited incomes in order to promote equity and opportunity for those

whose means and educational levels are not as high. Overall, Newburyport is a desirable place to live and work. It's proximity to high paying jobs, educational opportunities and recreational activities make Newburyport a vibrant and livable city, if you can afford to call it home.

Oakland, ME

History:

Oakland was originally named Winslow in 1771 and became part of the town of Waterville in 1872. As the area grew it began to develop its own individual characteristics and became disgruntled by the taxes and control of Waterville. The area was successfully able to seceded from Waterville in 1883 and became the Town of Oakland. The local economy was based on agriculture such as traditional farming along with poultry and dairy industries. In addition, several mills were established on the banks of the Messalonskee Stream which produced many different manufactured products. The Messalonskee Stream falls 120 feet in the proximity of the town and is the provider of power and backbone for much of the town's development.

Oakland was known as the "ax and scythe" capital of New England due to the manufacturing of a larger number of axes and scythes in the years between 1850 to 1960. "The Dunn Edge Tool Company has produced at times 180,000 scythes and 120,000 axes per year; its layout was considered to be among the finest in the world; it was the largest such manufactory in New England, and it produced per year more scythes than any other factory in the world (Town of Oakland, ME, 2009)." The production of farm implements such as these was encourage when the town was connected to the Androscoggin and Kennebec Railroad. The town was a main junction on the railroad connecting Bangor and Portland. The railroad not only supported manufacturing companies but also supported the developed of summer tourist industries for the nearby lakes region.

Today, the town has a population of 5,959 based on the 2000 census. The town of Oakland is considered a bedroom community for other larger towns and cities. The region is the,

“gateway to the Belgrade Lakes region” which is a popular location for summer lake tourists. However, with the rapid growth of the personal automobile the town has seen a slowdown in economic activity.

Profile:

Oakland is relatively average compared to neighboring communities. Some noticeable differences are the cost of living which is slightly lower than several other communities and is 98% of the median. The median household income is 84% of the median but the community enjoys lower housing costs as well. The community’s property tax mil rate is 76% of the median.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
OAKLAND									
BELGRADE	Kennebec	3,216	39.5	43.3	29.7	\$47,201	\$170,586	11.58	0.92%
CHINA	Kennebec	4,382	36.8	91.1	28.3	\$49,856	\$169,384	16.50	0.74%
VASSALBORO	Kennebec	4,306	37.3	90.2	23.3	\$45,835	\$147,246	15.75	1.56%
WATERVILLE	Kennebec	15,740	35.6	90.9	18.1	\$32,411	\$130,771	25.90	6.17%
WINSLOW	Kennebec	7,972	40.8	87.6	21.3	\$47,838	\$141,411	18.50	2.27%
MEDIAN		4,382	37.3	90.2	23.3	\$47,201	\$147,246	16.50	1.56%
OAKLAND	Kennebec	6,131	37.1	88.1	21.2	\$39,523	\$126,137	12.60	1.67%
%of MEDIAN		140%	99%	98%	91%	84%	86%	76%	107%

(See Appendix C for more profile statistical data)

Key Observations form Field Data Collection:

Oakland is located very close to the City of Waterville and I-95. Oakland has a very small downtown area surrounded by several schools, residential homes and outdoor areas. Visiting the Oakland downtown area coming from Waterville two notable outdoor areas stand out immediately. One is a beautiful fishing and picnicking area on the Messalonskee Pond. Second, there is also a walking trail following the steam where an old water generator used to

operate. This walkway goes by the, “Cascades” and is a hundred foot waterfall that powered a generator.

The downtown area itself is mainly comprised of a single road with a strip of older construction on one side. These buildings were in decent condition and still had businesses such



DOWNTOWN OAKLAND

as the Blahe Family Hardware store and other office space. This strip overlooks a set of train tracks and a train crossing. Nearby there are several other separate businesses, a grocery store, and a gas station. Interspersed between many of these businesses are

residential homes and immediately outside of the downtown area are several schools and additional residential developments.

Traffic in this area was very low, roads were well taken care of and traffic flow was excellent. It was easy and pleasant to travel through this region. Furthermore, its close proximity to Waterville has allowed or even caused the area to develop into a bedroom community where residents live in but do not work. Instead these residents travel to larger neighboring areas such as Waterville for employment and other opportunities.

The Town of Oakland is a very livable community. While the downtown area is very small, the nearby schools, outdoor attractions and mixed used of business and residential property create a unique and welcoming downtown.

Analysis:

The town currently labels itself as the “Gateway to the Belgrade Lakes Region” to attract tourists. However, there is heavy competition from neighboring communities. The town of Oakland is clearly influence by the neighboring City of Waterville. Waterville is much larger,

can offer more employment opportunities and has a greater ability to draw visitors. In addition, Colby College is located in Waterville which brings in a substantial amount of funding and provides jobs. The strong influence of nearby Waterville and other communities such as Augusta have played a role in the development of Oakland into a bedroom community.

One method of creating a vibrant and stronger downtown area in Oakland would be to attempt to increase the density of developments and businesses. This would also create a more defined downtown that would potentially increase the ability of the downtown to draw in visitors. However, there is a new development area called First Park which is drawing new development away from the downtown area in Oakland. This development park is right on the border between Waterville and Oakland. While this may provide the community and region with additional economic activity and employment opportunities, it may have a strong negative impact on Oakland's downtown.

The Town of Oakland faces very difficult challenges and choices on what avenues to pursue for the future of the community. If the town chooses to focus on the development of the business park, this may mark the end of substantial downtown improvements. Oakland does have the potential to revitalize and develop the downtown area and the community's future rests with its citizens.

Old Orchard Beach, ME.

History:

Old Orchard Beach took its name from the apple orchard that stood on the top of a hill and served as a landmark to sailors. The first settler, Thomas Rogers, came to Old Orchard in 1657. E.C. Staples opened a boarding house inn in 1837. Staples believed that Old Orchard Beach could become a popular spot for people visiting and vacationing on the Maine coast. The railroads that were built during the mid-eighteen hundreds helped Old Orchard Beach become a popular tourist destination. The Grand Trunk Railroad began taking passengers from Montreal to Old Orchard in 1853. The Boston & Maine Railroad started service to the town in 1873. Ocean Park was a part of Old Orchard that drew crowds of people during the summer months. The Ocean Park Association built “The Temple” in 1881 and was able to draw top-notch speakers and preachers from across the country. The Methodists formed the Old Orchard Campground Association (Old Orchard Beach , 2010).

The famous Old Orchard Beach Pier was first built in 1898. An amusement park was built in 1903 and a rollercoaster ride was soon constructed. A massive fire swept destroyed the entire downtown area in 1909. The city addressed the water pressure infrastructure issues that had prevented fire fighters from containing that blaze. The downtown was rebuilt and soon began to be a top vacationing spot for wealthy vacationers from across the country. A ballroom sat at the end of the pier and hosted celebrity band leaders such as Duke Ellington, Rude Valle and Guy Lombardo. Old Orchard Beach started to decline as a resort destination during the Great Depression. When the Big Band era ended, the town slowly became developed a reputation as a rough working man’s vacation spot. Many of the buildings in the downtown eventually fell into disrepair. The stores primarily sold inexpensive souvenirs and tee-shirts.

Recently, Old Orchard Beach has tried to redefine itself as a family oriented tourist destination and has attempted to attract more upscale shoppers (OOB365, 2010).

Profile:

Old Orchard Beach’s population of about 9,000 people can swell to more than 75,000 people during the summer (Old Orchard Beach , 2010). The city’s tax burden in 2006 was higher than most neighboring towns except for Biddeford. Old Orchard’s Cost of Living Index was higher than the national median but similar to that of its neighboring towns.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
OLD ORCHARD BEACH									
BIDDEFORD	York	21,596	36.4	124.5	21.9	\$41,978	\$225,939	19.05	5.64%
BUXTON	York	8,195	37.4	119.7	29.7	\$58,760	\$219,433	12.80	1.20%
HOLLIS	York	4,583	36.8	118.5	29.2	\$58,625	\$215,490	11.00	2.05%
KENNEBUNK	York	11,426	44.2	124.4	24.6	\$57,636	\$278,344	12.05	1.99%
SACO	York	18,328	37.2	119.8	22.4	\$54,135	\$230,080	12.73	2.45%
SCARBOROUGH	Cumberland	18,604	38.6	102.3	17.3	\$58,612	\$268,076	11.48	1.95%
MEDIAN		11,426	37.3	119.8	23.7	\$58,612	\$230,080	12.05	1.99%
OLD ORCHARD BEACH	York	9,359	40.1	119.2	22.9	\$43,889	\$179,411	13.32	3.05%
% of MEDIAN		82%	108%	99%	97%	75%	78%	111%	154%

(See Appendix C for more profile statistical data)

Key Observations Field Study Data Collection:

Old Orchard Beach implemented a series of downtown improvements in 1995. Main Street was widened and brick sidewalks were constructed. The city’s present revitalization efforts center upon the city’s effort to upgrade the facades of the downtown buildings. Old Orchard Beach’s history with fires and storms has left the town with few historic buildings. Downtown revitalization has focused on creating a clean attractive downtown. Community Development Block Grants (CDBG) have been utilized in 2005 and 2010 to make building

improvements. Nineteen buildings were involved with the CDBG Facade Program (City of Old Orchard Beach, 2010).

BEFORE CDBG IMPROVEMENTS



AFTER CDBG IMPROVEMENTS



During the past five years, several buildings were razed by private investors and replaced with structures that met Old Orchard Beach design standards. The city built several new parking lots that included restrooms and basketball courts. These lots were located within walking distance to the downtown. The city also constructed a beautiful park across the street from the Amtrak station. Memorial Park was designed to feature gardens, a tennis court, a basketball court, and parking. Other changes to the downtown included the 2006 building of the Grand Victorian Condominiums and other store fronts. The Grand Victorian is a massive three story building that borders the ocean and the famous pier. The pier and beach continue to draw millions of people into Old Orchard each summer (City of Old Orchard Beach, 2010).



THE GRAND VICTORIAN



THE PEIR

In 2006, a group of business people and citizens organized OOB365. The group sponsors events throughout the year such as Balloon Fest, Woofstock, Autumn Celebration, Taste of OOB, and OOB Carnival. OOB365 works in conjunction with the city, the Chamber of Commerce, and the Restaurant Association to develop a family friendly atmosphere and make Old Orchard a year-round tourist destination (OOB365, 2010).

Analysis:

The people of Old Orchard Beach have been quite successful in accomplishing their goals for revitalization. The city has upgraded the image of the downtown and has made the beach a family friendly destination. The “biker” bars have been replaced with retail offerings such as specialty gift stores, a toy store, an additional candy store, and real estate offices. There are an increased number of fast food restaurants in the beach front section of Main Street. Old Orchard continues to work toward becoming a year-round tourist destination. This challenge is enormous because so many of the retail establishments are only open in the summertime. OOB 365 has planned well attended events throughout the year. The addition of Memorial Park has been a beautiful addition to the downtown. The park is the first sight that Amtrak passengers see when they step off the train and it serves as a positive welcome to Old Orchard Beach. Memorial Park, the train station, and some businesses are cut off from the beach by the railroad tracks. The town continues to explore ways of developing walkways that would make the isolated portions of the downtown more pedestrian friendly.

The renewal work did not embrace historic preservation. The long-time history of fires and storms destroying many buildings in the downtown had often led to quick replacements and lower construction standards. The revitalization efforts during the past fifteen years have removed many of these run-down structures. They have been replaced with attractive new buildings that are similar in design. The Grand Victorian condominium complex was controversial within the town. Some people believe that the building has helped Old Orchard by bringing in upscale residents and retail shops. Other people believe that the huge structure takes away from the scenic value of Old Orchard’s greatest asset, the beach. The controversy is likely to continue but Old Orchard Beach has clearly set a course that the majority of the residents support.

Portsmouth, NH

History:

Portsmouth had a geographic edge on other New England locations because of the deep-water port at the mouth of the Piscataqua River. The English settled along the river in 1623 because of the opportunities presented by fishing, timber and the shipping industries. The banks of the Piscataqua River were riddled with strawberries, giving the community its original name, Strawberry Banke. The name was which was changed to Portsmouth in 1653.

The city became a center for trade and served as the capital of colonial New Hampshire from 1679 until the middle of the Revolutionary War. The strength of industry led to rapidly expanding built environment including both modest homes for the workers and mansions for the business owners and sea captains. Wharves and docks were expanded and warehouses built to store both imports and exports. However three times, in 1802, 1806 and 1813, wooden structures in the narrow downtown streets succumbed to fire. The region's economy was further dealt a blow due to President Thomas Jefferson's 1807 Embargo Act which reduced maritime trade significantly. Initially the act was meant to only prohibit imports from Great Britain. Further supplements broadened the embargo and banned exports. Later, basically all imports and exports to all of Europe were prohibited. This was an effort to keep the United States out of the Napoleonic Wars of Europe. The effect of the Embargo Act on coastal New England communities like Portsmouth was a severe economic downturn leading into a depression and unemployment. Many openly rebelled and ignored the laws. The War of 1812 caused further declines on the shipping industry.

Both the Embargo Act and the War of 1812 caused a shift in industry away from shipping and to textiles mills upriver from Portsmouth and led to the rise of other areas communities in New Hampshire such as Manchester and Concord, both on the Merrimack River. Although the

effectiveness of the Embargo Act is questionable, America did become less reliant on British manufactured products. The arrival of the railroad in Portsmouth in the mid 1800’s supported new industries in Portsmouth such as machine shops and textile mills and breweries. In fact, after the Civil War, the beer and ale industry became the city’s most prevalent business.

The founding of the Portsmouth Naval Shipyard in 1800 by the U.S. Congress provided the area with what became the largest employer. However, once again Portsmouth was faced with a serious economic downturn when the manufacturing industry began to slump. The downtown left a dirty, industrial, declining city was consequently targeted for federal Urban Renewal programs. Like the City of Bath and the City of Newburyport, residents joined together to save the downtown. The community organized the Strawberry Banke Museum and began rehabilitating historic buildings. Despite subsequent upturns and downturns in the economy, Portsmouth now has become a center for arts, education, tourism and jobs.

Profile Data:

The cost of living index in Portsmouth is 25.2% above the national average. Part of this is due to the high property taxes imposed on the residents. New Hampshire does not have an income tax, but high property taxes and high home prices contribute to making Portsmouth an expensive city to reside in.

Appendix C			
Community Profile Data			
Portsmouth			
General Data	Year (s)	Data	Source
Population	2008	20,443	City-Data.com
Mean Age	2008	38.5	City-Data.com
Travel Time to Work	2008	21.5	City-Data.com
Cost of Living Index	2009	125.2	City-Data.com

Average House Price	2010	340,068	Greater Newburyport Chamber of Commerce, 2010
% Renters	2008	40%	City-Data.com
% Home Owners	2008	60%	City-Data.com

On the other hand, even in the current recession, Portsmouth has unemployment rate lower than the national average at 6.1% in February of 2010. The citizens also have an extremely elevated level of educational attainment with 91.4% graduating from high school.

Unemployment Rate

Unemployment Rate	Feb. 2010	6.1%	Bureau of Labor Statistics
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Education

% Population High School or Higher	2009	91.4%	City-Data.com
% Population Bachelors or Higher	2006	41.9%	City-Data.com
% Population Professional or Graduate	2006	13.9%	City-Data.com

Key Observations from Field Study Data Collection:

Assets such as both river frontage and extensive ocean front have made Portsmouth an ideal tourist destination and a place where people are naturally going to want to reside. The location on the Maine border, but only 52 miles from Boston makes it an ideal place to live, work, and recreate. The community has a strong downtown core which consists of retail, restaurant, commercial and residential use. Strawberry Banke, in the heart of the city, consists of many old homes which line extremely narrow, walkable roads. The condition of both the built and natural environment in downtown Portsmouth is well above average. While it can be difficult to navigate by car during peak hours and even a little bit difficult to cross some of the major intersections at times, Portsmouth has developed a system of scenic walking trails downtown.



The Harbour Trail is divided into three sections. Each section begins in Market Square. Section I, the Downtown and Waterfront is one mile long and is the orange section on the map. The South End or second section of the Trail is the green area on the map and is also 1 mile. The third section, State Street to Haymarket and Congress Street, is ½ mile and indicated on the map by the color lilac.



THE HARBOUR TRAIL SYSTEM, PORTSMOUTH

<http://www.portsmouthnh.com/harbourtrail/harbourtrail.cfm>

While walking on the trail system it is difficult not to notice that there is great attention paid to the maintenance of the Portsmouth downtown. Embellishments such as flowerbeds, hanging flowers, and artwork are noticeable. Even the more mundane considerations such as trash receptacles, seating, and lighting are given careful consideration.

The restaurant industry is competitive in downtown Portsmouth due to the large number of places to dine. On a warm Friday or Saturday night the streets are full of locals and tourist looking for a place to eat. The aroma from these eateries is amazing and there is a wide variety of options. In the heart of the downtown most of the restaurants, retailers, offices and other enterprises are small sole proprietorships or corporations which are not part of a regional or

national chain. However, there are some such as Banana Republic which does draw in customers but also detracts from the character of the downtown.

Analysis:

Portsmouth did an amazing job saving the downtown of Portsmouth not once, but many times. Faced with the Embargo Act of 1807, Portsmouth redefined its primary industries to offset the decline in shipping. Then again in the mid 1950s the citizens rallied and stopped the destruction of Strawberry Banke and fought against Urban Renewal. Without citizen participation and solid leadership the downtown Portsmouth would not have remained intact. Today's Portsmouth has taken advantage of the natural beauty of the location and has established walking trails, open spaces and parks to encourage residents and visitors to walk and linger in the downtown. The longer people stay in the downtown, the more consumer dollars will be spent to support downtown merchants.

Issues that need to be addressed are typical of older New England communities. Too many automobiles cause congestion in the narrow streets in the core. Creating more parking outside of the city center and expanding trolley or bus routes would help. Providing more bike racks would encourage people to explore Portsmouth by bike. Portsmouth could use additional residential housing in the downtown, and preferably student housing or affordable housing to allow for more diversity in the population.

Presque Isle, ME.

History:

Pioneers originally settled in Presque Isle during the first several decades of the eighteenth century. The first settlers were engaged principally in lumbering and agricultural work. Ezekiel Holmes, editor of the *Maine Farmer*, visited the Presque Isle area in 1838. Holmes publicized his belief that Aroostook County had great potential in the potato industry. The first sizing factory opened in Caribou in 1870 and by the turn of the century, sixty-two starch facilities operated in Aroostook County. The development of the area's roads and railroads allowed the potato to be sold as a food product. A road that linked Presque Isle to Houlton and to southern parts of the state was completed in 1839 and the Aroostook Railroad line began operating in 1894. The Aroostook State Normal School was founded in 1903 and was renamed the University of Maine at Presque Isle in 1968. The potato industry brought prosperity to the area during the first three decades of the nineteenth century. The problems of a mono-crop became apparent by the time that the Great Depression hit the country. Farmers faced a myriad of challenges that included overproduction, cycles of boom and bust, and fluctuations in yield and prices. These problems led to widespread poverty and hard times for area residents (Grieves, 1994).

The Presque Isle Air Base was built by the United States Government in 1941. The base helped the city begin to prosper again. The population grew from 7,939 in 1940 to reach nearly 13,000 people by 1960. The twenty year growth trend ended in 1961 when the government closed the air base. Presque Isle population declined in the decades since the closing. Northern Maine Community College was founded on the grounds of the air base. The Aroostook Centre Mall opened in 1993 and the business center of the city was relocated around it. The downtown

area of the city was devastated. Presque Isle became a member of the Maine Development Foundation's Downtown Network in 2009 and is presently working to revitalize its Main Street core (The City of Presque Isle, 2010).

Profile:

The closing of nearby Loring Air Force Base in 1991 caused Presque Isle's population to continue its downward trend. Presque Isle's population was 9,518 as of the United States Census Estimate in 2007 (City of Presque Isle, 2009). Presque Isle spent 54% of tax revenue on non-educational municipal services in 2009 (Maine Department of Revenue).

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
PRESQUE ISLE									
CARIBOU	Aroostook	8,279	40.8	84.2	17.2	\$36,249	\$87,642	24.50	2.96%
FORT FAIRFIELD	Aroostook	3,525	44.3	82.4	17.9	\$29,434	\$79,095	22.45	2.42%
LIMESTONE	Aroostook	2,384	24.1	80.7	19.1	\$41,308	\$72,866	19.00	1.62%
MAPLETON	Aroostook	1,982	38.6	83.3	18.4	\$44,489	\$96,768	13.80	0.81%
MARS HILL	Aroostook	1,444	41.4	81.6	19.6	\$29,607	\$72,866	24.00	2.99%
MEDIAN		2,384	41	82.4	18.4	\$36,249	\$79,095	22.45	2.42%
PRESQUE ISLE	Aroostook	9,518	37.4	84.4	12.5	\$36,052	\$91,553	26.20	3.59%
% of MEDIAN		399%	92%	102%	68%	99%	116%	117%	148%

(see Appendix C for more profile statistical data)

Key Observations:

Presque Isle's small two block downtown contains both well preserved historic buildings and structures that are in need of major repair. There are no benches or public spaces on Main Street. In 2006, Presque Isle downtown business people and citizens banded together to form a group called the Presque Isle Downtown Revitalization Committee (PIDRC). The group aimed to make Main Street more attractive and inviting. In addition, the PIDRC wanted to bring increased foot traffic, retail business, and general vitality to the downtown (The City of Presque

Isle, 2010). The Northern Maine Development Commission (NMDC) set aside \$450,000 from past CDBG money to target downtown revitalization. The city utilized money from the NMDC revolving fund to hire a consultant who gathered input from the various stakeholders in the downtown and then updated an unrealized 1995 Presque Isle Downtown Revitalization Master Plan. The update was completed by the James Sewall Company in May 2008. Presque Isle joined the Maine Downtown Network in 2009 and is following the four point revitalization approach. Organization, Design, Promotion, and Economic Restructuring Committees have been formed. Special events include a New Year's Celebration and a Balloon Festival Celebration on Main Street (James W. Sewall Company, 2008).

Presque Isle has made progress in reducing the number of vacant businesses in the downtown. The city was considering renovating the closed Braden Theatre when a private investor decided to purchase the building. The Braden Theatre was reopened in the May, 2009 and is credited with providing a jumpstart to the revitalization efforts. The theatre stands as a symbol that the downtown is on the rebound. The Braden has started to bring back needed patrons to the downtown (Lynds, 2010). A new restaurant, The Sorpreso Cafe, opened across the street from the Braden. The Wintergreen Arts Center, an afterschool creative program for children, moved to the downtown from the mall area. The Center benefited from a recent lottery winner buying and renovating a building on State Street. The owner gave the Wintergreen Arts Center a ten year rent free lease. The Center also secured a loan from the Northern Maine Development



THE BRADEN THEATRE

Commission to help develop its programs. The lottery winner invested more of his winnings in downtown Presque Isle by purchasing an antique store on Main Street located around the corner from the Wintergreen Arts Center. Several new businesses have since filled vacant store fronts in the buildings surrounding the antique store. The Presque Isle Historical Society is renovating the old fire station and turning it into a museum. Once opened, the museum will add a historical attraction to the downtown area (Presque Isle Historical Society, 2010).

The 2008 Downtown Master Plan identified the need for Presque Isle to bring in additional retail opportunities to the area. The report indicated that the downtown had approximately 73,000 square feet of occupied retail space in the downtown. The consultant stated that 200,000 square feet of retail space was needed to create the critical mass necessary to draw shoppers. Besides the need to build a critical mass of retail opportunities, another key obstacle in drawing shoppers to the downtown involves how quickly cars travel on Main Street. New traffic lights installed last year by the Maine Department of Transportation have given walkers slightly more time to cross the street. The master plan suggested the installation of two crosswalks and a standing island. It is hoped that when these measures are implemented, traffic through the city's center will be slowed and that the downtown will be more pedestrian friendly (James W. Sewall Company, 2008).

Presque Isle is also developing plans to create a farmers' market and retail center in the lot between Main Street and the Riverside County Courthouse. A new walkway with lights will be constructed to provide pedestrian access to the farmer's market complex. Plans include building a new recreational center near the county courthouse. This proposal involves developing an additional city parking lot or garage. Finally, the city plans to encourage business owners to take part in the facade program which will be funded through the money set aside by the

Northern Maine Development Commission and private matching funds. Many business owners have been hesitant to invest in building improvements despite the identified need for more engaging facades (James W. Sewall Company, 2008).

Analysis:

Presque Isle's downtown was dying. Businesses had moved away from the old hub to occupy space near the mall area. The vacancy rate on Main Street was high and the foot traffic was very low. Everything started to change when business owners banded together to try to resuscitate Presque Isle's center. The reopening of the Braden Theatre gave residents and business owners hope that the downtown could be brought back to health. The involvement of university and middle school students added energy to process. Several private investments in the downtown had a domino effect. City leaders have pursued an implementation strategy that strives for incremental change and observable successes. Each success has added impetus to the revitalization efforts. Presque Isle's revitalization appears to be gaining momentum. Business owners are excited with the increased interest in the downtown. The revolving loan fund of the Presque Isle Development Commission has helped fund the renewal campaign. The efforts started by the business community have gained the support and enthusiasm of the City of Presque Isle and the overall community. Challenges include improving business facades, slowing down the Main Street traffic, and bringing new businesses to the downtown.

Rockland, ME.

History:

Rockland was chartered in 1854. Lime and granite production were two of the major industries that helped the city prosper during its early years. Ship building was also a major business. The area benefited from the opening of the Knox and Lincoln Railroad in 1871. Inns and hotels were built to accommodate the new influx of tourists. The Bay View Hotel was built in 1889 and boasted a magnificent view of the breakwater. It was renamed the Samoset in 1902 and prospered until the Great Depression. The tourist industry suffered with the invention of the automobile and the growing pollution of Rockland Harbor (Varney, 1886).

The limestone industry declined with the invention of sheetrock in 1916. When sheetrock replaced plaster as the builders' material of choice, the demand for limestone evaporated. The granite industry also collapsed. Rockland went through many decades of depressed conditions as a result of the failures of the lime and granite industries. Rockland transformed itself into a fishing harbor and fish processing center. The foul smell that the processing plants produced was sometimes associated with the city and the community became known as a rough working class town. The 1980s brought hard times to the fishing business. The demise of the sardine and lobster industries gave the city a chance to reinvent itself again. A new sewerage treatment plant helped to clean up its harbor. Rockland began a shift from a fishing town to a service center community (City of Rockland, 2010).

Profile:

Rockland's more than 7,600 residents enjoy a relatively low cost of living index. The city's 2007 median household income was lower than most of its neighboring communities (City-Data, 2006). Home owners in Rockland paid a much higher mil rate for municipal services

than did their neighbors in Camden, Union, Hope, Waldoboro, Owls Head, and Cushing (Maine Department of Revenue, 2006).

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
ROCKLAND									
CAMDEN	Knox	5,354	48.0	102.5	15.1	\$49,406	\$307,922	12.29	3.01%
CUSHING	Knox	1,374	40.6	94.7	21.5	\$49,780	\$188,537	12.20	1.23%
HOPE	Knox	1,446	37.9	93.9	23.6	\$51,833	\$206,201	11.00	1.42%
OWLS HEAD	Knox	1,623	47.2	99.5	16.2	\$49,291	\$247,660	8.61	0.71%
THOMASTON	Knox	3,284	39.2	95.5	18.1	\$37,871	\$185,201	20.10	5.06%
UNION	Knox	2,331	40.2	92.2	26.4	\$46,200	\$179,798	13.60	1.68%
WALDOBORO	Lincoln	5,101	45.9	95.7	22.7	\$31,490	\$163,994	13.30	2.16%
MEDIAN		2,331	40.6	95.5	21.5	\$49,291	\$188,537	12.29	1.68%
ROCKLAND	Knox	7,630	40.9	93.2	14.5	\$37,410	\$156,198	17.51	4.00%
% of MEDIAN		327%	101%	98%	67%	76%	83%	142%	238%

(see Appendix C for more profile statistical data)

FARNSWORTH ART MUSEUM

Key Observations:

Revitalization efforts began during the latter part of the 1990s and drastically changed Rockland’s downtown landscape. The Farnsworth Art Museum spearheaded the “renaissance” in 1998. The museum expanded and renovated a Main Street space. The Farnsworth also dedicated a building to house the works of the *Wyeth Family*. The Farnsworth Art Museum’s decades of goodwill toward the citizens of Rockland helped the arts movement gain traction in the downtown. Art galleries, restaurants, and cafes started new businesses on Main Street and filled in vacant storefronts. MBNA helped improve the southern portion of Main Street by building the Harbor Walk in 2001.



THE STRAND THEATRE



The next wave of improvements was triggered by the 1995 renovation of the Strand Theatre. The building was placed on the national registry of historic buildings in 2004. The Strand brought people to the downtown at night and became an important anchor of the downtown. Several other key businesses also spurred the renewal. Camden National bank purchased and renovated a major building on the corner of Main Street and Broadway. The Planet Toy Store successfully brought an upscale toy store to Rockland. Community Development Block Grants (CDBG) prompted the improvement of sixteen downtown facades from 2005-2010. These grants also funded streetscape improvements such as gateway signage, sidewalk widening and other traffic calming measures. In addition, CDBG money was used to help improve the condition of the city's housing stock. The Maine Department of Transportation supported the ongoing North Main Street pedestrian/ vehicular safety measures (City of Rockland, 2010).

The city became a member of the National Historic Preservation Trust's Main Street Program in 2009. Rockland Main Street has helped facilitate communication between the various stakeholders involved in the downtown. Rockland has done an excellent job in developing strong inventories to document status concerning facades, sidewalks, parking, income levels, vacancy rates, and housing stock. These inventories have shaped the development of a well informed downtown master plan. The city has made incremental progress and has consistently updated and evaluated its progress (City of Rockland, 2010).

Rockland’s downtown area today is alive with activity. The historic two and three story brick buildings that line Main Street frame the Farnsworth Art Museum and the Strand Theatre. Building owners have been encouraged to take advantage of Historic Building Tax Credits. The display windows of galleries and gift shops are colorfully and artistically decorated. Granite benches are integrated into the well landscaped sitting areas on the widened westerly sidewalks. Narrow streets help create a pedestrian friendly environment. The downtown is a densely organized mixed use area that is frequented by both local residents and tourists.

DOWNTOWN ROCKLAND



Rockland has successfully branded itself as an arts center and as “the lobster capital of the world”. It hosts nationally recognized annual events such as The Blues Festival and The Lobster Festival. Other events include the “Summer Solstice, The Festival of Lights, and Art Walks. Last year, Rockland was voted by Budget Travel Magazine to be “One of the Coolest Small Towns” in America. The city was also recently named a “Distinctive Destination for 2010” by the National Trust for Historical Preservation (Rockland Main Street, 2010).

The Rockland City Council has attempted to develop the town’s creative and cultural resources without losing its connection to the heritage of working class people. This challenge will continue as the Tilson Street portion of the downtown is due to undergo zoning updates. The Rockland City Council has a history of protective zoning that has been restrictive of development along the waterfront. The fishing industry has suffered great cutbacks during the last several decades so the city will need to consider allowing alternate compatible uses for wharf space. The economic and growth needs of developers and workers must be balanced with the

community's need to preserve its marine and cultural history. Other challenges include confronting the growing number of homeless teenagers in the downtown and continuing to improve the condition of housing on connecting streets (City of Rockland, 2010).

Analysis:

Rockland has become an impressive destination. The Farnsworth Art Museum spearheaded the successful revitalization of the downtown. Rockland has made impressive gains in revitalizing its core into a thriving arts center. The downtown is a densely organized mixed use area that is frequented by both local residents and tourists. The improvements on Main street were largely funded by C.D.B.G. grants. The façade and streetscape improvements have made the downtown exceptionally pedestrian friendly. Rockland's beautifully restored historic buildings have helped the city develop the economic potential of the downtown.

Saco, ME.

History:

Saco is a mature and established downtown. Saco Spirit was one of the first Main Street Programs in Maine and has helped the downtown retain its home town village atmosphere. Saco residents are happy with keeping a small attractive downtown that is active only during the day. Special events are well orchestrated and draw both tourists and locals. There is limited support for increasing marketing efforts that would bring more people to the downtown. Local residents have supported some of the nuts and bolts businesses that have failed in other downtowns. For example, Vic's appliance store is a thriving small business that has earned the support and loyalty of local residents since 1963.

Saco has made a long term commitment to the historic preservation of its buildings. The city adopted zoning ordinances that protect landmarked structures from major alterations. Saco is a Certified Local Government by the Maine Historic Preservation Commission. This designation helps the city secure funding for the building maintenance costs of its historic buildings. Saco has a large number of buildings that are designated in the National Registry of Historic Places. The City of Saco is committed to maintaining a sustainable community that cherishes its historic roots. The revitalization efforts have succeeded in meeting the needs of Saco residents and in preserving a charming small village downtown.

Profile:

Saco's mil rate in 2006 was 12.73 compared to Biddeford's 2006 mil rate of 19.05. The city's population was estimated at more than 18,000 in 2008. Saco's cost of living index was above the national average but similar to surrounding towns in York county (City-Data, 2006).

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
SACO									
ARUNDEL	York	3,913	37.3	122.3	23.7	\$59,391	\$237,374	11.45	1.25%
BIDDEFORD	York	21,596	36.4	124.5	21.9	\$41,978	\$225,939	19.05	5.64%
BUXTON	York	8,195	37.4	119.7	29.7	\$58,760	\$219,433	12.80	1.20%
HOLLIS	York	4,583	36.8	118.5	29.2	\$58,625	\$215,490	11.00	2.05%
KENNEBUNK	York	11,426	44.2	124.4	24.6	\$57,636	\$278,344	12.05	1.99%
OLD ORCHARD BEACH	York	9,359	40.1	119.2	22.9	\$43,889	\$179,411	13.32	3.05%
SCARBOROUGH	Cumberland	18,604	38.6	102.3	17.3	\$58,612	\$268,076	11.48	1.95%
MEDIAN		9,359	37.4	119.7	23.7	\$58,612	\$225,939	12.05	1.99%
SACO	York	18,328	37.2	119.8	22.4	\$54,135	\$230,080	12.73	2.45%
% of Median		196%	99%	100%	95%	92%	102%	106%	123%

(see Appendix C for more profile statistical data)

Key Observations:

Saco's downtown is mature and geared primarily toward local residents. The historic buildings that line Main Street are inhabited by professional offices, restaurants, and retail stores. The post office and the pharmacy are two of the busiest buildings in the downtown. Attractive facades feature well designed business signs. The occupancy rate in the downtown is high and many businesses are long



MAIN STREET

SACO CITY HALL



established.

Saco City Hall sits in the center of Main Street and is listed on the National Registry of Historic Places. Saco's downtown revitalization includes continued development plan for Mill Building 4 on Saco Island. The City is working with Saco Spirit (Saco Main Street Maine Program) and mill purchasers to develop an implementation plan. Funds are being sought from EPA, the Brownfield Program, and the Municipal Trust Fund

Program. Another goal for Saco revitalization involves addressing the issue involving blighted neighborhood residential buildings. Most buildings on Main Street are generally in excellent to good condition. The streets connected to Main Street have some residential buildings that are in disrepair. The city has decided to inventory all blighted or seriously deteriorated buildings, set procedures for inspection of these buildings, and investigate funding sources for removal or renovation of the buildings. Saco has also made efforts to remove unused and dilapidated signs (City of Saco, 2010).

Saco became a member of the Maine Development Foundation's Main Street Program in 1995. Saco Spirit places emphasis on running downtown events throughout the year. The Sidewalk Arts Festival, The Pumpkin Festival, and the Holiday Festival are major events hosted by Saco Spirit. Saco Spirit also sponsors a Main Street flower basket program. The group formed a Riverwalk committee in 2004 and was responsible for constructing a trail along the Saco River. Saco Spirit has worked with City of Saco to facilitate the \$80 million dollar redevelopment of the Island Point mill. Island Point hosts a University College location and also houses business and residential units (Saco Spirit, 2010).

Saco has branded itself in several ways. The windmill that hovers over Saco Island and in front of the transportation center serve as a symbol of Saco's commitment to green initiatives and sustainability. The City of Saco is also known for its commitment to the historic preservation of its buildings. The city joined the Historic Preservation Trust in 1990 and has inventoried the downtown buildings. The Saco Museum developed a walking trail that notes the historical background of important downtown sites (Saco Spirit, 2010).



THE WINDMILL AT SACO ISLAND

Analysis:

Saco is a mature and established downtown. Saco Spirit was one of the first Main Street Programs in Maine and has helped the downtown retain its home town village atmosphere. Saco residents are happy with keeping a small attractive downtown that is active only during the day. Special events are well orchestrated and draw both tourists and locals. There is limited support for increasing marketing efforts that would bring more people to the downtown. Local residents have supported some of the nuts and bolts businesses that have failed in other downtowns. For example, Vic's appliance store is a thriving small business that has earned the support and loyalty of local residents since 1963.

Saco has made a long term commitment to the historic preservation of its buildings. The city adopted zoning ordinances that protect landmarked structures from major alterations. Saco is a Certified Local Government by the Maine Historic Preservation Commission. This designation helps the city secure funding for the building maintenance costs of its historic buildings. Saco has a large number of buildings that are designated in the National Registry of Historic Places. The City of Saco is committed to maintaining a sustainable community that cherishes its historic roots. The revitalization efforts have succeeded in meeting the needs of Saco residents and in preserving a charming small village downtown.

Sanford, ME.

History:

Sanford was first settled in 1740. Springvale is a village located in Sanford. Early industries included agriculture, woolen mills and saw mills. Thomas Goodall arrived in Sanford in 1867 and bought a mill. The Goodall Family built several parks, 60% of the town hall, the library, the hospital, and the airport. The Mousam River runs through Sanford longitudinally and provided the power for Sanford's many mills. Burlington Mills purchased the Goodall Mills in 1954. Shortly after, the Burlington Mills were closed causing three thousand five hundred people to lose their jobs (City of Sanford, 2009).

During the 1960's more than thirty of Sanford's buildings were razed as a result of urban renewal efforts. Strip Malls were built and the retail stores sprawled across Sanford. The people of Sanford have worked to diversify their economic base. They have developed more than forty industries including Tyro Aviation, Cyro, Wasco, and York manufacturing. The mature industries such as textiles and shoes were replaced with a number of electronic component and assembly companies. Sanford joined the Maine Development Foundation's Main Street Program in 2009 (City of Sanford, 2009).

Profile:

Sanford has developed as a service center. Fifty-eight percent of the city's mil rate is spent on municipal services. Sanford spends a higher percentage of its mil rate on municipal services than do all of its neighbors. More than twenty-one thousand people live in Sanford (City Data, 2007). Sanford's unemployment rate in February, 2010 was 12.8% (Maine Department of Labor).

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income 2007	Median House Value 2007	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
SANFORD									
ALFRED	York	2,877	42.2	117.8	23.4	\$48,708	\$196,169	12.55	2.04%
KENNEBUNK	York	11,426	44.2	124.4	24.6	\$57,636	\$278,344	12.05	1.99%
LEBANON	York	5,784	36.7	119.2	30.2	\$48,033	\$189,663	10.40	0.85%
NORTH BERWICK	York	4,801	38.0	117.5	27	\$47,925	\$193,212	10.30	1.66%
SHAPLEIGH	York	2,574	39.7	121.6	34.9	\$50,440	\$216,870	8.80	1.38%
WATERBORO	York	7,247	33.3	116.7	34.3	\$51,890	\$191,634	23.00	1.73%
WELLS	York	10,211	43.3	126.8	26.2	\$55,586	\$294,352	7.95	1.77%
MEDIAN		5,784	39.7	119.2	27	\$50,440	\$196,169	10.40	1.73%
SANFORD	York	21,619	36.2	121.3	21.8	\$40,263	\$175,110	14.60	3.68%
% MEDIAN		374%	91%	102%	81%	80%	89%	140%	213%

(see Appendix C for more profile statistical data)

Key Observations:



CITY HALL



MALL ON MAIN STREET

The mix of historic buildings and pockets of retail mall development along Main Street make it difficult for Sanford to present an integrated downtown. Revitalization efforts in Sanford have centered on the question of how to make the downtown more integrated and sustainable in purpose and design. Seven years ago, a blue ribbon task force was formed to come up with a broad-brush plan for the downtown development, the mills, and the Mousam River. Sanford next hired Bartram and Cochran to complete a more detailed look at identifying

costs of revitalization and to develop an overall marketing strategy. Based on this information, a plan was created that called for big box developments to pay TIFs to contribute toward the redevelopment of the downtown. The City of Sanford is also receiving EPA Brownfield money to evaluate and clean up several mill sites. Investors are considering mixed use capacities that may entail residential, educational, specialty retail, art gallery, and restaurant development all on these sites (City of Sanford, 2009).

The focus of Sanford's downtown area has shifted over time toward an increased residential component and a growing concern over the aesthetics of the downtown. Sanford developed a comprehensive conservation plan in 2009. CommunityViz, a tool for visualizing conservation scenarios helped the city get input from citizens and stakeholders. The city would like to brand itself as a sustainable city center that values green space and conservation. The urban walk is an example of how Sanford is prioritizing its urban conservation and open space (City of Sanford, 2009).



URBAN WALK

Analysis:

The City of Sanford has faced enormous challenges in revitalizing its downtown. The citizens suffered greatly from the closing of the mills. It was essential that residents and

stakeholders first decided how Sanford could best take advantage of its assets. A new economic development philosophy emerged that revolved around creating value through sustainability. This philosophy represents a drastic departure from former practices that encouraged sprawl and allowed the destruction of many of the towns historic buildings. The principles of the comprehensive conservation plan that were formulated by the city in 2009 will be utilized to redevelop the downtown. Recognizing the value of aesthetic improvements and honoring physical assets such as the Mousam River are essential to the future of Sanford. Successes include working with the EPA's Brownfield Program to evaluate, renovate, and develop abandoned mills. The city also maintains beautiful parks and a fine urban trail system. Progress has been made in lowering the number of vacancies on Main Street. Sanford is making substantial progress in bringing life back to its downtown!

Waterville, ME.

History:

Waterville sits on the Kennebec and Sebasticook Rivers and was part of Winslow in 1771. The town developed around the industries of lumber, agriculture, and ship building. The nearby waterways were used to power numerous sawmills and other factories that produced items such as carriages and sleighs. The town later separated from Winslow in 1802 and become the town of Waterville. In 1849 the Androscoggin and Kennebec railroad opened in Waterville which helped support the numerous manufacturing mills. As with many other towns and cities throughout Maine the mills and other textile industries began to decline and close after World War II. Development has moved away from the downtown area and has taken root closer to the major highways such as Interstate 295.

Today, the town of Waterville has a population of 15,605 according to the 2000 census. It is also home to Colby College which was chartered in 1813 under the name Maine Literary and Theological Institution. This was when Maine was still part of Massachusetts. The Institution changed its name to Colby College when Gardner Colby provided financial aid to the college during the Civil War. The town is also home to Thomas College which began as the Keist Business College in 1894. Finally, Waterville joined the “Main Street Maine Communities” downtown revitalization program in 2001.

Profile Data:

Waterville has the largest population when compared to the rest of the reference set data. They also have the lowest median household income, but the highest tax on median home as

percent of median household income by a substantial margin. For example, the second highest tax was Winslow, which was 2.27% and Waterville’s tax was 6.17%.

Town	County	Population	Median Resident Age (Maine Median= 38.6)	Cost of Living Index (US=100)	Travel Time to Work (in minutes)	Median Household Income	Median House Value	2006 Property Tax Mil Rate per/1,000	Tax on Median Home as % Median Household Income
						2007	2007		
WATERVILLE									
BELGRADE	Kennebec	3,216	39.5	92.8	29.7	\$47,201	\$170,586	11.58	0.92%
CHINA	Kennebec	4,382	36.8	91.1	28.3	\$49,856	\$169,384	16.50	0.74%
OAKLAND	Kennebec	6,131	37.1	88.1	21.2	\$39,523	\$126,137	12.60	1.67%
VASSALBORO	Kennebec	4,306	37.3	90.2	23.3	\$45,835	\$147,246	15.75	1.56%
WINSLOW	Kennebec	7,972	40.8	87.6	21.3	\$47,838	\$141,411	18.50	2.27%
MEDIAN		4,382	37.3	90.2	23.3	\$47,201	\$147,246	15.75	1.56%
WATERVILLE	Kennebec	15,740	35.6	90.9	18.1	\$32,411	\$130,771	25.90	6.17%
% of MEDIAN		359%	95%	101%	78%	69%	89%	164%	397%

(See Appendix C for more profile statistical data)

Key Observations from Field Study Data Collection:

Waterville is located near I-295 and the first thing a visitor sees right off the interstate is a highly developed area with large grocery stores, gas stations, and several other businesses. This is not the downtown area. A visitor has to travel through this developed area to eventually reach the Waterville downtown area. The downtown area itself has many positive and negative aspects. To begin, the downtown area was clean, well cared for, and busy. The main street had a high variety of businesses that appeared bright, vibrant and prosperous.

The main road in the downtown area is actually a 2 lane one way street. This heavy traffic makes it sometimes difficult to cross the main road and it can make parallel parking a bit tricky. However, there is a large parking lot on one side of the main street which is part of a strip mall type development. The parking lot is right off the main street and breaks up the



DOWNTOWN WATERVILLE

PARKING LOT



streetscape. It is a very large parking lot with a small traffic circle at its center. While this lot does provide easy access to the downtown area it takes away from the historic character of the downtown. Furthermore, the lot spreads out and separates the downtown businesses.

There are two large mill complexes near the downtown area. One is located near the bridge connecting Waterville to Winslow and is called the Lockwood Mill. This mill is located at the entrance to the downtown area of the community. The other is a very large complex directly across the river in Winslow as well. This mill used to be the owned by the Hollingsworth and Whitney paper company. While this mill is not in the downtown area of Waterville it is very visible to the City of Waterville.



MILL COMPLEX IN WATERVILLE

Travelling along the waterfront there is a very large sign that details the City of Waterville's vision of redeveloping the large open space and riverside areas very close to the downtown area. This open park space is almost directly across from the Hollingsworth and Whitney mill and has a pedestrian bridge that connects Waterville and Winslow. This bridge is called the Two Cent Bridge because it used to cost two pennies to cross it.

Analysis:

The downtown area of Waterville is strong. The area is welcoming, easy to travel, park, and utilize. With Colby College acting as a strong anchor, the City of Waterville is in an excellent position. This position has allowed them to begin redeveloping their mill spaces and redevelop the waterfront. The redevelopment of the waterfront program is of high priority due to its ability to attract additional visitors to the downtown area and to benefit the local residents. To

do this the city has taken advantage of several funding streams but, most notably, the city has been awarded two CDBG downtown revitalization grants that will be used to improve connects to the Two Cent Bridge and connect the riverfront to the downtown area.

The large parking lot has both positive and negative effects on the downtown area. While this parking area allows visitors to easily access the downtown area, the size of the lot separates many businesses and detracts from the traditional downtown main street feel. Furthermore, the parking lot also serves a strip style mall development that further detracts that traditional main street setup. A possible alternative would be to construct several smaller lots scattered throughout the downtown and reclaim some of this large parking zone.

In sum, the City of Waterville has a strong downtown. Anchors such as Colby College and a high diversity of businesses have contributed to this strength. The downtown area appears well kept and inviting and draws in a substantial amount of visitors. Even though the downtown is in good shape the city is still planning for the future. The redevelopment of the older mill buildings and the riverfront will become key components of sustaining and improving Waterville's downtown core.

Conclusion

This research project looked at the downtown revitalization efforts made by 14 Maine communities and two out of state communities in New Hampshire and Massachusetts. Information was gathered utilizing three techniques: data, observation, and interviews. General data on certain key aspects of the community was used to create a community profile to provide a basic picture of the community being studied. Observation data was collected through a field study and was used to depict how the current community appears and identify evidence or examples of downtown revitalization programs. Although we did “rank” the community’s efforts in the field studies, no attempt was made to compare the outcomes by these rankings since there were three individual researches with three different points of view. Additionally, each category would need to be weighted differently based on which were deemed more critical components to success in downtown revitalization. For example, educational opportunities such as an excellent school system and access to higher, alternative or continuing education are critical. Given the choice between two comparable communities, many parents will make the choice of where to move based on the quality of the public school system. Finally, interviews with key community leaders provided important insights into what has been identified, what is being accomplished, and what is hoped to be accomplished in the future. This information was then used to identify key tools, techniques and other aspects of a successful downtown revitalization program.

The data collected from these three methods demonstrate that Maine communities have met inconsistent success in revitalizing their downtown cores. As a result, many communities, either with or without current downtown revitalization programs, would benefit from looking at the data collected by this team. In order to provide clear and concise information on useful

downtown revitalization characteristics the researchers created a “toolbox” of the key components of downtown revitalization identified from the data as gathered above.

To begin, the first key tool present and utilized in many communities toolbox is some form of organized program or other assistance devoted to downtown revitalization. For many Maine communities, this is the Main Street Maine Program. This program provides essential organization, guidance, and other assistance in communities that hope to revitalize their downtown cores. However, the team encountered several communities who were unable or did not choose to become a member of the Main Street Maine Program for one reason or another. Some of the reasons for non-participation include the existence of already established revitalization programs, the lack of staffing needed to pursue membership in the Main Street Maine Program, or the inability to meet the criteria required for compliance to the program. For the communities that do want to pursue a Main Street Maine program membership but are not ready yet there is a program called the Maine Downtown Network which has been described by some as a, “prep school” to help prepare communities to meet the requirements of the Main Street Maine Program.

A second key tool that belongs in the downtown revitalization toolbox is downtown business support and assistance. The recruitment and reestablishment of businesses located in the downtown area is again, essential to a vibrant downtown. One of the tools involve with supporting business is zoning. A focus should be on encouraging mixed and compact use of downtown property. In addition, while general support for local businesses is important, a focus on developing what is termed, “anchor businesses” is critical as well. An anchor business for example is the Bath Iron Works in Bath, ME but can also be a hospital, theater, or educational facility. These types of businesses provide a large number of jobs to the community and are a

centerpiece of the downtown area. However, communities should not focus on an anchor at the expense of other business. As seen before in mills located throughout Maine communities, these anchors can be forced out of business, relocate, or business conditions can change in such a way as to negatively affect the local community. This can leave a downtown areas decimated.

Therefore, local small businesses must be supported and encouraged as well as developing anchor businesses. Together, these can create a strong downtown core that will be able to remain strong for many years despite upturns and downturns in the economy.

A third tool is funding. There are numerous funding streams available from state, federal, and community sources and downtown revitalization efforts must attempt to capture every available resource. Some of the most utilized sources of funding are Tax Increment Financing, Community Development Block Grants (CDBG), Maine Department of Transportation (MDOT), Environmental Protection Agency (EPA), Brownfield Site Assistance, and historic tax incentives and historic grants. Tax Increment Financing is a tax imposed on businesses located in a downtown area that are placed in a pool to help fund revitalization efforts. One of the key components of TIFs is communication. TIFs currently have a negative image in the minds of many business and community members. There is concern that TIF funds collected from downtown businesses would not actually be used to for downtown revitalization projects but instead would be used throughout the community. Therefore, the money collected from business, who may already be struggling, will not go to project that would benefit them. As a result, clear and direct communication is needed to ensure businesses owners that TIF funds collected from downtown businesses will be used on downtown revitalization projects and not on areas throughout the community.

The use of CDBG, MDOT, and EPA funds is imperative to fund and complete the numerous and diverse problems and challenges a downtown revitalization program will encounter. Communities must compete for state CDBG funds and therefore require an organized, targeted and devoted effort by city officials and members. Likewise strong communication and partnerships with the MDOT and EPA need to be fostered to accomplish goals such as street improvement, sustainable initiatives, and redevelopment of Brownfield sites. Brownfield sites are areas that are environmentally hazardous due to previous use. For example, a Brownfield site may have been used for coal or other hazardous material storage and that material may have contaminated the ground requiring substantial and expensive cleanup efforts.

A fourth tool is branding and/or marketing. One characteristic of a successful downtown program is a clear and accepted picture of what kind of community they are or what kind of community they want to become. This tool will accomplish two points. One, it will provide visitors and people from other communities with a certain image or idea of the characteristics of the community. Second, it will provide the residents with a collective image of their own community, who they are, where they are going. This will help the community become a more focused and coherent force and will also attract the type of investors or developers that share their own image. For example, Gardiner is attempting to look away from traditional forms of manufacturing and instead focus on the development of a beautiful waterfront on the banks of the Kennebec. This waterfront is hoped to become a major reason people visit the Gardiner downtown and will be a defining characteristic of the Gardiner community. Interviews also revealed that preserving the historical character is critical for Maine's downtown areas. It is not enough for a community to be known for lobster or the shipping industry. The community must

also have a well preserved, historically sensitive, livable and functional core that draws tourists and supports business while meeting the needs of residents.

A fifth tool(s) is community participation and communication. Any revitalization effort is likely to fail without the participation and support of its community members. In order to achieve this community participation, clear communication must be fostered between community leaders, business owners, and residents. There are numerous techniques and methods to encourage communication and participation in downtown revitalization programs. Some of the most utilized are community meetings that are held on multiple days at different times that allow as many community members as possible to attend. While this is a time consuming endeavor it is critical to the short and long term success of revitalization initiatives. At these meetings, the community's opinions on what, how, and when projects should be done needs to be taken into consideration by officials when making decisions on the downtown revitalization program. Furthermore, community participation and communication is an ongoing aspect of a revitalization effort and must be actively encouraged and supported throughout the entire process. To do this, many communities develop websites with information on current, past, and future downtown revitalization efforts to keep the community up to date and involved. Taking the time and effort to encourage community participation and communication can also assist the community in becoming eligible for grants from the CDBG program and others.

Finally, the research also suggested that the state and local governments change critical policies to help communities begin taking advantage of the tools and opportunities presented to the best of their ability. Recommendations include, at the state level, a re-definition of service center/hubs. Community need to be reevaluated to help identify where assistance is needed. In addition, the creation and implementation of stronger and complimentary state and local

development policy is required to provide better assistance to Maine communities. Finally, the state needs to provide the technical assistance needed to foster regional collaborations and partnerships and provide additional direct development assistance to communities in need.

At the local level, the municipalities need to establish municipal staff dedicated to downtown revitalization to ensure consistent revitalization efforts on a long-term basis. Communities would also benefit from participating in some form of Main Street Maine Program or Maine Downtown Program. Communities also need clearly defined downtown areas to allow strong targeted revitalization efforts. For example a “Downtown Zone” can be designated to preserve and promote a compact, historic commercial district to serve as the retail, office, institutional, financial, governmental, and cultural center of the community.

Finally, the community needs to utilize a “Visioning Process” to foster community participation, identify short/long term goals, identify roles and responsibilities, and evaluate past efforts, tools, and programs. These first steps at the state and community level will be difficult, time-consuming and frustrating but the benefits from them will be immeasurable in combined economic development, improved quality of life, and enhanced quality of community. Some tools in the downtown revitalization toolbox are more important than others. The tools that are the most critical have been emphasized in this report. However, downtown revitalization efforts need to take advantage of as many of these tools as possible, both individually and in concert, to be successful in revitalizing their downtown cores. Municipalities that use the tool kit, and work in collaboration with the state, local residents and business owners will establish a bright and prosperous future for the entire community. Downtown revitalization and community vitality does not just happen. It is envisioned, planned, funded and then implemented by a collaboration of public officials, residents, business owners, and volunteers.

Appendix A1: Interviewees

Personal Contact Information

State	Contact	Title	Municipality	Office	Phone	Email
ME	Roxanne Eflin	Program Director	Augusta	Maine Downtown Center	207-622-6345	reflin@mdf.org
MA	Geordie Vining	Acting Planning Director, Senior Project Manager	Newburyport	Planning & Development	978-465-4400	gvining@cityofnewburyport.com
ME	David Galbraith	Director of Planning & Permitting Services	Auburn	Planning & Development	207-333-6601 x1156	dgalbraith@ci.auburn.me.us
ME	Laurie Smith	Assistant City Manager	Auburn	Community Development	207-333-6601 x 1220	lsmith@auburn.me.us
ME	Jim Upham	Director of Planning & Development	Bath	Planning & Development	207-443-8363	jupham@cityofbath.com
ME	Al Smith	Community Development Director	Bath	Planning & Development	207-443-8372	asmith@cityofbath.com
ME	Carolyn Lockwood	Community Development Coordinator	Bath	Nonprofits and Maine Street	207-443-8372	N/A
ME	Greg Tansley	City Planner	Biddeford	Planning	207-284-9115	gtansley@biddefordmaine.org
ME	Ezekiel Callanan	Executive Director Heart of Biddeford	Biddeford	Maine Street Program	207-284-8520	weyand.rachel@gmail.com
ME	Daniel Stevenson	Economic Development Director	Biddeford	Economic Development	207-282-7119	d Stevenson@biddefordmaine.org

State	Contact	Title	Municipality	Office	Phone	Email
ME	Jason Simcock	Planning and Development Director	Gardiner	Revitalization Committee	207-582-68888	jsimcock@gardinermaine.com
ME	Gildace J. Arsenault	Director of Planning & Code Enforcement	Lewiston	Planning & Code Enforcement	207-513-3000 Ext 3222	garsenault@ci.lewiston.me.us
ME	Lincoln Jeffers	Assistant to the Administrator	Lewiston	City Administrator	207-513-3000 ext 3204	ljeffers@ci.lewiston.me.us
ME	Rosie Bradley	Committee Member	Lisbon	Revitalization Committee	207-353-3000	rbradley@lisbonme.org
ME	Jessica Wagner	Assistant Town Planner	Old Orchard Beach	Planning and Development	207-934-5718 Ext. 238	jwagner@oob.oobmaine.com
ME	Kenneth C. Arndt	Director of Planning and Development	Presque Isle	Community Development	207-764-2527	karndt@presqueisleme.us
ME	Eric Galant	Executive Director	Rockland	Mid-Coast Regional Planning Commission	207-594-2299	mcrpc@midcoast.com
ME	Ann Matlack	City Manager/Purchaser	Rockland	Community Development	207-594-306	amatlack@ci.rocklandme.us
ME	Lorain Francis	Executive Director	Rockland	City Manager	207-593-6093	lorain@rocklandmainstreet.com
ME	Nadeen DeSilva	Executive Director	Saco	Main Street Program	207-286-3546	sacospirit@hotmail.com
ME	James Gulnac II	Director of Planning and Community Development	Sanford	Planning	207-324-9150	planning@sanfordmaine.org

State	Contact	Title	Municipality	Office	Phone	Email
ME	Les Stevens	Economic Affairs Director	Sanford	Planning	207-608-4155	lestevens@sanfordmaine.org

Appendix A2: Interview Script

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: Auburn, Bath, Biddeford, Brunswick, Gardner, Lisbon, Lewiston, Oakland, Old Orchard Beach, Presque Isle, Rockland, Saco, Sanford, Waterville, Portsmouth, and Newburyport. (omit the town of the official you are interviewing)

Telephone Interview Script

Thank you very much for taking the time to talk with me. I know this is a difficult time in municipalities, so your time is very important.

I assume you read my email about the use of information from this interview. Are you all set?

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 on 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 previous page).

Thank you very much for answering my questions!

Appendix B: Interview Questions

9. Describe the history of downtown revitalization efforts in _____.
10. Have downtown revitalization efforts encouraged citizen participation and/or collaborative partnerships? If so, please describe.
11. 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)
12. Which tools, techniques, or strategies have been most successful in helping to improve the overall vitality of the downtown?
13. What strategies have been utilized to encourage economic development in the downtown area?
14. Does the revitalization plan include any educational initiatives? Do the revitalization efforts include any service learning opportunities?
15. Can you identify any specific obstacles or challenges that the community would need to overcome in order to successfully implement downtown revitalization initiatives?
16. What evaluation methods does your municipality use to measure/monitor the progress of your downtown revitalization projects? Would things be done differently based on the results of your evaluation of the project?

Appendix C: Community Profile

**Appendix C
Community Profile Data**

AUBURN

General Data	Year (s)	Data	Source
Population	2006	23,618	www.city-data.org
Mean Age	2006	38.3	www.city-data.org
Travel Time to Work	2006	21.6	www.city-data.org
Cost of Living Index	2006	88.6	www.city-data.org
Median Household Income	2000 2007	\$35,652 \$46,217	www.city-data.org
Change in Household Income	2000 2007	\$10,565 29.6%	www.city-data.org
Median Home Value	2000 2007	\$86,300 149,136	www.city-data.org
Change in Median Home Value	2000 2007	\$62,836 72.8%	www.city-data.org
% of Mill Rate Non-Education	2006	63%	www.city-data.org
% of Mill Rate Education	2006	37%	www.city-data.org
% Renters	2008	43%	www.city-data.org
% Home Owners	2008	57%	www.city-data.org
Education			
% Population High School or Higher	2006	81.2%	Voting Analysis Data 2009
% Population Bachelors or Higher	2006	18.9%	Voting Analysis Data 2009
% Population Professional or Graduate	2006	6.5%	Voting Analysis Data 2009
Community Challenges			
Unemployment Rate	Feb. 2010	8.5%	Bureau of Labor Statistics
Crime Rate	2003	17 violent crimes, 0.7 per 1000	e-podunk.com
Revitalization Process:		YES	NO
Personnel working on Downtown Revitalization		X	
Funds Allocated for Downtown Revitalization		X	
Economic Development Budget		X	
Community Development Budget		X	

**Appendix C
Community Profile Data**

BATH

General Data	Year		Data		Source
	(s)				
Population	2006		9,318		www.city-data.org
Mean Age	2006		36.9		www.city-data.org
Travel Time to Work	2006		17.3		www.city-data.org
Cost of Living Index	2006		93.7		www.city-data.org
Median Household Income	2000	2007	\$36,372	\$45,063	www.city-data.org
Change in Household Income	2000	2007	\$8,691	23.9%	www.city-data.org
Median Home Value	2000	2007	\$96,800	\$183,662	www.city-data.org
Change in Median Home Value	2000	2007	\$86,862	89.7%	www.city-data.org
% of Mill Rate Non-Education	2006		60%		www.city-data.org
% of Mill Rate Education	2006		40%		www.city-data.org
% Renters	2008		46%		www.city-data.org
% Home Owners	2008		54%		www.city-data.org
Education					
% Population High School or Higher	2006		88.2%		Voting Analysis Data 2009
% Population Bachelors or Higher	2006		22.4%		Voting Analysis Data 2009
% Population Professional or Graduate	2006		8.4%		Voting Analysis Data 2009
Community Challenges					
Unemployment Rate	Feb. 2010		7.9		Bureau of Labor Statistics
Crime Rate	2003		7 violent crimes, 0.7 per 1000		e-podunk.com
Revitalization Process:			YES	NO	
Personnel working on Downtown Revitalization			X		
Funds Allocated for Downtown Revitalization			X		
Economic Development Budget			X		
Community Development Budget			X		

Appendix C
Community Profile Data

Biddeford

General Data	Year (s)	Data		Source
Population	2006		21,596	www.city-data.org
Median Age	2006		36.4	www.city-data.org
Travel Time to Work	2006		21.9	www.city-data.org
Cost of Living Index	2006		124.5	www.city-data.org
Median Household Income	2000/ 2007	34,976	41,978	www.city-data.org
Change in Household Income	2000/ 2007	7,002	20%	www.city-data.org
Median Home Value	2000/ 2007	114,600	225,939	www.city-data.org
Change in Median Home Value	2000/ 2007	111,339	97.20%	www.city-data.org
% of Mill Rate Non-Education	2006	19.05/10.48	55%	Maine Dept. of Revenues
% of Mill Rate Education	2006		45%	Maine Dept. of Education
% Renters	2000		49%	Maine Department of Labor
% Home Owners	2000		51%	Maine Department of Labor
Education				
% Population High School or Higher	2006		78%	Maine Dept. of Education
% Population Bachelors or Higher	2006		16.70%	Maine Dept. of Education
% Population Professional or Graduate	2006		5.50%	Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010		7.7%	Maine Department of Labor
Crime Rate Violent/Non-Violent	2008	66/21,663	1050/21,663	United States Dept. of Justice
Revitalization Process:				
		YES		NO
Personnel Working on Downtown Revitalization		x		
Funds Allocated for Downtown Revitalization		x		
Economic Development Budget		x		
Community Development Budget		x		

**Appendix C
Community Profile Data**

Brunswick

General Data	Year (s)		Data		Source
Population	2006		21,836		www.city-data.org
Mean Age	2006		36.3		www.city-data.org
Travel Time to Work	2006		18		www.city-data.org
Cost of Living Index	2006		96.2		www.city-data.org
Median Household Income	2000	2007	\$38,036	\$47,733	www.city-data.org
Change in Household Income	2000	2007	\$8,691	23.9%	www.city-data.org
Median Home Value	2000	2007	\$115,000	\$222,912	www.city-data.org
Change in Median Home Value	2000	2007	\$107,912	93.8%	www.city-data.org
% of Mill Rate Non-Education	2006		44%		www.city-data.org
% of Mill Rate Education	2006		56%		www.city-data.org
% Renters	2008		40%		www.city-data.org
% Home Owners	2008		60%		www.city-data.org
Education					
% Population High School or Higher	2006		86.7%		Voting Analysis Data 2009
% Population Bachelors or Higher	2006		33.6%		Voting Analysis Data 2009
% Population Professional or Graduate	2006		14.1%		Voting Analysis Data 2009
Community Challenges					
Unemployment Rate	Feb. 2010		8		Bureau of Labor Statistics
Crime Rate	2003		16 violent crimes, 0.7 per 1000		e-podunk.com
Revitalization Process:			YES	NO	
Personnel working on Downtown Revitalization			X		
Funds Allocated for Downtown Revitalization			X		
Economic Development Budget			X		
Community Development Budget			X		

**Appendix C
Community Profile Data**

Gardiner

General Data	Year (s)	Data		Source
Population	2006	6,224		www.city-data.org
Median Age	2006	38.1		www.city-data.org
Travel Time to Work	2006	24.3		www.city-data.org
Cost of Living Index	2006	87.6		www.city-data.org
Median Household Income	2000/2007	36,103	36,052	www.city-data.org
Change in Household Income	2000/2007	7,324	22.90%	www.city-data.org
Median Home Value	2000/2007	75,000	128,711	www.city-data.org
Change in Median Home Value	2000/2007	53,771	71.60%	www.city-data.org
% of Mill Rate Non-Education	2006	12%		Maine Dept. of Revenues
% of Mill Rate Education	2006	10%		Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
Education				
% Population High School or Higher	2006	83.90%		Maine Dept. of Education
% Population Bachelors or Higher	2006	17.90%		Maine Dept. of Education
% Population Professional or Graduate	2006	7.10%		Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010			Maine Department of Labor
Crime Rate Violent/Non-Violent	2008	12/9,056		United States Dept. of Justice
Revitalization Process:		YES		NO
Personnel Working on Downtown Revitalization		x		City of Gardiner Website
Funds Allocated for Downtown Revitalization		x		City of Gardiner Website
Economic Development Budget		x		City of Gardiner Website
Community Development Budget		x		City of Gardiner Website

Appendix C
Community Profile Data

Lewiston

General Data	Year (s)	Data		Source
Population	2006		36,290	www.city-data.org
Median Age	2006		37.6	www.city-data.org
Travel Time to Work	2006		18.8	www.city-data.org
Cost of Living Index	2006		90.5	www.city-data.org
Median Household Income	2000/2007	29,191	37,800	www.city-data.org
Change in Household Income	2000/2007	8,651	29.60%	www.city-data.org
Median Home Value	2000/2007	85,800	148,272	www.city-data.org
Change in Median Home Value	2000/2007	62,472	72.80%	www.city-data.org
% of Mill Rate Non-Education	2006		18%	Maine Dept. of Revenues
% of Mill Rate Education	2006		9%	Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
Education				
% Population High School or Higher	2006		72.30%	Maine Dept. of Education
% Population Bachelors or Higher	2006		12.60%	Maine Dept. of Education
% Population Professional or Graduate	2006		4.00%	Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010			Maine Department of Labor United States Dept. of Justice
Crime Rate Violent/Non-Violent	2008			
Revitalization Process:		YES		NO
Personnel Working on Downtown Revitalization		x		City of Lewiston Interview
Funds Allocated for Downtown Revitalization		x		City of Lewiston Interview
Economic Development Budget		x		City of Lewiston Interview
Community Development Budget		x		City of Lewiston Interview

Appendix C
Community Profile Data

Lisbon

General Data	Year (s)	Data		Source
Population	2006	9,330		www.city-data.org
Median Age	2006	35.6		www.city-data.org
Travel Time to Work	2006	24.1		www.city-data.org
Cost of Living Index	2006	89		www.city-data.org
Median Household Income	2000/2007	38,478	49,881	www.city-data.org
Change in Household Income	2000/2007	11,403	29.60%	www.city-data.org
Median Home Value	2000/2007	83,709	144,659	www.city-data.org
Change in Median Home Value	2000/2007	60,950	72.80%	www.city-data.org
% of Mill Rate Non-Education	2006	9%		Maine Dept. of Revenues
% of Mill Rate Education	2006	15%		Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
Education				
% Population High School or Higher	2006	83.50%		Maine Dept. of Education
% Population Bachelors or Higher	2006	11.10%		Maine Dept. of Education
% Population Professional or Graduate	2006	2.50%		Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010			Maine Department of Labor
Crime Rate Violent/Non-Violent	2008			United States Dept. of Justice
Revitalization Process:				
		YES	NO	
Personnel Working on Downtown Revitalization		x		Lisbon Interview
Funds Allocated for Downtown Revitalization		x		Lisbon Interview
Economic Development Budget		x		Lisbon Interview
Community Development Budget		x		Lisbon Interview

Appendix C
Community Profile Data
Newburyport

General Data	Year (s)	Data	Source
Population	2010	17,465	www.city-data.org
Mean Age	2008	40.9	www.city-data.org
Workers who live and work in the city	2008	33%	www.city-data.org
Cost of Living Index	2009	126.5	www.city-data.org
Average House Price	2010	340,068	www.city-data.org
% Renters	2008	40%	www.city-data.org
% Home Owners	2008	60%	www.city-data.org
Education			
% Population High School or Higher	2009	90.3%	Voting Analysis Data 2009
% Population Bachelors or Higher	2006	33.6%	Voting Analysis Data 2009
% Population Professional or Graduate	2006	14.1%	Voting Analysis Data 2009
Community Challenges			
Unemployment Rate	Feb. 2010	8.1%	Bureau of Labor Statistics
Crime Rate	2006	23 Violent Crimes	areaconnect.com
Revitalization Process:		YES	NO
Personnel working on Downtown Revitalization		X	
Funds Allocated for Downtown Revitalization		X	
Economic Development Budget		X	
Community Development Budget		X	

**Appendix C
Community Profile Data**

Oakland

General Data	Year (s)	Data		Source
Population	2006	6,131		www.city-data.org
Median Age	2006	37.1		www.city-data.org
Travel Time to Work	2006	21.2		www.city-data.org
Cost of Living Index	2006	88.1		www.city-data.org
Median Household Income	2000/2007	32,700	39,523	www.city-data.org
Change in Household Income	2000/2007	6,823	20.90%	www.city-data.org
Median Home Value	2000/2007	73,500	126,137	www.city-data.org
Change in Median Home Value	2000/2007	52,637	71.60%	www.city-data.org
% of Mill Rate Non-Education	2006	5%		Maine Dept. of Revenues
% of Mill Rate Education	2006	7%		Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
Education				
% Population High School or Higher	2006	89.30%		Maine Dept. of Education
% Population Bachelors or Higher	2006	19.20%		Maine Dept. of Education
% Population Professional or Graduate	2006	8.30%		Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010			Maine Department of Labor
Crime Rate Violent/Non-Violent	2008			United States Dept. of Justice
Revitalization Process:				
		YES	NO	
Personnel Working on Downtown Revitalization		x		City of Oakland Website
Funds Allocated for Downtown Revitalization		x		City of Oakland Website
Economic Development Budget		x		City of Oakland Website
Community Development Budget		x		City of Oakland Website

**Appendix C
Community Profile Data**

Old Orchard Beach

General Data	Year (s)	Data		Source
Population	2006		9,359	www.city-data.org
Median Age	2006		40.1	www.city-data.org
Travel Time to Work	2006		22.9	www.city-data.org
Cost of Living Index	2006		119.2	www.city-data.org
Median Household Income	2000/ 2007	36,568	43,889	www.city-data.org
Change in Household Income	2000/ 2007	7,321	20%	www.city-data.org
Median Home Value	2000/ 2007	91,000	179,411	www.city-data.org
Change in Median Home Value	2000/ 2007	88,411	97.20%	www.city-data.org
% of Mill Rate Non-Education	2006		56%	Maine Dept. of Revenues
% of Mill Rate Education 13.32/5.85	2006		44%	Maine Dept. of Education
% Renters	2000		44%	Maine Department of Labor
% Home Owners	2000		56%	Maine Department of Labor
<u>Education</u>				
% Population High School or Higher	2006		87.4%	Maine Dept. of Education
% Population Bachelors or Higher	2006		22.3%	Maine Dept. of Education
% Population Professional or Graduate	2006		6.9%	Maine Dept. of Education
<u>Community Challenges</u>				
Unemployment Rate	2010		8.20%	Maine Department of Labor
Crime Rate Violent/Non-Violent	2008	36/9,400	215/9,400	United States Dept. of Justice
<u>Revitalization Process:</u>				
		YES		NO
Personnel Working on Downtown Revitalization		x		
Funds Allocated for Downtown Revitalization		x		
Economic Development Budget				x
Community Development Budget		x		

**Appendix C
Community Profile Data**

Portsmouth

<u>General Data</u>	Year (s)	Data	Source
Population	2008	20,443	City-Data.com
Mean Age	2008	38.5	City-Data.com
Travel Time to Work	2008	21.5	City-Data.com
Cost of Living Index	2009	125.2	City-Data.com
Average House Price	2010	340,068	Greater Newburyport Chamber of Commerce, 2010
% Renters	2008	40%	City-Data.com
% Home Owners	2008	60%	City-Data.com
<u>Education</u>			
% Population High School or Higher	2009	91.4%	City-Data.com
% Population Bachelors or Higher	2006	41.9%	City-Data.com
% Population Professional or Graduate	2006	13.9%	City-Data.com
<u>Community Challenges</u>			
Unemployment Rate	Feb. 2010	6.1%	Bureau of Labor Statistics
Crime Rate Rate	2006	63 Violent Crimes, 3 per 1,000	epodunk.com
<u>Revitalization Process:</u>		YES	NO
Personnel working on Downtown Revitalization		X	
Funds Allocated for Downtown Revitalization		X	
Economic Development Budget		X	
Community Development Budget		X	

Appendix C
Community Profile Data

Presque Isle

General Data	Year (s)	Data		Source
Population	2006		9,518	www.city-data.org
Median Age	2006		37.4	www.city-data.org
Travel Time to Work	2006		12.5	www.city-data.org
Cost of Living Index	2006		84.4	www.city-data.org
Median Household Income	2000/2007	29,325	36,052	www.city-data.org
Change in Household Income	2000/2007	6,727	22.9%	www.city-data.org
Median Home Value	2000/2007	63,200	91,553	www.city-data.org
Change in Median Home Value	2000/2007	28,353	44.9%	www.city-data.org
% of Mill Rate Non-Education	2006		54%	Maine Dept. of Revenues
% of Mill Rate Education	2006		46%	Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
<u>Education</u>				
% Population High School or Higher	2006		81.4%	Maine Dept. of Education
% Population Bachelors or Higher	2006		21.0%	Maine Dept. of Education
% Population Professional or Graduate	2006		6.2%	Maine Dept. of Education
<u>Community Challenges</u>				
Unemployment Rate	2010		10.5%	Maine Department of Labor
		12/9,05		United States Dept. of
Crime Rate Violent/Non-Violent	2008	6	356/9,056	Justice
<u>Revitalization Process:</u>				
			YES	NO
Personnel Working on Downtown Revitalization			X	City of Presque Isle Web Site
Funds Allocated for Downtown Revitalization			X	City of Presque Isle Web Site
Economic Development Budget			X	City of Presque Isle Web Site
Community Development Budget			X	City of Presque Isle Web Site

**Appendix C
Community Profile Data**

Rockland

<u>General Data</u>	<u>Year(s)</u>	<u>Data</u>		<u>Source</u>
Population	2006	7,630		www.city-data.org
Median Age	2006	40.9		www.city-data.org
Travel Time to Work	2006	14.2		www.city-data.org
Cost of Living Index	2006	93.2		www.city-data.org
Median Household Income	2000/2007	30,209	37,410	www.city-data.org
Change in Household Income	2000/2007	7,201	23.8%	www.city-data.org
Median Home Value	2000/2007	82,400	156,198	www.city-data.org
Change in Median Home Value	2000/2007	73,798	89.6%	www.city-data.org
% of Mill Rate Non-Education	2006	55%		Maine Dept. of Revenues
% of Mill Rate Education	2006	45%		Maine Dept. of Education
% Renters	2000	34%		Maine Department of Labor
% Home Owners	2000	66%		Maine Department of Labor
<u>Education</u>				
% Population High School or Higher	2006	83.3%		Maine Dept. of Education
% Population Bachelors or Higher	2006	20.4%		Maine Dept. of Education
% Population Professional or Graduate	2006	6.9%		Maine Dept. of Education
<u>Community Challenges</u>				
Unemployment Rate	2010	9.9%		Maine Department of Labor
Crime Rate Violent/Non-Violent	2008	20/7,658	8 463/7,658	United States Dept. of Justice
<u>Revitalization Process:</u>		YES		NO
Personnel Working on Downtown Revitalization		X		
Funds Allocated for Downtown Revitalization		X		
Economic Development Budget		X		
Community Development Budget		X		

**Appendix C
Community Profile Data**

Sanford

General Data	Year (s)	Data		Source
Population	2006		21,619	www.city-data.org
Median Age	2006		36.2	www.city-data.org
Travel Time to Work	2006		21.8	www.city-data.org
Cost of Living Index	2006		121.3	www.city-data.org
Median Household Income	2000/2007	33,546	40,263	www.city-data.org
Change in Household Income	2000/2007	6,716	20%	www.city-data.org
Median Home Value	2000/2007	88,818	175,110	www.city-data.org
Change in Median Home Value	2000/2007	86,291	97.2%	www.city-data.org
% of Mill Rate Non-Education	2006		58%	Maine Dept. of Revenues
% of Mill Rate Education 13.32/5.85	2006		42%	Maine Dept. of Education
% Renters	2000		33%	Maine Department of Labor
% Home Owners	2000		67%	Maine Department of Labor
Education				
% Population High School or Higher	2006		75.8%	Maine Dept. of Education
% Population Bachelors or Higher	2006		9.8%	Maine Dept. of Education
% Population Professional or Graduate	2006		2.4%	Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010		12.60%	Maine Department of Labor
Crime Rate Violent/Non-Violent	2008	41/21,294	723/21,294	United States Dept. of Justice
Revitalization Process:		YES		NO
Personnel Working on Downtown Revitalization			X	
Funds Allocated for Downtown Revitalization			X	
Economic Development Budget			X	
Community Development Budget			X	

**Appendix C
Community Profile Data**

Saco

General Data	Year (s)	Data		Source
Population	2006		18,328	www.city-data.org
Median Age	2006		37.2	www.city-data.org
Travel Time to Work	2006		22.4	www.city-data.org
Cost of Living Index	2006		119.8	www.city-data.org
Median Household Income	2000/2007	45,105	54,135	www.city-data.org
Change in Household Income	2000/2007	9,030	20.0%	www.city-data.org
Median Home Value	2000/2007	116,700	230,080	www.city-data.org
Change in Median Home Value	2000/2007	113,380	97.2%	www.city-data.org
% of Mill Rate Non-Education	2006		45%	Maine Dept. of Revenues
% of Mill Rate Education				
13.32/5.85	2006		55%	Maine Dept. of Education
% Renters	2000		34%	Maine Department of Labor
% Home Owners	2000		66%	Maine Department of Labor
Education				
% Population High School or Higher	2006		97.2%	Maine Dept. of Education
% Population Bachelors or Higher	2006		12.7%	Maine Dept. of Education
% Population Professional or Graduate	2006		5.8%	Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010		7.7%	Maine Department of Labor
Crime Rate	2008	14/18,323	504/18,323	United States Dept. of Justice
Revitalization Process:		YES		NO
Personnel Working on Downtown Revitalization			x	City of Saco Web Site
Funds Allocated for Downtown Revitalization			x	City of Saco Web Site
Economic Development Budget			x	City of Saco Web Site
Community Development Budget			x	City of Saco Site

**Appendix C
Community Profile Data**

Waterville

General Data	Year (s)	Data		Source
Population	2006	15,740		www.city-data.org
Median Age	2006	35.6		www.city-data.org
Travel Time to Work	2006	18.1		www.city-data.org
Cost of Living Index	2006	90.9		www.city-data.org
Median Household Income	2000/2007	26,816	32,411	www.city-data.org
Change in Household Income	2000/2007	5,595	20.90%	www.city-data.org
Median Home Value	2000/2007	76,200	130,771	www.city-data.org
Change in Median Home Value	2000/2007	54,571	71.60%	www.city-data.org
% of Mill Rate Non-Education	2006	15%		Maine Dept. of Revenues
% of Mill Rate Education	2006	11%		Maine Dept. of Education
% Renters	2000			Maine Department of Labor
% Home Owners	2000			Maine Department of Labor
Education				
% Population High School or Higher	2006	82.70%		Maine Dept. of Education
% Population Bachelors or Higher	2006	21.00%		Maine Dept. of Education
% Population Professional or Graduate	2006	8.20%		Maine Dept. of Education
Community Challenges				
Unemployment Rate	2010			Maine Department of Labor
Crime Rate Violent/Non-Violent	2008			United States Dept. of Justice
Revitalization Process:				
		YES	NO	
Personnel Working on Downtown Revitalization		x	City of Waterville Website	
Funds Allocated for Downtown Revitalization		x	City of Waterville Website	
Economic Development Budget		x	City of Waterville Website	
Community Development Budget		x	City of Waterville Website	

Appendix D: Field Study Data Collection

Appendix D Field Data Collection AUBURN, MAINE				
Name, county, and geographical location of Municipality: Androscoggin County, located on the Maine Turnpike between Portland and Augusta Maine on the Androscoggin River.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects : Urban Renewal Authority, 1970's -Demolition of downtown. ADAPT-Auburn's Downtown Action Plan for Tomorrow, late 1990's. ADAPT led the following activities: Riverwalk, Auburn Hall, first parking garage, Hilton Garden Inn, Library Expansion		Additional Comments: Auburn has made recent and concerted efforts to revitalize the downtown. There still remains some significant eyesores in the areas immediately surrounding the city center		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		Overall, the immediate downtown area is clean, no rubbish on streets or sidewalks	0
Flowers/ Trees/ Landscaping	X		There has been some effort and design in the downtown landscaping, could use more	1
Facades	X		On the renovated old buildings there is careful consideration in the restoration of facades	1
Open Spaces and Parks	X		Small park in downtown on Main Street. Other parks and open area in downtown	1
Artwork in Public Space/Private Space	X		On Main Street	0
City Signs	X		Average	0
Business Signs	X		Average to above average	0
Outside Seats/Benches	X		Could use more.	0
Lighting	X		Good in the immediate downtown, average on perimeter	0
Trash receptacles		X	Not enough, did not see many except in parks	0
Occupancy/Vacancy		X	Some vacancies, but not noticeably high	0
Parking		X	More off-street parking is needed	0
General Condition Buildings: Business	X		Businesses in immediate downtown look good, some on the perimeters are rough, particularly as you come into town heading north	1
General Condition Buildings: Residential		X	Condition of residential housing, particularly apartment buildings in the downtown area is mixed. Some good, some really bad.	-1
General Condition Buildings: Public	X		Court house, library, city hall, fire etc. all attractive and well kept	1
General Condition: Roads and Sidewalks	X		Varies by location	0
TOTAL	12	4	AVERAGE	0.25
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X			0
Hospitals		X	Large hospital in neighboring Lewiston	1

Churches	X		Old Catholic churches in Downtown, other denominations in perimeter areas	1
Restaurants	X		Gritty's is in prominent location, could use more restaurants in downtown region	1
Office Buildings	X		Adequate, large orthodontist and other Dr. offices in town center	1
Creative Businesses		X	Not much	0
Banks	X		Bank of America prominent downtown	1
Retail	X		Most of the retail has moved out of the downtown area to Center Street going towards the Auburn Mall	0
Grocery Stores	X		Hannaford both convenient and located in the Downtown region	1
Anchor Stores	X		Could use more, Garden Hilton and Gritty's are predominant features of downtown	1
TOTAL	8	2	AVERAGE	0.7
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		Several public and private schools in close proximity to the downtown area	0
Middle school(s)	X		Auburn Middle School is in rough, somewhat rundown neighborhood in the downtown region	-1
High School(s)	X		Edward Little, in danger of losing accreditation, seeking replacement	-2
College or University Opportunities	X		Central Maine CC, associate degree	2
Technical Colleges	X		Central Maine CC, trade opportunities	2
Adult Education	X		Adult and Community Ed at Edward Little. Offers a variety of professional development courses as well as GED and basic literacy.	1
Library Services	X		Beautiful library right in the center of town	1
TOTAL	7	0	AVERAGE	0.4285714
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		In conjunction with Lewiston. "Cities of the Androscoggin" add campaign both radio and television.	1
Special Events	X		In conjunction with Lewiston. Great Falls Balloon Festival	2
Branding Techniques Utilized	X		Association with Great Falls/Androscoggin River.	0
TOTAL	3	0	AVERAGE	1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		Some sleeping on street but low numbers	0

Drug/ Alcohol Abuse	X		Yes, people witnessed with addiction issues but not predominantly visible	0
Poverty		X	Some neighborhoods dilapidated in downtown area. Evidence of unemployment by the number of adults sitting outside or walking during the day.	0
TOTAL	3	0	AVERAGE	0
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Adequate sidewalks and maintenance, as usual more could be done. Riverwalk is being extended and made ADA compliant	1
Density		X	Comfortable in the commercial sectors but some of the downtown neighborhoods feel densely populated without much greenspace.	0
Public Transportation	X		Bus transportation	1
Inter Accessibility	X		Maine Turnpike, Rt 100, 202	1
Intra Accessibility	X		Adequate	1
Bicycle Accessibility		X	Wouldn't really care to ride a bicycle in Auburn. Not much of a shoulder on most roads and no dedicated bike trails or paths observed	0
Parking		X	Downtown parking is mostly parallel and limited. In downtown neighborhoods there is not adequate off-street parking.	0
Traffic Flow/Congestion	X		Traffic isn't bad for a city, even during peak commuter hours	0
Handicap and Disabled Accessibility		X	Really tough downtown. Handicap spaces but navigating sidewalks and stairs on older buildings, especially in winter, would be difficult. Riverwalk is being updated to ADA standards.	-1
TOTAL	5	4	AVERAGE	0.3333333
General Open-Ended Questions:				
<p>What catches your eye about this community's downtown area? The immediate downtown area has improved over the last several years. The Garden Hilton on the River has added lodging, dining as well as improved the area. Many older buildings on the main streets have been renovated in recent years. The public library underwent an extensive renovation and expansion project. However, a new Marriot is being built up towards the area of more recent expansion, by the Auburn Mall and Wal Mart. One good thing is that this perimeter development is in very close proximity to the downtown and it may lead to improvements in the neighborhoods and commercial developments between the Auburn Mall and the Auburn Center/Downtown.</p>				
<p>Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? There does appear to be a concerted effort to accommodate new business and facilitate a healthy mixed use ratio in the downtown. Auburn does have a thorough Comprehensive Plan in place. A new affordable housing project is being developed at the former Vincent Bottling Plant on 80 Mill Street in the downtown area. The old building is being saved and renovated. This housing is designed for the 55+ population and will have 17 units.</p>				

Appendix D BATH, MAINE Field Data Collection					
Name, county, and geographical location of Municipality: Bath, County Seat of Sagadahoc County. Situated on the Kennebec River about 11 miles upstream from the mouth of the Kennebec on the Atlantic. Bath is in the midcoast region of Maine			KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects : Replaced Carlton Bridge, Development of land under and adjacent to new bridge, Hampton Inn on former Brownfield. Only one lot available in downtown for development. Town is working with EPA and property owner for development opportunities.			Additional Comments: Bath is part of the Main Street program. The heart and soul of Bath revolves around its shipbuilding past and present.		
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness		X		Downtown area is clean. Some trash around route 1 and in some of the less affluent neighborhoods.	1
Flowers/ Trees/ Landscaping		X		Yes, nice landscaping. Too early for flowers but it does seem that there are flower boxes and gardens ready for warmer weather.	1
Facades		X		Most in good shape and blend with architecture	2
Open Spaces and Parks		X		Limited in the city center but adequate. Library Park is nice.	1
Artwork in Public Space/Private Space		X		Some, mostly In private spaces	0
City Signs		X		Good to Excellent	1
Business Signs		X		Downtown signage is excellent and appropriate to décor and style	1
Outside Seats/Benches		X		Some, but could use more	1
Lighting		X		Appropriate style and adequate lighting downtown	2
Trash receptacles		X		Not many but adequate, streets are clean	1
Occupancy/Vacancy		X		Vacancy rate in the downtown is almost zero	2
Parking		X		Adequate on and off-street parking	1
General Condition Buildings: Business		X		Good to Excellent	2
General Condition Buildings: Residential		X		Varies by neighborhood	1
General Condition Buildings: Public		X		Community pride, public spaces in excellent condition	2
General Condition: Roads and Sidewalks		X		Above average in immediate downtown	1
TOTAL		16	0	AVERAGE	1.25
Is there diversity in the types of businesses in the downtown area?		Yes	No	Description	Rank
Museums & Historical Sites		X		Maine Maritime Museum	2

Hospitals	X		Midcoast in Brunswick	1
Churches	X		Yes, various denominations in downtown. Catholic, Assemblies of God, Baptist, Episcopal, etc.	2
Restaurants	X		Beale Street, Midcoast Pizza, Starlight Café	1
Office Buildings	X		Yes, adequate office space in downtown	1
Creative Businesses	X		Yes, a variety of specialty shops, Halcyon Yarn	1
Banks	X		Bath Savings Institution, Midcoast Federal C.C. Bank of America, Key Bank, First Federal Savings and Loan, etc. All in close proximity or in immediate downtown.	2
Retail	X		A variety of small shops in Downtown area. Antiques, clothing etc.	1
Grocery Stores	X		Shaws on perimeter, Brackett's IGA in town.	1
Anchor Stores	X		In immediate Downtown, RENY's. Napa, Walgreens, Family Dollar on perimeter.	1
TOTAL	10	0	AVERAGE	1.3
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		Dike-Newell (K-2), Fisher-Mitchell (3-5)	1
Middle school(s)	X		Bath Middle School	1
High School(s)	X		Morse High School	1
College or University Opportunities	X		University College at Bath/Brunswick	1
Technical Colleges	X		SMCC distance learning/online	1
Adult Education	X		Bailey Evening School; Career, Writing, Computers, Personal Development, GED courses	2
Library Services	X		Patten Library on Washington & Summer Street in	2
TOTAL	7	0	AVERAGE	1.2857143
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Extensive, Newsletter	2
Special Events	X		Bath Heritage Days, Octoberfest, Downtown Bath Open House, Bath Blarney Days	2
Branding Techniques Utilized	X		Shipbuilding/City of Ships, Maine Maritime Museum	2
TOTAL	3	0	AVERAGE	2
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank

Homelessness	X		This is only seen sporadically	0
Drug/ Alcohol Abuse	X		Some indications at bars	-1
Poverty	X		Particular neighborhoods, public housing	-1
TOTAL	3	0	AVERAGE	-0.666667
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Immediate downtown area is very pedestrian friendly. A few of the more major intersections can be difficult.	1
Density	X		Lot sizes are small and open space a little limited in immediate downtown neighborhoods but the community makes up for it in other areas, parks.	1
Public Transportation	X		Bath Trolley and Bath Bus for local transportation. Limited but helpful	1
Inter Accessibility	X		Can be crowded and a bit awkward during peak commuter hours. A lot of one-way streets which looks quant but can be a pain at times.	1
Intra Accessibility	X		Route 1, 295. Only a couple of chances to get off in Bath. If you miss those you need to turn around on the other side of the bridge. Isn't as much of an issue with the new bridge, because it doesn't take as much time to back track.	1
Bicycle Accessibility		X	In town side streets ok, Route 1 and major arterials are not the best.	1
Parking	X		There are parking areas behind storefront off the main streets	1
Traffic Flow/Congestion	X		New bridge helps but still issues during shift changes at the yard (BIW)	0
Handicap and Disabled Accessibility		X	Typical issues surrounding older communities of handicap accessibility issues in older downtown buildings	0
TOTAL	7	2	AVERAGE	0.777778
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The shipyard is actually a visually interesting asset and goes with the theme of the community and its shipbuilding heritage. The downtown buildings, facades and lighting are visually appealing. The river is beautiful. The old houses, particularly along Washington Avenue are incredible and well maintained. Both the private and public downtown buildings are in excellent condition.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Yes, there is a good mix of commercial and residential. There may be a restaurant, a home, a specialty shop and a church all on the same street. Almost all the space upstairs from the street level storefronts are rented for office or residential space.				

Appendix D BRUNSWICK, MAINE Field Data Collection				
Name, county, and geographical location of Municipality: Brunswick, Cumberland County. Located in the Midcoast region of Maine. The Androscoggin River divides Brunswick from Topsham, Maine.			KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional	
Major Revitalization Projects :Fort Andross, Brunswick Naval Air Station (BNAS) currently being decommissioned and slated for re-development. The Brunswick Local Redevelopment Authority (BLRA) has extensive plans in place. BNAS is the second largest employer in Maine			Additional Comments: Home of Bowdoin College, Brunswick Naval Air Station (closing 2011). Harriet Beecher Stowe House where Beecher wrote Uncle Tom's Cabin.	
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		The area around the Commons and Bowdoin is excellent	2
Flowers/ Trees/ Landscaping	X		The Commons really adds to the downtown	2
Facades	X		Good	1
Open Spaces and Parks	X		The Commons is large and lends itself to multiple uses. Located right on the main street	1
Artwork in Public Space/Private Space	X		None noted, but private business well adorned	0
City Signs	X		Street signs average but visible	1
Business Signs	X		Good to excellent	1
Outside Seats/Benches	X		Some, could use more	1
Lighting	X		Good on Bowdoin Campus and average downtown	1
Trash receptacles	X		adequate	0
Occupancy/Vacancy	X		None noted in immediate downtown, but some on perimeters	1
Parking	X		Good diagonal parking, some lots, some parallel	1
General Condition Buildings: Business	X		Good to excellent	1
General Condition Buildings: Residential	X		Varies by location, but overall good, excellent near college	1
General Condition Buildings: Public	X		Good to excellent	1
General Condition: Roads and Sidewalks	X		Varies by location, immediate downtown roads in good shape	1
TOTAL	16	0	AVERAGE	1

Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		Some, could use more	1
Hospitals	X		Excellent, very accessible. One downtown, Parkview, and one in outskirts, Midcoast	2
Churches	X		Many different denominations	2
Restaurants	X		Could use more in immediate downtown, some are near Cooks Corner and AFB	1
Office Buildings	X		Plenty of office space in downtown and old mill buildings	1
Creative Businesses	X		On the main street (Maine St.) there are a variety of businesses including antique shops	2
Banks	X		In downtown and surrounding area	1
Retail	X		There is an outside draw on retail at Cooks Corner which does have an impact on the downtown	-1
Grocery Stores	X		Hannaford in downtown	1
Anchor Stores	X		Anchor stores are outside the downtown	-1
TOTAL	10	0	AVERAGE	0.9
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		Coffin School, Longfellow School, Jordan Acres	1
Middle school(s)	X		Brunswick Junior High School	1
High School(s)	X		Brunswick High School. Excellent new school but outside of downtown. Not convenient. Maine Vocational Region 10	1
College or University Opportunities	X		Bowdoin College, private, expensive. University College at Bath/Brunswick	2
Technical Colleges		X	CMCC, about 30 minutes away	0
Adult Education	X		Merrymeeting Adult Education, Topsham	1
Library Services	X		Curtis Memorial Library	1
TOTAL	6	1	AVERAGE	1
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Brunswick Downtown Association	1
Special Events	X		Taste of Brunswick 2010, Brunswick Outdoor Arts Festival, Blues & BBQ Bash, Silent Auction	1

Branding Techniques Utilized		X	Did not observe a theme or an emphasis on any one feature on website or in the community. Community is in the process of redefining itself due to the impending base closure. Bowdoin is the anchor	0
TOTAL	3	1	AVERAGE	0.6666667
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		Limited, but some visible	0
Drug/ Alcohol Abuse	X		None noticed	0
Poverty	X		Neighborhood surrounding high school	-1
TOTAL	3	0	AVERAGE	-0.333333
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Downtown sidewalks in good repair. Can be difficult to cross Maine Street	1
Density	X		Manageable	1
Public Transportation	X		Bus, Amtrak is coming	1
Inter Accessibility	X		Toll free route 295. Rt 1. Rt 1 can be congested	1
Intra Accessibility	X		Downtown is fairly easy to navigate. There are one way streets but this serves to slow down traffic and create quieter neighborhoods	1
Bicycle Accessibility	X		Androscoggin Bike Trail along 295	2
Parking	X		Excellent diagonal parking in downtown	2
Traffic Flow/Congestion	X		Bypass constructed which eases traffic but going into the downtown from 295 still congested	-1
Handicap and Disabled Accessibility	X		Ok on most Maine Street businesses except older buildings and antique stores	0
TOTAL	9	0	AVERAGE	0.8888889
General Open-Ended Questions:				
What catches your eye about this community's downtown area? Bowdoin College has a beautiful campus and adds a young, vibrant character to the downtown. The houses and properties the university owns are in excellent condition. Along the commons are several unique businesses including antique shops. The Brunswick Commons are used for a variety of community events. Just north of the downtown is BNAS which is closing September of this year. The town has an extensive redevelopment plan in place. Brunswick has a youthful feel to it.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Yes, there is residential, commercial/retail use in the downtown. Single family, multi-family and shops are all on Maine Street along with Bowdoin College and churches. There is a small strip mall and a movie theater.				

Appendix D Field Data Collection GARDINER, MAINE				
Name, county, and geographical location of Municipality: Gardiner, ME Kennebec County Location: South of Augusta near I-95 and 295		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects: Façade Grant Program Mini-Park/Pocket Park Creation Planter Project 2001 the City joined the Main Street Maine Community Program		Additional Comments: Downtown area was very impressive. Historic A1 Diner was unique Downtown area has potential to benefit from waterfront redevelopment		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		Overall, the immediate downtown area is clean, no rubbish on streets or sidewalks	0
Flowers/Trees/ Landscaping	X		There were city planted trees throughout the downtown area as well as flower barrels and flower boxes	1
Facades	X		The front of the buildings were well maintained with historic architecture renovated and painted	1
Open Spaces and Parks	X		The downtown area had several "pocket parks" that incorporated benches and vegetation that made a welcoming environment	2
Artwork in Public Space/Private Space	X		In each of the public parks were both professional and amateur art pieces from a painted interpretation of the City of Gardiner and free standing modern pieces	2
City Signs	X		The City's Welcome, traffic, and road signs were prominent and well taken care of.	0
Business Signs	X		The business signs were well taken care of and fitting with the downtown	0
Outside Seats/Benches	X		There was an adequate number of sitting and bench areas	0
Lighting	X		The downtown main streets all had street lighting and there was a path along the waterfront that was also lit.	0
Trash receptacles	X		There is an adequate number of trash receptacles in the downtown area. None of them were overflowing and the streets were clean	0
Occupancy/Vacancy	X		There were few vacancies on the main street.	0
Parking	X		There was adequate parking on both sides of the main downtown street as well as a parking lot of the main street for overflow	1
General Condition Buildings: Business	X		Good	0
General Condition Buildings: Residential	X		Good	0
General Condition Buildings: Public	X		Good	0
General Condition: Roads and Sidewalks	X		Good	0
TOTAL	16	0	AVERAGE	0.4375
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		There was not a museum in the downtown area. However, there is an old empty train station close to the waterfront that has the potential to become used as a museum. There was also an historic diner on one of the main roads in the downtown area	1

Hospitals	X		There is not a full scale hospital in the downtown area but there was a clinic present	-1
Churches	X		There are numerous churches on the very outskirts of the downtown area, within easy walking distance	1
Restaurants	X		There is a variety of restaurants to eat at including a historic dinner on one of the main streets	1
Office Buildings	X		There are several small office spaces throughout the downtown area	0
Creative Businesses	X		There are several creative businesses in the downtown area such as a quilting and florist.	1
Banks	X		There is the Savings Bank of Main located on the main downtown and it is actually the headquarters for the bank.	1
Retail	X		There are several department stores in the downtown area that sell a variety of products from cloths to hardware	0
Grocery Stores	X		There is a large Hannaford grocery store on the near the downtown area.	1
Anchor Stores	X		There is major development on one of the main streets that including restaurants such as McDonalds, a Rite Aid, and a Hannaford Bros. grocery store. However, this development is not in the main downtown area and could potentially influence the business on the main downtown streets.	-1
TOTAL	10	0	AVERAGE	0.4
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s) X		X	The town did not have a school in the downtown area.	0
Middle school(s)		X	The town did not have a school in the downtown area.	0
High School(s)		X	The town did not have a school in the downtown area.	0
College or University Opportunities		X	The town did not have a school in the downtown area.	0
Technical Colleges		X	The town did not have a school in the downtown area.	0
Adult Education		X	The town did not have a school in the downtown area.	0
Library Services	X		The town did have a library in the downtown are for public benefit	1
TOTAL	1	6	AVERAGE	0.1428571
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None observed	-1
Special Events		X	None observed	-1
Branding Techniques Utilized	X		There were City of Gardiner signs on telephone poles throughout the downtown area and many of the business signs were similar in style.	1
TOTAL	1	2	AVERAGE	-0.333333
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	Some sleeping on street but low numbers	1
Drug/ Alcohol Abuse		X	Yes, people witnessed with addiction issues but not predominantly visible	1

Poverty		X	Some neighborhoods dilapidated in downtown area. Evidence of unemployment by the number of adults sitting outside or walking during the day.	1
TOTAL	0	3	AVERAGE	1
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		The pocket parks seemed situated to open up the main downtown street and allow people to walk throughout the downtown not just in one area. Sidewalks were present on nearly all streets. However, the newly developed area had heavy traffic and discouraged pedestrians.	-1
Density		X	There was a good balance between density and open space	0
Public Transportation		X	No Public transportation observed	-1
Inter Accessibility	X		There was good traffic flow that enabled an individual to easily travel throughout the downtown. The main streets actually formed a kind of loop that encouraged people to go through the downtown and know that they can be brought back to where they started.	1
Intra Accessibility	X		While I95 was a little ways away there were several major roads that connected the community to others in the region.	1
Bicycle Accessibility		X	There were no observed bike lanes present throughout the downtown area.	-1
Parking		X	While the amount of parking appeared sufficient any growth or particularly busy days may overwhelm the amount of parking available	-1
Traffic Flow/Congestion	X		The main downtown street did not have serious issues but there was significant adjacent traffic where the more modern business (example: McDonalds) had developed and where several major roads intersected	-1
Handicap and Disabled Accessibility	X		There were efforts throughout the downtown area to make it handicap accessible	0
TOTAL	5	4	AVERAGE	-0.333333
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The downtown area is well defined. The major portions of the downtown area are on the banks of the Kennebec River on one side and at the bottom of a hillside on the other. The main street in Gardiner is well taken care of, friendly, clean, and inviting. The A1 Diner is a historic restaurant near one major entrance to the downtown area. However, there is more modern development nearby by takes away or destroys the downtown main street, "feel" This development is a McDonald's restaurant, pharmacy and gas station. The downtown area also has many parking spaces which are often reserved for nearby businesses but do organize the parking spaces in an effective manner. Furthermore, there is an off street parking area for anyone located near the very center of the downtown area but off the main street and out of view.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? While there is a heavy mix of business types in the downtown area there was not a lot of housing evident in the downtown area. Much of the residential development is on the immediate outskirts of the downtown area.				

Appendix D Field Data Collection LISBON/LISBON FALLS, MAINE					
Name, county, and geographical location of Municipality: Gardiner, ME Kennebec County Location: South of Augusta near I-95 and 295		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional			
Major Revitalization Projects: Moxie Festival Communication between Lisbon and Lisbon Falls "Concert in Park" series. Community gatherings Harvest Festival, Holiday Festival, Father Daughter Dance Sign Standards and Green Planning		Additional Comments: Two downtown centers present numerous potential problems and issues. Redevelopment of mill into housing excellent success story			
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness	X			The street were relatively clean in Lisbon and Lisbon Falls area	0
Flowers/ Trees/ Landscaping	X			There was evidence of landscaping in the downtown area. However, additional work could be beneficial	-1
Facades	X			Several of the buildings were in need of repainting	-1
Open Spaces and Parks	X			There were some open spaces in the downtown area and the small size of the downtown area prevents a feeling of absent greenery.	0
Artwork in Public Space/Private Space			X	No artwork was observed in the downtown area	-1
City Signs	X			City signs were well taken care of and useful in providing direction	0
Business Signs			X	retouching. Furthermore, there was no real theme or evidence of signage protocols	-1
Outside Seats/Benches	X			There were several benches in the downtown area but additional seating would be beneficial	0
Lighting	X			There was adequate lighting in the downtown areas	0
Trash receptacles	X			Adequate	0
Occupancy/Vacancy	X			There were several vacant areas in the downtown area.	-1
Parking	X			There was adequate parking for the volume of visitors to the downtown area. However, additional parking would need to be created to expand the downtown area	0
General Condition Buildings: Business	X			Adequate with possible upgrades needed	0
General Condition Buildings: Residential	X			Adequate with possible upgrades needed	0
General Condition Buildings: Public	X			Adequate with possible upgrades needed	0
General Condition: Roads and Sidewalks	X			Good	0

TOTAL	14	2	AVERAGE	-0.3125
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites		X	No museum or major historical site is located in the Lisbon-Lisbon Falls Area	0
Hospitals	X		There is only a animal clinic located in the Lisbon/Lisbon Falls area. However, there are major hospitals located in the region.	0
Churches	X		There were several churches throughout the downtown area and community	0
Restaurants	X		There were several restaurants present in the downtown area.	0
Office Buildings	X		Present	0
Creative Businesses	X		Present	0
Banks	X		Present	0
Retail	X		Present	0
Grocery Stores	X		Present	0
Anchor Stores		X	No major anchors present	-1
TOTAL	8	2	AVERAGE	-0.1
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s) X		X	There is not a elementary school in the downtown area	0
Middle school(s)	X		There is a middle school located on the outskirts of the downtown area.	1
High School(s)	X		There is a high school located on the outskirts of the downtown area.	1
College or University Opportunities		X	None present	0
Technical Colleges		X	None present	0
Adult Education		X	None present	0
Library Services	X		Lisbon Falls Community Library	1
TOTAL	3	4	AVERAGE	0.4285714
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None present	-1
Special Events	X		Moxie Festival	1
Branding Techniques Utilized		X	None present	-1
TOTAL	1	2	AVERAGE	-0.333333
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	None present	0
Drug/ Alcohol Abuse		X	None present	0
Poverty	X	X	Some degree of poverty was seen in the downtown and local community area	-2

TOTAL	1	2	AVERAGE	-0.666667
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		The spacing between Lisbon and Lisbon Falls with a lack of connecting sidewalks or other mode of transportation makes it difficult to travel	-1
Density		X	While downtown businesses are somewhat concentrated in the small downtown cores, the outlying community is very spread out	0
Public Transportation		X	There was no presence of public transportation. This is a particular problem in the case of Lisbon and Lisbon Falls where community centers and residents are more separated than others.	-1
Inter Accessibility	X		Heavy traffic is present during the commuting hours and seemed to be travelling through the communities of Lisbon and Lisbon Falls instead of to it.	0
Intra Accessibility	X		Communities are located between Auburn, Lewiston, and Brunswick. The communities are also located some distance from I95 and I295	0
Bicycle Accessibility		X	There were no bike lanes present throughout the community	-1
Parking		X	Parking did not seem to be a problem. However, any growth or other development in the downtown cores would require parking expansion	0
Traffic Flow/Congestion	X		Traffic can be congested at times due to high levels of commuters travelling to and from some of the larger communities such as Lewiston and Brunswick	0
Handicap and Disabled Accessibility	X		Sidewalks were designed to accommodate wheelchairs. No other measures were observed	0
TOTAL	5	4	AVERAGE	-0.333333
General Open-Ended Questions:				
<p>What catches your eye about this community's downtown area? The downtown areas were very small and there were several modern strip developments in the areas between Lisbon and Lisbon Falls. There would be substantial benefit to the community if these developments were situated in the downtown areas. There were also several community signs in the area welcoming visitors and promoting the birthplace of moxie and the moxie festival. Finally, there were several mill buildings in the downtown areas that have yet to be revitalized or even repaired/taken care of.</p>				
<p>Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? The downtown areas were mostly composed of businesses; however there were residential units present. For example, the Farwell Mill Apartments is a revitalized mill that had a high number of apartments for low and medium income brackets.</p>				

Appendix D Field Data Collection LEWISTON, MAINE					
Name, county, and geographical location of Municipality: Lewiston, ME Location: Androscoggin County, located on the Maine Turnpike between Portland and Augusta Maine on the Androscoggin River.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional			
Major Revitalization Projects: Serious city difficulties when became owner of Bates Mill. Most difficult years in the 1990s. Bates Mill revitalization improving but still front issue, no longer owned by city. Construction of several parking garages to increase parking and restore older buildings. Waterfront redevelopment using Federal stimulus funding.		Additional Comments: Lewiston has chosen not to join the Main Street Maine Program. Retail business not interested in becoming Main street community. CDBG entitlement community, utilizes funds primary in downtown, reduce slum and blight.			
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness	X			The area was relatively clean and trash receptacles were not overflowing	0
Flowers/ Trees/ Landscaping	X			There was adequate landscaping through the area. However, the Bates mills and other older building were often overlooked	0
Facades	X			Facades were decent throughout the downtown area	-1
Open Spaces and Parks	X			There was a large park with many trees, open space and gazebo right outside the main downtown area	1
Artwork in Public Space/Private Space	X			No artwork was observed in the downtown area but there were several unique churches that provide interesting architecture	0
City Signs	X			City signs were useful and well taken care of	0
Business Signs	X			Several business signs could have used additional care and upgrade	-1
Outside Seats/Benches	X			There is adequate seating in the downtown area	0
Lighting	X			There was sufficient lighting throughout the downtown	0
Trash receptacles	X			Adequate, trash receptacles were not overflowing	0
Occupancy/Vacancy	X			There was a high percentage of vacant business fronts and there was a general feeling of a struggling economy	-2
Parking	X			There is plenty of parking throughout the downtown area. There were also several parking garages scattered throughout the downtown area that prevent large visible parking lots	2
General Condition Buildings: Business	X			Fair	-1

General Condition Buildings: Residential	X		Fair	-1
General Condition Buildings: Public	X		Adequate	0
General Condition: Roads and Sidewalks	X		Adequate	0
TOTAL	16	0	AVERAGE	-0.1875
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		There is the L-A (Lewiston-Auburn) 1 Museum	0
Hospitals	X		Central Maine Med Center is in the downtown Lewiston area. A one was given due to the large size of CMMC and being counted as a anchor as well.	1
Churches	X		There were several churches throughout the downtown area	1
Restaurants	X		There was a diversity of restaurants in the downtown area as well as in the surrounding area	1
Office Buildings	X		There were several offices spaces in the downtown	0
Creative Businesses	X		There were several creative businesses downtown	0
Banks	X		There were several banks throughout the downtown area	0
Retail	X		There were several retail shops throughout the downtown	0
Grocery Stores	X		There was only one small market observed in the downtown area. Given the size of community there is a potential negative impact on downtown	-1
Anchor Stores	X		Anchors such as the CMMC and Bates College play large roles in the Lewiston area. Only a one was given due to CMMC being counted as a hospital earlier in the observation report.	1
TOTAL	10	0	AVERAGE	0.3
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		The elementary school is located in the downtown area.	1
Middle school(s)	X		The middle school is located in the downtown area.	1
High School(s)	X		The high school is located in the downtown area.	1
College or University Opportunities	X		Bates College is downtown.	1
Technical Colleges	X		CMCC in neighboring Auburn	0
Adult Education	X		City of Lewiston Adult Education Programs	0
Library Services	X		There is a very nice and recently upgraded library near the very center of the downtown	2
TOTAL	7	0	AVERAGE	0.8571429
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Cities of the Androscoggin L/A	1
Special Events		X	None observed.	0

Branding Techniques Utilized		X	None observed.	0
TOTAL	1	2	AVERAGE	0.3333333
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	None observed.	1
Drug/ Alcohol Abuse		X	None observed.	1
Poverty	X		The several mills in the area, vacant storefront, and somewhat empty streets at the time of the observation gave a general impression of struggling times and stretched funds	-2
TOTAL	1	2	AVERAGE	0
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		The downtown was a very large area and while the sidewalks were in good repair traffic was very heavy. Furthermore, no bikes lane present and connection between Auburn could be improved	-1
Density	X		There was a good balance of dense storefront, multi level usage of buildings and open space. However, since many storefronts were empty it did not appear densely utilized	-1
Public Transportation	X		Purple Bus /City Link Bus system linking L/A	0
Inter Accessibility	X		Traffic was very heavy at times along the main street and in the connecting bridge between Auburn and Lewiston	-1
Intra Accessibility	X		Well connected vehicle-wise with other regions and access to major road networks	1
Bicycle Accessibility		X	No bike lanes present	-1
Parking	X		Many parking areas and parking garages. During interviews it was found these parking garages were funded in large part by the city itself	2
Traffic Flow/Congestion	X		Traffic flow was good through the region but was heavy	0
Handicap and Disabled Accessibility	X		Sidewalks were sloped and wheelchair accessible.	0
TOTAL	9	1	AVERAGE	-0.111111
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The downtown area was large with a lot of potential but it is clear that the city and businesses are facing difficult economic times. Auburn is clearly an area that is achieving success and would be interesting to compare data to find possible explanations for the sharp distinction. The city parking garages made parking easy to find but were somewhat unsightly. The large park located near the downtown was of excellent benefit in "cheering" up the downtown area and making the city itself more pleasant.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? There was a good mix use of business, city buildings, and offices. Residential areas were not observed in great abundance in the downtown area itself but were located close nearby.				

Appendix D NEWBURYPORT, MA Field Data Collection				
Name, county, and geographical location of Municipality: Newburyport, Essex County. Located in the North Shore region of Massachusetts on the Merrimack Reiver. East of Haverhill, south of Salisbury and north of Ipswich.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects : In the 1970's due to the concerns of residents, Newburyport rejected federal Urban Renewal funding which would have resulted in the destruction of large swaths of the historic downtown.		Additional Comments: Home of Anna Jaques Hospital which is a major employer as well as a provider of excellent medical services. Newburyport rejected most of Urban Renewal Programs in the 60's and 70's thereby saving their downtown and their future.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		The area around the Market Square and Essex Street is excellent	2
Flowers/ Trees/ Landscaping	X		Excellent landscaping, hanging flowers	2
Facades	X		Excellent, historically accurate	1
Open Spaces and Parks	X		Some, but most of the downtown is developed. Open space along water	1
Artwork in Public Space/Private Space	X		Some public and private artwork	0
City Signs	X		Good	1
Business Signs	X		Good to excellent	1
Outside Seats/Benches	X		Yes, more than adequate	2
Lighting	X		Good, fits in with downtown	1
Trash receptacles	X		adequate	0
Occupancy/Vacancy	X		Very low in the downtown area	2
Parking	X		Currently free parking on surface lots. Sometimes not enough. City is considering meters.	0
General Condition Buildings: Business	X		Good to excellent	2
General Condition Buildings: Residential	X		Varies by location, but overall good, excellent near college	1
General Condition Buildings: Public	X		Good to excellent	2
General Condition: Roads and Sidewalks	X		Varies by location, immediate downtown roads in good shape	1
TOTAL	16	0	AVERAGE	1.1875
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		Cusing House Museum, US Customhouse, Old Churches, Old Hill Burying Ground	2
Hospitals	X		Anna Jaques	2
Churches	X		Many different denominations	2
Restaurants	X		Ample restaurants	2

Office Buildings	X		Yes, office space available in the downtown older building and some newer buildings	1
Creative Businesses	X		Yes, a variety of eclectic and unique shops mixed in with restaurants and other retail shops	2
Banks	X		In downtown and surrounding area	1
Retail	X		Very strong retail sector. Newburyport is a	-1
Grocery Stores	X		Hannaford in downtown	1
Anchor Stores	X		Anchor stores are outside the downtown	-1
TOTAL	10	0	AVERAGE	1.1
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		Breshnahan Elementary, Brown Elementary, Molin Upper Elementary	1
Middle school(s)	X		R.A. Nock Middle School	1
High School(s)	X		Newburyport High School. 18th oldest high school in the United States. Newburyport has decided to keep history rather than replace school	2
College or University Opportunities		X	Northern Essex Community College in Haverhill	0
Technical Colleges		X	Northern Essex Community College in Haverhill	0
Adult Education	X		Newburyport Adult and Community Education	1
Library Services	X		Newburyport Public Library	2
TOTAL	6	1	AVERAGE	1
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Newburyport Chamber of Commerce is active with "Destination Newburyport." Newburyport.com provides information on	1
Special Events	X		ArtWalk, Yankee Homecoming, Fall Harvest Festival, Newburyport Chamber Music Festival, Riverfront Music Festival, Spring Fest	2
Branding Techniques Utilized		X	Could not identify any specific branding technique in Newburyport other than the commitment to historic preservation. There was not a theme, but there is a congruent atmosphere in Newburyport.	0
TOTAL	3	1	AVERAGE	1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		None noted, Newburyport is a very expensive place to live	0
Drug/ Alcohol Abuse	X		None, noted during daytime hours	0

Poverty	X		Newburyport does not seem to attract lower income or poor individuals, but it would be difficult for those who are to live there.	0
TOTAL	3	0	AVERAGE	0
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Excellent walkability. Newburyport has several squares or shopping areas that are for foot traffic only. Sidewalks are in good repair and crossing streets is easy.	2
Density	X		The downtown area is dense but it works to the favor of the pedestrian. Many businesses can be frequented without ever needing a car.	1
Public Transportation	X		Merrimack Valley Regional Transit Authority buses, Massachusetts Bay Transit Authority Commuter Rail	1
Inter Accessibility	X		Newburyport is accessed by Interstate 95, Rt. 113 or Rt. 1	1
Intra Accessibility	X		Old one way street which can be difficult to navigate. Best option is to park and walk.	1
Bicycle Accessibility	X		Bicycling in Newburyport could be difficult due to the level of pedestrian traffic and narrow streets. Did not observe any dedicated biking trail or lane.	0
Parking	X		Currently free parking on surface lots. Sometimes not enough. City is considering meters which is not popular with residents	0
Traffic Flow/Congestion	X		Some congestion, but not bad for a tourist destination city.	0
Handicap and Disabled Accessibility	X		As usual there are issues of accessibility associated with older towns. Steps, old doors that are not in ADA compliance. Public buildings have made efforts to remedy this situation.	0
TOTAL	9	0	AVERAGE	0.6666667
General Open-Ended Questions:				
<p>What catches your eye about this community's downtown area? The downtown of Newburyport is breathtaking. Newburyport is a destination, not just a place where residents shop and live. Tourists don't happen upon Newburyport accidentally, it is a planned vacation. There is a keen eye on historic preservation and the city has a concerted effort to keep the downtown region clean and well landscaped. Publically maintained hanging flowers and flower boxes are throughout the community. Business owners/landlords follow suit by keeping their facades maintained and flower boxes full of beautiful plantings. Public spaces such as the City Hall are in excellent repair. The city boast several old church buildings which are in good repair.</p>				
<p>Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Yes, there is a healthy mix of residential, commercial/retail use in the downtown. Single family and apartment buildings are mixed in with retail shops and restaurants in the downtown area. There are also active churches, real estate and law offices.</p>				

Appendix D Field Data Collection OAKLAND, MAINE					
Name, county, and geographical location of Municipality: Lewiston, ME Location: Androscoggin County, located on the Maine Turnpike between Portland and Augusta Maine on the Androscoggin River.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional			
Major Revitalization Projects: Inventory of property and other assets in downtown area Facade improvement Community Spaces/Community Common Streetscape improvements Parking Improvements		Additional Comments: Oakland is a very small but pleasant community. May be classified as a bedroom community for large cities such as nearby Waterville Residential buildings mixed in the downtown area and schools are closely located nearby.			
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness	X			The downtown area was clean.	0
Flowers/ Trees/ Landscaping	X			There were several flowers boxes that appear to have been put up by the businesses themselves	0
Facades	X			The buildings seemed well kept and cared for	0
Open Spaces and Parks	X			There was a nearby stream area where several people were fishing. Also along the riverbank was a walking path near an old	1
Artwork in Public Space/Private Space			X	No artwork present in the community downtown area	-1
City Signs	X			Very nice city signs welcoming individuals to the community that were landscaped with several flowers.	1
Business Signs	X			Present and in good condition	0
Outside Seats/Benches			X	No park benches were present.	-1
Lighting	X			There was adequate lighting in the area	0
Trash receptacles	X			Several trash receptacles present	0
Occupancy/Vacancy	X			There was a low amount of vacancy in the area	0
Parking	X			Ample parking was available throughout the downtown area	0
General Condition Buildings: Business	X			Good	0
General Condition Buildings: Residential	X			Good	0
General Condition Buildings: Public	X			Good	0

General Condition: Roads and Sidewalks	X		Adequate	0
TOTAL	14	2	AVERAGE	0
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		Mc Cartney House Museum	0
Hospitals	X		Maine General Hospital site with lab, radiology and orthopaedic rehabilitation services. Also New Verizons Health Care Clinic	1
Churches	X		There was only two churches near the downtown area	0
Restaurants	X		There was a small selection of restaurants in the downtown area	0
Office Buildings	X		There was only a small amount of office space in the downtown area	0
Creative Businesses	X		businesses in the downtown area. One example, was a florist	0
Banks	X		There were several bank branches in the downtown area	0
Retail	X		There was limited amount of retail businesses in the downtown area	0
Grocery Stores	X		Buddies Grocery Inc	1
Anchor Stores		X	Possibly include Colby College but that may be primarily affecting Waterville.	1
TOTAL	9	1	AVERAGE	0.3
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		There was a elementary school located near/in the downtown area	1
Middle school(s)	X		There was a middle school located near/in the downtown area	1
High School(s)	X		There was a high school located near/in the downtown area	1
College or University Opportunities		X	Colby College located in Waterville may provide benefits to the town of Oakland due to its proximity	1
Technical Colleges		X	None present	0
Adult Education		X	None present	0
Library Services	X		There was a local library in the downtown area	1
TOTAL	4	3	AVERAGE	0.7142857

Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None Observed	-1
Special Events		X	None Observed	-1
Branding Techniques Utilized		X	None Observed	-1
TOTAL	0	3	AVERAGE	-1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	None observed.	1
Drug/ Alcohol Abuse		X	None observed.	1
Poverty		X	None observed	1
TOTAL	0	3	AVERAGE	1
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability		X	The downtown area was very walkable due to its small size but it was not easily connected to other sections of the community	-1
Density		X	The downtown area was very small and not very dense	0
Public Transportation		X	None observed	0
Inter Accessibility	X		Sidewalks were present in the downtown area and roads were well maintained	0
Intra Accessibility	X		The area is connected to other regions by wide well taken care of roads. I-95 is close by as well	1
Bicycle Accessibility	X		No bike lanes present but given the small downtown area and distance from other regions may not be a problem	0
Parking	X		Parking was sufficient	0
Traffic Flow/Congestion	X		Traffic flow was good and congestion was low	0
Handicap and Disabled Accessibility	X		Sidewalks sloped and wheelchair accessible	1
TOTAL	7	3	AVERAGE	0.1111111
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The downtown area is very small and somewhat hard to find. However, the nearby schools and personal homes present throughout the area gave it a real small traditional Maine community feel. The walking trails and fishing areas made it a very welcome community.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? The downtown area was closely surrounded by several homes. Rentals were not apparent in the downtown area. There was a mixed of several businesses in the downtown area.				

Appendix D Field Data Collection OLD ORCHARD BEACH, MAINE				
Name, county, and geographical location of Municipality: : Old Orchard Beach, York County Location: Old Orchard Beach is situated on seven miles of Atlantic coast. It is located 97 miles North of Boston, Massachusetts and 31 miles south of Portland, Maine.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects: 1. Major streetscape renovation, 1995, Widened streets, built brick sidewalks, widened sidewalks. 2. CDBG, 2005, Completed nine facade improvements. 3. CDBG, 2009-2010: Completed/completing ten facade improvements. 4. Private Development, 2006, Built the Grand Victorian Condominiums and Retail on beach bordering town square.		Additional Comments: Old Orchard Beach is working to create a new family oriented image. Local Businesses are attempting to make Old Orchard Beach a year-round tourist attraction and to deliver special downtown events in the downtown area. A business group named OOB 365 has been successful in planning well attended special events. A group of citizens has renovated the ballpark.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		Generally clean. The only exception is that a great number of cigarette butts were thrown into the grates surrounding the trees.	1
Flowers/ Trees/ Landscaping	X		Adequate	0
Facades	X		The newer facades are somewhat uniform but are well maintained and have many have interesting attractive displays in the windows.	1
Open Spaces and Parks	X		The beach is the primary focus	0
Artwork in Public Space/Private Space		X	None observed	0
City Signs	X		Very nice city signs welcoming individuals to the community that were landscaped with several flowers.	1
Business Signs	X		Present and in good condition	0
Outside Seats/Benches	X		Adequate	0
Lighting	X		Well maintained black lanterns line Main Street.	1
Trash receptacles	X		Trash cans are in good condition. There are an abundant number of receptacles and the sidewalks and streets were generally free of trash.	1
Occupancy/Vacancy	X		There are only three stores that are presently advertising for lease space.	0
Parking		X	The town built a new municipal parking lot within walking distance of the beach and downtown. It is well landscaped and contains bathroom facilities. There are also a number of small privately owned parking lots. These lots detract somewhat from the streetscape but are well utilized during the summer months.	0
General Condition Buildings: Business	X		Many of the older buildings on Main street have been razed and replaced with new buildings that appear similar in construction. The few older buildings that remain are in fair to poor condition.	1
General Condition Buildings: Residential		X	A three story 110 unit condominium complex was constructed at the base of Old Orchard Street by the ocean. The rest of Old Orchard Street accommodates limited apartments above the street level businesses. East and West Grand Streets run perpendicular to Maine Street. These streets are dominated by hotels and motels. Most residential units in the downtown area are in good to excellent general condition. There are a few units in poor condition.	1
General Condition Buildings: Public	X		Public buildings are in good condition.	1
General Condition: Roads and Sidewalks	X		The brick sidewalks are chipped and showing some signs of wear. The roads in the downtown are well worn.	0

TOTAL	15	1	AVERAGE	1
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites		X	The Historical Society sits up at the top of Old Orchard Street.	1
Hospitals		X	The nearest hospital is in Biddeford.	0
Churches		X	St. Margaret's is a Catholic Church that has strong local resident involvement.	0
Restaurants		X	The downtown is home to seven restaurants and more than twenty fast food establishments. Many tourists take food from the fast food restaurants to the beach.	1
Office Buildings		X	Few office spaces are available in the downtown.	0
Creative Businesses	X		Examples of creative businesses include a local artists shop, pottery shop, tattoo shops, and decorate your own pottery shop.	0
Banks	X		Two banks are available in the downtown area. There are several ATM locations.	0
Retail		X	Old Orchard Beach has been working to upgrade its gift shops and to offer more unique shopping opportunities. In the past, most gift shops offered tee-shirts and souvenir items.	1
Grocery Stores		X	Two small grocery stores are located within walking distance of the downtown. Hannaford's is located in nearby Saco.	0
Anchor Stores		X	The pier anchors the downtown on the beach side of Main Street. The amusement park and beach are also anchors that draw large numbers of people to downtown.	2
TOTAL	3	7	AVERAGE	0.5
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)		X	The elementary school is not in the downtown area.	0
Middle school(s)		X	The middle school is not in the downtown area.	0
High School(s)		X	The high school is not in the downtown area.	0
College or University Opportunities		X	None present	0
Technical Colleges		X	None present	0
Adult Education	X		Old Orchard Beach offers extensive adult education classes.	1
Library Services	X		A small library is located downtown.	1
TOTAL	2	5	AVERAGE	0.2857143
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	Old Orchard Beach is being marketed by the town as a family friendly and year round vacation destination.	1
Special Events		X	OOB 365 is a business organization that hosts quarterly special events. The events have been quite successful in drawing people to the downtown. Events include Winter Carnival, Autumn Celebration, Woolstock, and Taste of Maine Celebration.	2
Branding Techniques Utilized	X		Old Orchard is trying to brand itself as a family year-round resort destination.	0
TOTAL	3	0	AVERAGE	1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	No homeless individuals were noted during the field visits. The Main Street area does deal with some homeless individuals during the summer.	0

Drug/ Alcohol Abuse	X		The Town of Old Orchard Beach has worked to develop a family friendly reputation. The town has made progress in this regard. Several biker bars have been replaced with family friendly businesses. During the summer season, however, people often drink excessively while sitting on the porches of hotels and motels on E. /W. Grande Avenues.	-1
Poverty		X	None noted	0
TOTAL	1	2	AVERAGE	-0.333333
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		staying at local hotels can walk to the beach, gift shops, restaurants/fast food establishments, bars, the amusement park, tennis courts, dog park, and small grocery stores.	2
Density	X		The downtown area is quite densely populated during the summer months.	0
Public Transportation	X		Amtrak makes summer stops in Old Orchard Beach. The local shuttle bus connects the city with neighboring Biddeford and Saco.	1
Inter Accessibility	X		Old Orchard is three miles away from the I-95turnpike and Route One. Saco Road and Cascade Road help ease traffic flow problems.	1
Intra Accessibility	X		The train tracks and fences block pedestrian movement to and from some parts of the downtown and the beach. For example, Memorial Park does not have a direct pathway to the beach. Discussions concerning the additions of walkways are on-going.	0
Bicycle Accessibility		X	Bicycle travel in the downtown appears to be dangerous.	-1
Parking	X		Old Orchard has worked to develop a parking plan that accommodates the heavy tourist influx during the summer months. Several city lots have been newly paved and renovated. These lots offer basketball courts, dog park areas, and sitting areas. They are located within walking distance of the beach.	2
Traffic Flow/Congestion	X		The 1995 streetscape improvements widened Main Street to two lanes and also widened the sidewalks. The traffic is congested during the summertime so there are no concerns regarding slowing the traffic. Even during the off-season, cars generally progress at a slow rate in the downtown area.	1
Handicap and Disabled Accessibility	X		Old Orchard Beach has adequate handicap and disabled parking spaces and accessibility to retail establishments.	0
TOTAL	9	1	AVERAGE	0.666667
General Open-Ended Questions:				
What catches your eye about this community's downtown area? Several elements of the downtown are eye catching. Old Orchard Beach is blessed with a beautiful beach. The pier highlights the downtown and overlooks the sand and ocean. The town square features a horse shoe of benches. A stage is set up during the summertime and during January/February for the Christmas tree. The new condominium/retail shop complex is an imposing three story building that dominates the downtown landscape. The well maintained buildings in the downtown are generally new structures as fire wiped out most of the older buildings.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? A mixed use/high density downtown is encouraged by the city in several ways. Businesses need zero setback for retail spaces and have no parking requirement. Residential use is limited by requirement of two parking spaces for each two bedroom housing unit and one parking space per efficiency or one bedroom unit. The ordinances for downtown require design standards and encourage businesses to appear visually exciting and harmonious.				

**Appendix D PORTSMOUTH, MA
Field Data Collection**

Name, county, and geographical location of Municipality: Portsmouth, Rockingham County. Located on the border of Maine on the Piscataqua River. South of Kittery Maine, north of Hampton and Hampton Beach.	KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional
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Major Revitalization Projects : The biggest recent project was the decommissioning of Pease Air Force Base and creation of the Pease International Tradeport. The facility is on the Superfund list with 20 waste sites. However, with local and federal support Portsmouth was successful in establishing an international trading center along with other businesses on the site. There is currently no commercial flights, but cargo flights and private flights continue on the airstrip	Additional Comments: The Portsmouth Naval Shipyard is located on Seavey's Island in the Piscataqua River. It is the oldest continually operating shipyard in the United States Navy. It has been determined that it actually is in Maine but does support the local economy of Portsmouth.
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Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		Very clean	2
Flowers/ Trees/ Landscaping	X		Excellent landscaping, hanging flowers & boxes.	2
Facades	X		Excellent, new construction blends well	1
Open Spaces and Parks	X		Yes, small pocket parks and gardens	2
Artwork in Public Space/Private Space	X		Some public and private artwork	1
City Signs	X		Good	1
Business Signs	X		Good to excellent	1
Outside Seats/Benches	X		Yes, more than adequate	2
Lighting	X		Good, fits in with downtown	1
Trash receptacles	X		Uniform and plentiful. Nice design	2
Occupancy/Vacancy	X		Very low in the downtown area	2
Parking	X		Currently free parking on surface lots. Sometimes not enough. Difficult parallel parking on street	0
General Condition Buildings: Business	X		Good to excellent	2
General Condition Buildings: Residential	X		Varies by location, but overall good, excellent near college	2
General Condition Buildings: Public	X		Good to excellent	2
General Condition: Roads and Sidewalks	X		Varies by location, immediate downtown roads in good shape	1
TOTAL	16	0	AVERAGE	1.5
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		Strawberry Banke Museum, Moffatt-Ladd House & Garden, Discover Portsmouth Center	2
Hospitals	X		Portsmouth Regional Hospital	2

Churches	X		Many different denominations	2
Restaurants	X		More than enough excellent restaurants and bakeries	2
Office Buildings	X		Yes, office space available in the downtown older building and some newer buildings	1
Creative Businesses	X		Yes, many eclectic and unique shops mixed in with restaurants, art stores, estate jewelers and antique shops	2
Banks	X		In downtown and surrounding area	1
Retail	X		Very strong retail sector	-1
Grocery Stores	X		Shaws, Hannaford and Stonewall Kitchen all close to downtown	2
Anchor Stores	X		Banana Republic, Stonewall Kitchen	1
TOTAL	10	0	AVERAGE	1.4
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		Little Harbour School, New Franklin School, Dondero School, Robert J. Lister Academy	2
Middle school(s)	X		Portsmouth Middle School	1
High School(s)	X		Portsmouth High School. New, expensive and slightly extravagant	2
College or University Opportunities		X	Hesser College, University of New Hampshire, Southern New Hampshire University, Daniel Webster College	2
Technical Colleges		X	New Hampshire Community Technical College	1
Adult Education	X		Portsmouth New Hampshire Adult Education	1
Library Services	X		Portsmouth Public Library, James E Whalley Museum & Library	2
TOTAL	6	1	AVERAGE	1.5714286
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Yes, but not clearly defined. Just an overall promotion of upcoming events and current projects.	1
Special Events	X		NH Renaissance Fair and Festival, Community book readings and films, Tall Ships Weekend, Pulpit Rock Tower Open House, Arts & Crafts Fair and Pancake Breakfast. Too many to list.	2
Branding Techniques Utilized		X	Could not identify any specific branding technique in Portsmouth but there is a shipbuilding/Naval theme in existence.	1
TOTAL	3	1	AVERAGE	1.3333333
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		None noted in downtown, any social issues seem to be confined to the outskirts	1

Drug/ Alcohol Abuse	X		None noted in downtown region	1
Poverty	X		None noted, the downtown is very affluent. Any poverty exists outside of the immediate core.	1
TOTAL	3	0	AVERAGE	1
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Sometimes hard to cross the street on the busier intersections. Sidewalks in good repair.	1
Density	X		The downtown area is dense and can be overburdened with cars. Can be difficult to park and navigate on foot during peak hours.	1
Public Transportation	X		Trolleys, Wildcat Transit (UNH), Coast Bus Lines, Taxi services.	1
Inter Accessibility	X		Portsmouth is accessed by Interstate 95 and Rt 1	1
Intra Accessibility	X		Old one way streets which can be difficult to navigate and crowded. Best option is to park and walk.	1
Bicycle Accessibility	X		Bicycling in downtown Portsmouth could be difficult due to the level of pedestrian traffic, narrow streets and heavy vehicle traffic. Did not observe any dedicated biking trail or lane in the downtown. Did not notice bicycle racks.	0
Parking	X		Currently some free parking on surface lots. Sometimes not enough. Free parallel parking but difficult to find a space. Some paid parking in garages.	0
Traffic Flow/Congestion	X		Can be heavy in the downtown area.	0
Handicap and Disabled Accessibility	X		Issues of accessibility associated with older towns. Not in ADA compliance. Public buildings and newer stores are fine.	0
TOTAL	9	0	AVERAGE	0.555556
General Open-Ended Questions:				
<p>What catches your eye about this community's downtown area? Portsmouth has a feeling of exclusiveness. There does not seem to be many in the minority populations living or visiting Portsmouth. It has an affluent air or atmosphere. The downtown is beautiful, well maintained and has impeccable landscaping. There are a number of historically interesting sites. The Strawberry Banke Museum and the historic homes of Strawberry Banke are especially fun to tour on foot. The waterfront is a combination of working waterfront and tourist driven businesses. The downtown has well known anchor stores such as Banana Republic and Starbucks as well as unique specialty shops, estate jewelers, bakeries and restaurants. The downtown has an aroma of wonderful food.</p>				
<p>Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Yes, there is a healthy mix of residential, commercial/retail use in downtown Portsmouth. The square footage above the retail storefronts is primarily residential and office space. Single family and apartment buildings are mixed in with retail shops and restaurants in the downtown area. There are also active churches, real estate and law</p>				

Appendix D Field Data Collection PRESQUE ISLE, MAINE				
Name, county, and geographical location of Municipality: Presque Isle, Arookstook County Presque Isle is located 393 miles North of Boston, Massachusetts and 287 miles North of Portland, Maine		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects: 1. A downtown revitalization plan was created in 1995 but not acted upon. 2. Present efforts include a plan to make the downtown more pedestrian friendly and to improve the retail opportunities available. 3. Future plans include improving building facades, building a farmer's market complex, and adding additional parking lots. 4. Future plans also include building new recreational center in the riverside area. 5. The Wintergreen Arts Center moved from the mall area to the downtown.		Additional Comments: Business owners were responsible for jumpstarting revitalization efforts. The Presque Isle Development Corporation has also helped fund the plans and improvements.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		Average	0
Flowers/ Trees/ Landscaping	X		Relatively few trees, Flowers are placed on Maine Street during summer season.	0
Facades	X		Some facades are in poor condition.	-1
Open Spaces and Parks	X		Not enough	-1
Artwork in Public Space/Private Space	X		A colorful mural highlights area educational opportunities.	1
City Signs	X		Presque Isle is presently updating signs	1
Business Signs	X		Business signs are adequate.	0
Outside Seats/Benches		X	No outside benches	0
Lighting	X		Some business owners have requested more lights on Main Street.	0
Trash receptacles	X		Few trash receptacles are present.	-1
Occupancy/Vacancy	X		Improvement has been noted but some key store fronts remain vacant	0
Parking	X		Parking on street is difficult	-1

General Condition Buildings: Business	X		Some buildings are in poor condition.	-1
General Condition Buildings: Residential		X	Some residential buildings on Main Street are in need of repair.	-1
General Condition Buildings: Public	X		The public building are in excellent condition.	2
General Condition: Roads and Sidewalks	X		Sidewalks are in adequate condition.	0
TOTAL	14	2	AVERAGE	-0.125
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		The historical society is in the downtown.	1
Hospitals		X	Hospital is located one mile from downtown	1
Churches	X		Various churches are found in the downtown.	1
Restaurants	X		Two restaurants and several cafes are in the city's center.	1
Office Buildings	X		Some	0
Creative Businesses	X		Several creative businesses are found in downtown.	0
Banks	X		Banks are well represented in the city center.	1
Retail		X	A critical mass of retail opportunities is lacking.	-1
Grocery Stores	X		Grocery stores are available close to the downtown.	0
Anchor Stores	X		The Strand Theatre and Wintergreen Arts Center are two strong anchors.	1
TOTAL	8	2	AVERAGE	0.5
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)		X	The elementary school is not located in the downtown.	0
Middle school(s)		X	The middle school is not located in downtown.	0
High School(s)		X	The high school is not located in downtown.	0
College or University Opportunities	X		The University of Maine Presque Isle and Northern Maine Community College are assets	2
Technical Colleges	X		Northern Maine Community College	2
Adult Education	X		High school diploma and enrichment classes	1
Library Services	X		Well staffed small library	1
TOTAL	4	3	AVERAGE	0.8571429

Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X	X	No marketing campaign	0
Special Events	X		Presque Isle events include a First Night Celebration,	1
Branding Techniques Utilized	X		New logo: Shine on Downtown Presque Isle Good Times	1
TOTAL	2	1	AVERAGE	0.6666667
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	None noted	0
Drug/ Alcohol Abuse		X	None noted	0
Poverty		X	None noted	0
TOTAL	0	3	AVERAGE	0
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		It is difficult to cross Main Street because of traffic.	-1
Density	X		Density is low in terms of people, retail opportunities, and building use	-1
Public Transportation	X		Public transportation not available.	-1
Inter Accessibility	X		Access to regional connections limited by travelling routes	-1
Intra Accessibility	X		Downtown plan addresses creating easier pedestrian access.	1
Bicycle Accessibility		X	Downtown not bicycle friendly.	-1
Parking	X		Cars have trouble parking on Main Street because of quickly moving traffic	-1
Traffic Flow/Congestion	X		Cars and trucks move quickly through downtown.	-1
Handicap and Disabled Accessibility	X		Parking for handicapped individuals is poor.	-1
TOTAL	9	1	AVERAGE	-0.777778
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The Strand Theatre draws attention. Many of the facades and buildings are in need of attention. Most of the storefronts are occupied. Traffic moves quickly through the downtown area. It is not easy for people to park or to access businesses on the other side of the street.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? There is mixed use in the downtown. There is a lack of critical mass in terms of retail, restaurant, and residential offerings				

Appendix D Field Data Collection PRESQUE ISLE, MAINE				
Name, county, and geographical location of Municipality: Rockland, Maine, Knox County Rockland is located on the Penobscot Bay and the Gulf of Maine. It is situated seventy-seven miles North of Portland in Mid-coast Maine.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an Issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects: 1. Facade Improvement Program, 2005-2010: Improved Sixteen Main Street buildings since 2005. 2. Facade Inventory, 2010: Updated 2004 Inventory- Materials, Windows, and Signage. 3. Maine Department of Transportation and City of Rockland, 2008-2012: Improving Pedestrian/Vehicular Safety North Main Street area & Calming traffic measures-North Main Street area by adding crosswalks and expanding sidewalks. Analyzeways to re-route truck traffic from Main street. 4. Concept Improvement Plan Winslow-Holbrook Park, 2010: Developed plan. 5. Larmor Cove, 2010: Developing new overlook park 6. Rockland community recreational center, 2010: Renovated. 7. MBNA completed several projects including the 2001 building of the Rockland Harbor Walk.		Additional Comments: Rockland has become a tourist destination. Downtown is purposely designed to be a compact, mixed use pedestrian friendly center of the city. The revitalization efforts began in a targeted area. Incremental changes are progressing the efforts to the northern portion of Main Street.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness	X		The streets and sidewalks are free of litter.	1
Flowers/ Trees/ Landscaping		X	Artistically landscaped open spaces help set the tone for the downtown. The area includes flowers, small trees, and benches. Black iron pole flower hangers line the street and are filled in the summer time. A number of stores and inns have flower boxes.	2
Facades	X		Facades create a sense of vitality. Many facades are colorful, interesting, and attractive.	2
Open Spaces and Parks		X	A harbor walk sponsored by MBNA leads from the public landing to a restaurant. The wide sidewalks have small open space sitting areas that are attractively landscaped.	2
Artwork in Public Space/Private Space		X	The Farnsworth Museum has several outdoor pieces of art. The numerous art galleries near the Farnsworth display pieces in the windows. The lobsterman association was responsible for a large corner mural located on a wall of the Schooner Hotel. Winslow-Homer Park utilizes an interim rotation of public art as a focal point. Robert Indiana's sculpture "Love" is presently on loan from the Farnsworth Museum.	2
City Signs	X		City signs inform visitors of important sites and areas of interest.	1
Business Signs	X		The signs are attractive, attention drawing, but still blend in well with the setting. The signs are generally well maintained.	2
Outside Seats/Benches		X	The granite block benches blend in beautifully with the sitting spaces, sidewalks, and area architecture. The only drawback of the benches is that they are low to the ground and it is difficult for many older persons to utilize the seats.	2
Lighting	X		Old black iron lanterns line the Main Street. They are faded but blend in well with the setting.	1
Trash receptacles	X		There are ample trash receptacles. They are well maintained silver cans enclosed in freshly painted wooden slat frames.	2
Occupancy/Vacancy		X	The northern part of Main Street has had some trouble with vacancy in the past. There are just two vacancies at the present time. Occupancy rate for overall downtown area is excellent.	2
Parking		X	The Walkability of the downtown help Rockland's parking situation. Limited off-street parking on the Main Street is supplemented by a number of city parking lots situated along the side streets.	2

General Condition Buildings: Business	X		Rockland's historic brick buildings have been restored and are generally in excellent condition.	2
General Condition Buildings: Residential		X	The apartments located on the second floors of buildings on Main Street are in good condition. Many residential homes on the streets connected to Main Street are in poor condition. The Inns and Bed Breakfast buildings located in the downtown area are generally in excellent condition.	-1
General Condition Buildings: Public	X		Public buildings are in good condition.	0
General Condition: Roads and Sidewalks	X		Some sidewalks are worn but do not detract	0
TOTAL	14	2	AVERAGE	3.375
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites	X		The Farnsworth Museum has an outstanding collection that includes work of three generations of the Wyeth family and an extensive collection of Rockland native sculptor Louise Nevelson. The Island Institute celebrates the Midcoast's maritime tradition and owns three historic lighthouses that are located a short distance from the city. The Maine Lighthouse Museum offers an extensive assortment of lighthouse artifacts. The Project Puffin Visitor Center offers visitors a chance to view puffins through a video system.	2
Hospitals		X	Penobscot Bay Hospital is located within three miles of Rockland's downtown.	0
Churches	X		A number of churches are within walking distance of the downtown.	1
Restaurants	X		An array of successful restaurants line the Main Street and many more are found on the little side streets connected to the downtown.	2
Office Buildings	X		Office space is utilized on the second and third floors of Main Street buildings.	1
Creative Businesses	X		The numerous creative businesses along Main Street are inviting and engaging. They help draw tourists and residents to the downtown.	2
Banks	X		Ample banks and ATM machines are found in downtown Rockland.	1
Retail	X		Artist galleries, book stores, and unique gift stores make the downtown an inviting place to shop and browse.	2
Grocery Stores	X		Several grocery stores are within a mile of the downtown.	0
Anchor Stores	X		The Farnsworth is an outstanding anchor. The Strand Theatre is also a key anchor.	2
TOTAL	9	1	AVERAGE	1.3
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)		X	No schools are located in the downtown area.	0
Middle school(s)		X	No schools are located in the downtown area.	0
High School(s)		X	No schools are located in the downtown area.	0
College or University Opportunities	X		University College is the University of Maine's distance learning class.	2
Technical Colleges	X		The Mid-coast School of Technology offers Certificate Programs for Adults in Healthcare, Commercial Driving, Maritime Training, Computer Training, Machining, and welding.	2
Adult Education	X		Rockland and SAD #13 offer extensive adult education courses. A large number of enrichment courses serve to provide personal learning opportunities while helping to stimulate the areas creative economy.	2
Library Services	X		Rockland supports a strong public library that is located in the downtown area.	1

TOTAL	-4	3	AVERAGE	1
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Special Events are marketed to magazines and newspapers	1
Special Events	X		The Lobster Festival is Rockland's hallmark annual event. Other annual events: Summer Solstice evening, North Atlantic Blues Festival, Maine Boats, Homes & Harbors Show, and the Festival of Lights Celebration. Main Street hosts Friday night art walks during the summer and Fall seasons.	2
Branding Techniques Utilized	X		Rockland has successfully branded itself as a cultural and arts center. It is also branded as the "Lobster capital of the World".	2
TOTAL	3	0	AVERAGE	1.6666667
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		Rockland and surrounding towns have a problem with homeless teens. These teens can be found gathering and spending time outside local churches that provide free meals.	-1
Drug/ Alcohol Abuse		X	I did not see evidence of drug/alcohol abuse.	0
Poverty	X		Several large hotel and boarding homes are located on streets connected to the downtown. They primarily house local residents who appear to live in poverty. Some of the residences connected to the Main Street are in poor condition and appear to house local residents who struggle with poverty.	-1
TOTAL	2	1	AVERAGE	-0.6666667
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		Rockland's downtown excels in walkability. The northern portion of Main Street is being improved this year.	2
Density	X		Rockland downtown displays a high degree of density for a little city.	2
Public Transportation		X	Rockland does not offer local transportation opportunities. Neighboring Camden is assessable by Trailways and Greyhound buses.	-1
Inter Accessibility	X		Rockland downtown is compact and assessable. The city is working to make the northern section of Main Street more accessible to pedestrians and motorists.	0
Intra Accessibility	X		Rockland is working on creating a better way for motorists to bi-pass the downtown while at the same time making efforts to slow traffic in the downtown.	1
Bicycle Accessibility		X	The downtown is not bicycle friendly.	0
Parking	X		Rockland has limited off-street parking but has a number of small lots on the side streets and in back of the businesses.	1
Traffic Flow/Congestion	X		One way traffic goes from Park Street to. The narrow streets help traffic go at a slow pace and help local businesses attract the attention of people passing by.	1
Handicap and Disabled Accessibility	X		Adequate handicap parking exists. Entrances to businesses are wheelchair assessable. An ADA grant will help make the North end more wheelchair assessable and pedestrian friendly.	0
TOTAL	8	2	AVERAGE	0.6666667
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The downtown area is colorful, interesting, and artistic. It is an inviting place to both residents and tourists. The Farnsworth Art museum sets the tone for the downtown. Art work is displayed from the grounds of the Farnsworth to the Winslow Homer Park to compelling displays in artists' galleries. Rockland has preserved its architectural treasures and the buildings add substantially to the environment. The town has collaborated with businesses and has been successful in working with the Maine Department of Transportation to slow the traffic. Rockland is trying to emphasize the scenic beauty of the city. Special events such as the Lobster Fest and Pie Eating Weekend bring help the tourist base to enjoy continued growth.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Rockland zoning encourages a compact, historic commercial district. It encourages mixed uses that are compatible with present uses and architectural scale of the district. There appears to be a good mix of retail, cultural, residential, office, and financial uses.				

Appendix D Field Data Collection SACO, MAINE					
Name, county, and geographical location of Municipality: Saco, Maine York County Location: Saco is located in southern Maine on the Saco River and Atlantic Ocean. It is 100 miles North of Boston, Massachusetts and eighteen miles South of Portland, Maine.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional			
Major Revitalization Projects : 1. Mil # 4, Saco Island, present, Working with Saco spirit, mill purchasers, University of New England, and other Saco Island stakeholders to develop a redevelopment plan. Funding will be sought from Maine Department of Transportation, Department of Environmental Protection, & Municipal Trust Fund Program. 2. Special Events, annually, Coordinated by Saco Spirit Main Street 3. River walk, 2006, Developed and constructed trail along Saco River by Saco Spirit 4. Flower basket program for the Main Street, 2006-present: Supported by Saco Spirit 5. Transportation Center and Windmill, 2009, Built and supported by City of Saco and Chamber of Commerce. 6. Historic Places Walk, Saco Museum, 2006: Posted historic plaques throughout the downtown area.		Additional Comments: Saco's downtown is geared toward the needs of local residents. The city emphasizes its historic assets and green indicatives. Its historic markers celebrate the area's architecture. The new green transportation center is partially powered by the distinctive windmill that sits nearby. The Saco Chamber of Commerce is located in the center. The transportation center accommodates Amtrak passengers. Saco is a Main Street community. Saco Spirit is quite involved in planning special events for the downtown. Saco has had a hard time redeveloping its old mills. The developments have undergone a series of ownerships and have been hampered by the costs that environmental clean-ups entail. Brownfield money has been used for industrial park.			
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness	X			Free of litter	0
Flowers/ Trees/ Landscaping	X			Saco Spirit supports flower baskets during the summer. Small trees line the downtown.	1
Facades	X			Attractive conservative facades line Main Street.	1
Open Spaces and Parks	X			The river walk is well constructed and highlights Saco's scenic beauty. A small sitting park at the edge of the historic district is well landscaped but goes primarily unused.	1
Artwork in Public Space/Private Space		X		No art work is evident on Main Street.	0
City Signs	X			City signs are attractive and well maintained. Banners welcome people to the Saco downtown.	1
Business Signs	X			keeping with the downtown landscape.	1
Outside Seats/Benches	X			The few outside benches on Main Street are freshly painted and well maintained.	0
Lighting	X			New black lamp posts are attractive and well spaced.	1
Trash receptacles	X			Well maintained but sparsely located trash cans are found along the retail portion of Main Street.	1
Occupancy/Vacancy	X			Saco downtown has a high occupancy rate	1
Parking	X			There is adequate off-street and lot parking.	1
General Condition Buildings: Business	X			The business buildings are generally in good to excellent condition.	1
General Condition Buildings: Residential		X		Some of the residential properties in the downtown area are in poor condition. These properties are generally located in the side streets connected to Main Street.	-1
General Condition Buildings: Public	X			The public buildings are well kept.	1
General Condition: Roads and Sidewalks	X			Brick sidewalks line the historic section of Main Street. They are in good condition. The retail section of Main Street has concrete sidewalks that are in good condition.	1

TOTAL	14	2	AVERAGE	1.6875
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description and Status of Revitalization Efforts	Rank
Museums & Historical Sites	X		The Saco Museum is an active museum located	1
Hospitals		X	Southern Maine Medical Center of Biddeford is located within four miles.	0
Churches	X		A number of small churches are located in the downtown area. Some are involved in supporting special events	0
Restaurants	X		There are five restaurants and two fast food establishments in the downtown area. The restaurants are generally moderately priced venues that cater to the local people.	0
Office Buildings	X		The historic district on Main Street contains the office space for a number of small businesses and professionals.	1
Creative Businesses	X		There are several creative businesses in the downtown.	0
Banks	X		There are ample banks located in the downtown area of Saco.	1
Retail	X		Saco Spirit works to help the retail businesses.	1
Grocery Stores	X		Shaw's is located within walking distance of the downtown. Hannaford's is located within one mile of the downtown.	1
Anchor Stores	X		The Shopping Center is located on the fringe of the downtown. It brings a flow of traffic very close to Main Street. Reny's is an anchor of this shopping center. The Main Street itself lacks a primary anchor.	1
TOTAL	8	2	AVERAGE	0.6
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		There is one elementary school and one private K-8 Catholic School within walking distance of the downtown.	0
Middle school(s)		X	The middle school is not located in the downtown area.	0
High School(s)	X		Thorton Academy is located within walking distance of the downtown.	0
College or University Opportunities	X		University College is located on Saco Island and offers ITV, in class, and video courses.	1
Technical Colleges		X	York Community College is located 17 miles South of Saco.	0
Adult Education		X	Saco teams with Old Orchard Beach and offers extensive adult education classes.	1
Library Services	X		The Dyer library has partnered with the Saco Museum to help develop a tradition of historic preservation.	2
TOTAL	4	3	AVERAGE	0.5714286
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign	X		Special events are marketed in local newspapers, television news and radio news.	0
Special Events	X		Saco Spirit helps sponsor a number of annual events: Saco Art Festival, Pumpkin Festival, Holiday Festival, and Saco Car Show. River walk events are also held.	2

Branding Techniques Utilized	X		Saco is making an effort to brand itself as a "Green" city. It has also tried to accent Saco's historic sites and preservation work.	1
TOTAL	3	0	AVERAGE	1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness	X		Some sleeping on street but low numbers	0
Drug/ Alcohol Abuse	X		Yes, people witnessed with addiction issues but not predominantly visible	0
Poverty	X		Some neighborhoods dilapidated in downtown area. Evidence of unemployment by the number of adults sitting outside or walking during the day.	0
TOTAL	3	0	AVERAGE	0
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability	X		The Saco downtown is quite walkable.	1
Density		X	The downtown is not particularly dense.	0
Public Transportation	X		A local shuttle bus provides services to downtown Saco and provides a connection to Old Orchard Beach, Biddeford, and Portland. Amtrak connects Saco with Boston, Portland, and all eastern corridor stops. The transportation museum is found at the railroad station.	1
Inter Accessibility	X		The shuttle bus gives people access to Biddeford, Old Orchard Beach, Portland and South Portland. The Amtrak station connects Saco with Boston and the Northeast corridor. The downtown is located closed to Route 1, I 95, and Route 9.	1
Intra Accessibility	X		Saco is geographically large but the primary business areas are in close proximity.	1
Bicycle Accessibility	X		The River Walk was built to accommodate bicycle traffic. Downtown has a bicycle road lane.	0
Parking	X		There is adequate off-street and lot parking in the downtown.	0
Traffic Flow/Congestion	X		Stop lights bring traffic to a halt in the center of the retail section of the Main Street. This provides businesses with an opportunity to draw the attention of passing motorists.	1
Handicap and Disabled Accessibility	X		Adequate handicap parking spaces are available and stores are generally handicapped accessible.	0
TOTAL	9	1	AVERAGE	0.555556
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The windmill dominates the landscape as one approaches Saco from the bridge at Saco Island. The downtown area is clean, neat, and attractive. Historic architecture highlights the downtown's Main Street. Plaques commemorate the historic events and places in Saco history.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? Mixed use is in force in the downtown area. There is limited residential use of buildings located on Main Street. The streets surrounding Main Street, however, are primarily residential. People living near the downtown can walk to the grocery store, church, pharmacy, restaurants, and post office.				

Appendix D SANFORD, MA Field Data Collection				
Name, county, and geographical location of Municipality: Sanford is located miles north of Boston and miles south of Portland, Maine.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects : 1. Conservation Plan sets course for Sanford's economic development policy 2. TIF structure: Box store development TIF go toward downtown revitalization 3. Brownfields Money helps evaluate and clean-up mill sites 4. Open space and trail system highlight Sanford's commitment to conservation.		Additional Comments: Sanford has developed an approach to downtown revitalization that revolves around sustainability. Recognition that Sanford has work to do regarding land use planning and building design requirements.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness		X	Average	1
Flowers/ Trees/ Landscaping		X	Trees are adequate. The town does not place flowers on Main Street.	0
Facades		X	Facades are generally unremarkable. Some old beautiful building mixed in with buildings built during 1960's and 1970's.	-1
Open Spaces and Parks	X		City takes excellent care of its parks.	2
Artwork in Public Space/Private Space		X	Artwork was not observed in public space.	0
City Signs		X	City signs are adequate.	0
Business Signs		X	Buisness signs are adequate but unremarkable.	0
Outside Seats/Benches	X		There are benches in the city Park but not on Main Street.	0
Lighting	X		Lampposts are older but well spaced and attractive.	1
Trash receptacles		X	City does not offer trash receptacles	-2
Occupancy/Vacancy	X		The city is working to bring new buisnesses into the downtown. Vacancy remains a problems. The mills are primarily vacant.	-1
Parking		X	There is limited traffic downtown so there is generally available on-street parking. Strip malls have parking available.	0
General Condition Buildings: Business	X		The condition of many of the mills are poor. The condition of most Main Street buildings are adequate to good.	-2

General Condition Buildings: Residential		X	Many of the residential building surrounding the mills are in poor condition.	-2
General Condition Buildings: Public	X		The city hall is a beautiful building and kept in excellent condition. City buildings are well maintained.	1
General Condition: Roads and Sidewalks		X	The roads and sidewalks appear to be older.	-1
TOTAL	6	10	AVERAGE	-0.25
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites		X	None noted	0
Hospitals	X		Goodall Hospital	1
Churches	X		Churches are present in the downtown.	1
Restaurants	X		Cafes are present in the downtown. Fast food places are also present. The center does not have evening restaurant.	-1
Office Buildings	X		Office space is integrated into the downtown area.	1
Creative Businesses		X	Few creative businesses are found in the downtown.	
Banks	X		A variety of banks have a presence near the center of town.	
Retail		X	Few retail opportunities are available in the old	-2
Grocery Stores	X		Present within a mile of downtown.	0
Anchor Stores	X		The Key Bank complex houses the bank, retail stores, and apartments. Wasco anchors one of the mills but is leaving town.	-2
TOTAL	7	3	AVERAGE	-0.25
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		The downtown houses an elementary school.	1
Middle school(s)	X		The junior high school is within a mile of the	1
High School(s)	X		The high school is within a mile of the downtown.	1
College or University Opportunities	X		University College, York Community College, Granite State College nearby	1
Technical Colleges	X		York Community College nearby	1
Adult Education	X		Sanford offers extensive adult education classes.	1
Library Services	X		Goodall Library is an active library.	1

TOTAL	7	0	AVERAGE	1
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None noted	-1
Special Events		X	None noted	-1
Branding Techniques Utilized		X	None noted	-1
TOTAL		3	AVERAGE	-1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	Homeless people were not observed in the downtown streets.	0
Drug/ Alcohol Abuse		X	Drug/Alcohol abuse not observed.	0
Poverty	X		Residential properties around mills showed signs of people living in poverty.	-2
TOTAL	1	2	AVERAGE	-0.666667
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability		X	Downtown Sanford is reasonably walkable.	0
Density	X		The density is mixed as building design not consistent.	-1
Public Transportation	X		None online or noted on visit	-2
Inter Accessibility	X		Sanford has long pondered whether it would be a good thing to connect to a turnpike.	-1
Intra Accessibility	X		Sprawl affects Sanford. In addition, Springvale downtown is separated from Sanford downtown.	-1
Bicycle Accessibility		X	The downtown is not bicycle friendly.	0
Parking	X		Parking is adequate because a limited number of cars stop downtown.	0
Traffic Flow/Congestion	X		Traffic moves at a steady pace through the downtown.	0
Handicap and Disabled Accessibility	X		Adequate disabled accessibility available.	0
TOTAL	7	3	AVERAGE	-0.555556
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The empty mills dominate the downtown landscape. The downtown also has some beautifully constructed Victorian homes. The buildings do not flow together to make a "complete" setting but instead appear to be put together in a haphazard fashion. There are attractive parks.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? A retail presence is missing from the old downtown buildings. Strip malls are in and around the downtown. The residential component to the downtown is expanding.				

Appendix D SANFORD, ME Field Data Collection				
Name, county, and geographical location of Municipality: Sanford is located miles north of Boston and miles south of Portland, Maine.		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional		
Major Revitalization Projects : 1. Conservation Plan sets course for Sanford's economic development policy 2. TIF structure: Box store development TIF go toward downtown revitalization 3. Brownfields Money helps evaluate and clean-up mill sites 4. Open space and trail system highlight Sanford's commitment to conservation.		Additional Comments: Sanford has developed an approach to downtown revitalization that revolves around sustainability. Recognition that Sanford has work to do regarding land use planning and building design requirements.		
Has the city addressed the following in its revitalization efforts?	Yes	No	Description	Rank
Cleanliness		X	Average	1
Flowers/ Trees/ Landscaping		X	Trees are adequate. The town does not place flowers on Main Street.	0
Facades		X	Facades are generally unremarkable. Some old beautiful building mixed in with buildings built during 1960's and 1970's.	-1
Open Spaces and Parks	X		City takes excellent care of its parks.	2
Artwork in Public Space/Private Space		X	Artwork was not observed in public space.	0
City Signs		X	City signs are adequate.	0
Business Signs		X	Business signs are adequate but unremarkable.	0
Outside Seats/Benches	X		There are benches in the city Park but not on Main Street.	0
Lighting	X		Lampposts are older but well spaced and attractive.	1
Trash receptacles		X	City does not offer trash receptacles	-2
Occupancy/Vacancy	X		The city is working to bring new businesses into the downtown. Vacancy remains a problems. The mills are primarily vacant.	-1
Parking		X	There is limited traffic downtown so there is generally available on-street parking. Strip malls have parking available.	0
General Condition Buildings: Business	X		The condition of many of the mills are poor. The condition of most Main Street buildings are adequate to good.	-2

General Condition Buildings: Residential		X	Many of the residential building surrounding the mills are in poor condition.	-2
General Condition Buildings: Public		X	The city hall is a beautiful building and kept in excellent condition. City buildings are well maintained.	1
General Condition: Roads and Sidewalks		X	The roads and sidewalks appear to be older.	-1
TOTAL	6	10	AVERAGE	-0.25
Is there diversity in the types of businesses in the downtown area?	Yes	No	Description	Rank
Museums & Historical Sites		X	None noted	0
Hospitals	X		Goodall Hospital	1
Churches	X		Churches are present in the downtown.	1
Restaurants	X		Cafes are present in the downtown. Fast food places are also present. The center does not have evening restaurant.	-1
Office Buildings	X		Office space is integrated into the downtown area.	1
Creative Businesses		X	Few creative businesses are found in the downtown.	
Banks	X		A variety of banks have a presence near the center of town.	
Retail		X	Few retail opportunities are available in the old	-2
Grocery Stores	X		Present within a mile of downtown.	0
Anchor Stores	X		The Key Bank complex houses the bank, retail stores, and apartments. Wasco anchors one of the mills but is leaving town.	-2
TOTAL	7	3	AVERAGE	-0.25
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)	X		The downtown houses an elementary school.	1
Middle school(s)	X		The junior high school is within a mile of the	1
High School(s)	X		The high school is within a mile of the downtown.	1
College or University Opportunities	X		University College, York Community College, Granite State College nearby	1
Technical Colleges	X		York Community College nearby	1
Adult Education	X		Sanford offers extensive adult education classes.	1
Library Services	X		Goodall Library is an active library.	1

TOTAL	7	0	AVERAGE	1
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None noted	-1
Special Events		X	None noted	-1
Branding Techniques Utilized		X	None noted	-1
TOTAL		3	AVERAGE	-1
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	Homeless people were not observed in the downtown streets.	0
Drug/ Alcohol Abuse		X	Drug/Alcohol abuse not observed.	0
Poverty	X		Residential properties around mills showed signs of people living in poverty.	-2
TOTAL	1	2	AVERAGE	-0.666667
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank
Walkability		X	Downtown Sanford is reasonably walkable.	0
Density	X		The density is mixed as building design not consistent.	-1
Public Transportation	X		None online or noted on visit	-2
Inter Accessibility	X		Sanford has long pondered whether it would be a good thing to connect to a turnpike.	-1
Intra Accessibility	X		Sprawl affects Sanford. In addition, Springvale downtown is separated from Sanford downtown.	-1
Bicycle Accessibility		X	The downtown is not bicycle friendly.	0
Parking	X		Parking is adequate because a limited number of cars stop downtown.	0
Traffic Flow/Congestion	X		Traffic moves at a steady pace through the downtown.	0
Handicap and Disabled Accessibility	X		Adequate disabled accessibility available.	0
TOTAL	7	3	AVERAGE	-0.555556
General Open-Ended Questions:				
What catches your eye about this community's downtown area? The empty mills dominate the downtown landscape. The downtown also has some beautifully constructed Victorian homes. The buildings do not flow together to make a "complete" setting but instead appear to be put together in a haphazard fashion. There are attractive parks.				
Describe the observed zoning in the downtown area. Is there mixed use? Does it appear that there is a healthy proportion of commercial and residential use? A retail presence is missing from the old downtown buildings. Strip malls are in and around the downtown. The residential component to the downtown is expanding.				

Appendix D WATEVILLE, ME Field Data Collection					
Name, county, and geographical location of Municipality: Waterville, ME Kennebec County Location: North of Augusta, very close to I-95. Neighboring towns of Oakland and Winslow		KEY: Impact on Community Vitality (ranking) -2. Definite Issue -1. May be an issue 0. Not a problem 1. Asset 2. Exceptional			
Major Revitalization Projects : Riverfront redevelopment Obtaining additional CDBG Grants to fund riverfront redevelopment Improvement of South End Residential area and gateway Concourse Parking Lot Development		Additional Comments: Additional Comments: Colby College is a strong anchor for the community Coming off the interstate a visitor has to travel through modern strip development to get to the downtown. This could take away a substantial amount of economic activity from the downtown area but may also draw in additional visitors. Description and Status of Revitalization Efforts			
Has the city addressed the following in its revitalization efforts?		Yes	No	Description	Rank
Cleanliness	X			Downtown was very clean	0
Flowers/ Trees/ Landscaping		X		There was adequate lighting and greenery throughout the downtown area. However, there were no parks in the downtown area	0
Facades	X			The buildings were very well taken care of.	1
Open Spaces and Parks		X		There were no parks in the actual downtown area but there was a very large open space that is planned to be developed into a substantial community gathering area on the bank of the river.	0
Artwork in Public Space/Private Space	X			The only piece of art observed was in the parking lot of the strip mall type setup on	1
City Signs	X			The city's welcome signs were well	0
Business Signs	X			The business signs were also well taken care	0
Outside Seats/Benches	X			There were several benches to sit on several	0
Lighting	X			There was adequate lighting throughout the downtown area	0
Trash receptacles		X		The main streets had numerous trash receptacles that were evidently recently emptied	
Occupancy/Vacancy	X			There was not a notably large amount of vacant storefronts in the downtown area	0
Parking		X		There was plenty of parking in the downtown area because the strip type mall development also had a large parking lot.	1
General Condition Buildings: Business	X			Good	0
General Condition Buildings: Residential	X			Good	0
General Condition Buildings: Public	X			Good	0
General Condition: Roads and Sidewalks	15	0		Good	0
TOTAL	16	0		AVERAGE	0.2
Is there diversity in the types of businesses in the downtown area?		Yes	No	Description	Rank

Museums & Historical Sites	X		Waterville Historical Society/Redington Museum	0
Hospitals	X		Animal and Maine General Medical Center, PT and sleep study clinics	1
Churches	X		Present	0
Restaurants	X		Present	0
Office Buildings	X		Present	0
Creative Businesses	X		Present	0
Banks	X		Present	0
Retail	X		Present	0
Grocery Stores	X		Present	0
Anchor Stores	X		Colby College	2
TOTAL	10	0	AVERAGE	0.3
Are there educational facilities/opportunities downtown?	Yes	No	Description	Rank
Elementary school(s)		X	Schools are located very close nearby but are not actually in the downtown area	0
Middle school(s)		X	Schools are located very close nearby but are not actually in the downtown area	0
High School(s)		X	Schools are located very close nearby but are not actually in the downtown area	0
College or University Opportunities	X		Colby College	1
Technical Colleges	X		Present	0
Adult Education	X		Present	0
Library Services	X		Present	1
TOTAL	4	3	AVERAGE	0.2857143
Based on observations, can any effort be seen in these areas?	Yes	No	Description	Rank
Marketing Campaign		X	None present	-1
Special Events	X		There were several signs in the downtown area that had information about future developments and possible events that could be held on the developing community field	1
Branding Techniques Utilized		X	None present	-1
TOTAL	1	2	AVERAGE	-0.333333
Is there visible evidence of these issues in this city?	Yes	No	Description	Rank
Homelessness		X	None noted	1
Drug/ Alcohol Abuse		X	None noted	1
Poverty		X	None noted	1
TOTAL	0	3	AVERAGE	1
Are there indications of considering issues of accessibility?	Yes	No	Description	Rank

Appendix E: Complete Reference Set Variables

Town	County	Population	Median Resident Age (Maine Median=3 8.6)	Cost of Living Index (US=100)	Land Area (in square miles)	Population Density (people per square mile)	Educational Attainment			Travel Time to Work (in minutes)	Median Household Income		Median Home Value		Change in Median Household Income		Change in Median Home Value		2006 Property Tax Mil Rate - Total Taxes	2006 Mil Rate for Non-Education Functions	2006 Non-Ed Taxes as Percent of Total Mills	2006 Education Mills as Percent of Total Mills	2006 Per Capita Propety Valuation	Total Tax on Median Home as %	Education on Median Home as %	FISCAL CLASSIFICATION: 3=Primary, 2=Secondary, 1= Sending		
							High School or Higher	Bachelors Degree or Higher	Graduate or Professional Degree		2000	2007	2000	2007	\$s	%	\$s	%						Household Income	Household Income		Tax on Median Home as % Median Household Income	
AUBURN, MAINE																												
MECHANIC FALLS	Androscoggin	3,296	35.1	87	5.43	464	83.8	9.4	2.6	26.8	\$33,807	\$43,825	\$76,100	\$131,509	\$10,018	29.6%	\$55,409	72.8%	18.90	7.11	38%	11.79	62%	\$217,416,006	5.7%	3.5%	2.14%	1
MINOT	Androscoggin	2,581	36.6	88.4	29.8	97	87.9	16.2	4.2	26.7	\$47,557	\$61,650	\$97,300	\$168,145	\$14,093	29.6%	\$70,845	72.8%	14.30	4.67	33%	9.63	67%	\$214,742,131	3.9%	2.6%	1.27%	1
LEWISTON	Androscoggin	36,290	37.6	90.5	34.1	1031	72.3	12.6	4	18.8	\$29,191	\$37,842	\$85,800	\$148,272	\$8,651	29.6%	\$62,472	72.8%	26.65	17.85	67%	8.80	33%	\$4,654,125,612	10.4%	3.4%	6.99%	3
NEW GLOUCESTER	Cumberland	5,369	35.5	94.3	47.1	116	89.5	21.9	8.4	26	\$49,599	\$62,244	\$116,900	\$226,595	\$12,645	25.5%	\$109,695	93.8%	9.65	3.05	32%	6.60	68%	\$622,576,432	3.5%	2.4%	1.11%	1
POLAND	Androscoggin	5,311	38.5	89.3	42.3	127	89.7	18.9	7	28	\$47,824	\$61,996	\$93,800	\$162,097	\$14,172	29.6%	\$68,297	72.8%	21.30	8.47	40%	12.83	60%	\$690,882,230	5.6%	3.4%	2.22%	1
TURNER	Androscoggin	5,452	35.9	88.8	59.6	94	88	18	4.9	26.9	\$46,207	\$59,900	\$99,400	\$171,774	\$13,693	29.6%	\$72,374	72.8%	13.75	2.58	19%	11.17	81%	\$409,589,365	3.9%	3.2%	0.74%	1
MEDIAN		5,340	36.3	89.05	38.2	121.5	87.95	17.1	4.55	26.75	\$46,882	\$60,775	\$95,550	\$165,121	\$13,169	29.6%	\$69,571	72.8%	16.60	5.89	35%	10.40	65%	\$516,082,899	4.8%	3.3%	1.70%	1
AUBURN	Androscoggin	23,618	38.3	88.6	59.8	388	81.2	18.9	6.5	21.6	\$35,652	\$46,217	\$86,300	\$149,136	\$10,565	29.6%	\$62,836	72.8%	24.35	15.41	63%	8.94	37%	\$4,609,239,646	7.9%	2.9%	4.97%	3
% of MEDIAN		442%	106%	99%	157%	319%	92%	111%	143%	81%	76%	76%	90%	90%	80%	100%	90%	100%	147%	262%	180%	86%	57%	893%	165%	88%	292%	
BATH, MAINE																												
BOWDOINHAM	Sagadahoc	2,805	39.1	94.6	34.4	80	90.5	28.6	9.2	31.1	\$44,779	\$54,906	\$112,600	\$209,362	\$10,127	22.6%	\$96,762	85.9%	13.80	5.16	37%	8.64	63%	\$337,178,405	5.3%	3.3%	1.97%	1
BRUNSWICK	Cumberland	21,836	36.3	96.2	12.6	1219	86.7	33.6	14.1	18	\$38,036	\$47,733	\$115,000	\$222,912	\$9,697	25.5%	\$107,912	93.8%	21.75	9.54	44%	12.21	56%	\$2,191,674,932	10.2%	5.7%	4.46%	3
RICHMOND	Sagadahoc	3,461	37.8	89.3	7.1	271	86.1	22	6.1	27.7	\$33,750	\$41,383	\$82,500	\$153,396	\$7,633	22.6%	\$70,896	85.9%	18.78	8.28	44%	10.51	56%	\$304,202,455	7.0%	3.9%	3.07%	1
WISCASSET	Lincoln	3,801	43.5	100.9	3.88	320	88.7	24.6	5.6	19	\$30,341	\$37,203	\$118,900	\$221,076	\$6,862	22.6%	\$102,176	85.9%	17.40	3.43	20%	13.97	80%	\$440,938,829	10.3%	8.3%	2.04%	2
WOOLWICH	Sagadahoc	2,976	39.7	96.2	35	84	85.5	24.9	9.4	23.2	\$41,741	\$51,224	\$113,400	\$211,196	\$9,483	22.7%	\$97,796	86.2%	10.90	3.51	32%	7.39	68%	\$458,509,763	4.5%	3.0%	1.45%	1
MEDIAN		3,461	39.1	96.2	12.6	271	86.7	24.9	9.2	23.2	\$38,036	\$47,733	\$113,400	\$211,196	\$9,483	22.6%	\$97,796	85.9%	17.40	5.16	37%	10.51	63%	\$440,938,829	7.0%	3.9%	2.04%	
BATH	Sagadahoc	9,318	36.9	93.7	9.11	983	88.2	22.4	8.4	17.3	\$36,372	\$45,063	\$96,800	\$183,662	\$8,691	23.9%	\$86,862	89.7%	16.20	9.68	60%	6.52	40%	\$2,800,642,848	6.6%	2.7%	3.95%	3
% of MEDIAN		269%	38%	97%	72%	363%	102%	90%	91%	75%	96%	94%	85%	87%	92%	106%	89%	104%	93%	188%	160%	62%	64%	635%	95%	68%	194%	
BIDDEFORD, MAINE																												
ARUNDEL	York	3,913	37.3	122.3	23.9	170	86.2	19.1	5.2	23.7	\$49,484	\$59,391	\$120,400	\$237,374	\$9,907	20.0%	\$116,974	97.2%	11.45	3.12	27%	8.33	73%	\$462,752,829	4.6%	3.3%	1.25%	1
BUXTON	York	8,195	37.4	119.7	40.5	200	87.2	17.3	4.2	29.7	\$48,958	\$58,760	\$111,300	\$219,433	\$9,802	20.0%	\$108,133	97.2%	12.80	3.21	25%	9.59	75%	\$687,817,260	4.8%	3.6%	1.20%	1
HOLLIS	York	4,583	36.8	118.5	32	145	87	19.5	4.9	29.2	\$48,846	\$58,625	\$109,300	\$215,490	\$9,779	20.0%	\$106,190	97.2%	11.00	5.58	51%	5.42	49%	\$930,253,429	4.0%	2.0%	2.05%	1
KENNEBUNK	York	11,426	44.2	124.4	6.74	762	91.5	42.2	15	24.6	\$48,022	\$57,636	\$141,180	\$278,344	\$9,614	20.0%	\$137,163	97.2%	12.05	4.11	34%	7.94	66%	\$2,794,419,694	5.8%	3.8%	1.99%	2
OLD ORCHARD BEACH	York	9,359	40.1	119.2	7.45	1273	87.4	22.3	6.9	22.9	\$36,568	\$43,889	\$91,000	\$179,411	\$7,321	20.0%	\$88,411	97.2%	13.32	7.47	56%	5.85	44%	\$2,989,839,812	5.4%	2.4%	3.05%	2
SACO	York	18,328	37.2	119.8	38.5	471	86.9	23.3	7.6	22.4	\$45,105	\$54,135	\$116,700	\$230,080	\$9,030	20.0%	\$113,380	97.2%	12.73	5.77	45%	6.96	55%	\$3,529,513,278	5.4%	3.0%	2.45%	2
SCARBOROUGH	Cumberland	18,604	38.6	102.3	4.98	804	92.4	30.8	9.3	17.3	\$46,705	\$58,612	\$138,300	\$268,076	\$11,907	25.5%	\$129,776	93.8%	11.48	4.26	37%	7.22	63%	\$5,274,729,543	5.3%	3.3%	1.95%	2
MEDIAN		9,359	37.4	119.7	23.9	471	87.2	22.3	6.9	23.7	\$48,022	\$58,612	\$116,700	\$230,080	\$9,779	20.0%	\$113,380	97.2%	12.05	4.26	37%	7.22	63%	\$2,794,419,694	5.3%	3.3%	1.99%	
BIDDEFORD	York	21,596	36.4	124.5	30	720	78	16.7	5.5	21.9	\$34,976	\$41,978	\$114,600	\$225,939	\$7,002	20.0%	\$111,339	97.2%	19.05	10.48	55%	8.57	45%	\$3,633,855,494	10.3%	4.6%	5.64%	3
% of MEDIAN		231%	114%	97%	104%	126%	153%	89%	75%	92%	73%	72%	98%	98%	72%	100%	98%	100%	158%	246%	148%	119%	72%	130%	195%	140%	284%	
BRUNSWICK, MAINE																												
BATH	Sagadahoc	9,318	36.9	93.7	9.11	983	88.2	22.4	8.4	17.3	\$36,372	\$45,063	\$96,800	\$183,662	\$8,691	23.9%	\$86,862	89.7%	16.20	9.68	60%	6.52	40%	\$2,800,642,848	6.6%	2.7%	3.95%	3
BOWDOINHAM	Sagadahoc	2,805	39.1	94.6	34.4	80	90.5	28.6	9.2	31.1	\$44,779	\$54,906	\$112,600	\$209,362	\$10,127	22.6%	\$96,762	85.9%	13.80	5.16	37%	8.64	63%	\$337,178,405	5.3%	3.3%	1.97%	1
FREEPORT	Cumberland	8,010	38.8	100	2.57	731	87.8	33	9	18.5	\$34,591	\$43,410	\$125,200	\$242,684	\$8,819	25.5%	\$117,484	93.8%	12.50	4.55	36%	7.95	64%	\$2,334,588,775	7.0%	4.4%	2.55%	3
HARPSWELL	Cumberland	5,121	45.3	104.5	24.2	216	88.9	42.2	17.9	31.5	\$40,611	\$50,965	\$158,900	\$304,130	\$10,354	25.5%	\$147,230	93.8%	9.59	1.77	30%	4.18	70%	\$2,346,072,714	5.5%	2.5%	1.05%	1
LISBON	Androscoggin	9,330	35.6	89	23.6	395	83.5	11.1	2.5	24.1	\$38,478	\$49,881	\$83,709	\$144,659	\$11,403	29.6%	\$80,950	72.8%	24.25	9.42	39%	14.83	61%	\$599,749,981	7.0%	4.3%	3.75%	1
TOPSHAM	Sagadahoc	9,681	36.0	95.5	11	588	90.8	32.9	10.1	19.4	\$45,634	\$56,400	\$117,500	\$221,884	\$10,766	23.6%	\$104,384	88.8%	23.25	10.40	45%	12.85	55%	\$990,664,910	9.1%	5.1%	4.09%	2
MEDIAN		8,664	37.9	95.05	17.3	491.5	88.55	30.75	9.1	21.75	\$39,545	\$50,423	\$115,050	\$215,623	\$10,241	24.7%	\$100,573	89.3%	15.00	7.29	38%	8.29	62%	\$1,662,626,843	6.8%	3.8%	2.64%	
BRUNSWICK	Cumberland	21,836	36.3	96.2	12.6	1219	86.7	33.6	14.1	18	\$38,036	\$47,733	\$115,000	\$222,912	\$9,697	25.5%	\$107,912	93.8%	21.75	9.54	44%	12.21	56%	\$2,191,674,932	10.2%	5.7%	4.46%	3
% of MEDIAN		252%	96%	101%	73%	248%	98%	109%	155%	83%	96%	95%	100%	103%	95%	103%	107%	105%	145%	131%	115%	147%	91%	132%	149%	150%	169%	

Appendix E: Complete Reference Set Variables

Town	County	Population	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Land Area (in square miles)	Population Density (people per square mile)	Educational Attainment				Median Household Income		Median Home Value		Change in Median Household Income		Change in Median Home Value		2006 Property Tax Mill Rate - Total Taxes	2006 Mill Rate for Non-Education Functions	2006 Non-Ed Taxes as Percent of Total	2006 Mill Rate for Education	2006 Education Mills as Percent of Total Mills	2006 Per Capita Propety Valuation	Total Tax on Median Home as % Median Household Income	Tax for Education on Median Home as % Median Household Income	Tax on Median Home as % Median Household Income	FISCAL CLASSIFICATION: 3=Primary, 2=Secondary, 1=Sending
							High School or Higher	Bachelors Degree or Higher	Graduate or Professional Degree	Travel Time to Work (in minutes)	2000	2007	2000	2007	\$	%	\$	%										
GARDNER, MAINE																												
CHELSEA	Kennebec	2,671	39.3	87.4	19.5	136	78.6	10	2	22.4	\$40,905	\$49,439	\$81,100	\$139,180	\$8,534	20.9%	\$58,080	71.6%	15.70	1.16	7%	14.54	93%	\$113,142,937	4.4%	4.1%	0.33%	1
FARMINGDALE	Kennebec	2,877	39.0	89	2.34	852	93.2	30.1	8.7	19.8	\$35,240	\$42,593	\$86,400	\$148,276	\$7,353	20.9%	\$61,876	71.6%	17.75	1.72	10%	16.03	90%	\$120,814,660	6.2%	5.6%	0.60%	1
HALLOWELL	Kennebec	2,502	42.4	91.6	5.87	415	92.3	36.2	15.9	19.2	\$36,058	\$43,581	\$96,500	\$165,609	\$7,523	20.9%	\$69,109	71.6%	19.50	8.36	43%	11.14	57%	\$297,936,259	7.4%	4.2%	3.18%	1
LITCHFIELD	Kennebec	3,352	38.5	91.3	37.4	92	86.4	20.6	8.8	29.7	\$41,096	\$49,670	\$89,900	\$154,282	\$8,574	20.9%	\$64,382	71.6%	22.80	3.87	17%	18.93	83%	\$179,255,819	7.1%	5.9%	1.20%	1
PITSTON	Kennebec	2,681	39.7	90.4	32.2	82	85.5	14.9	4.4	25.6	\$39,609	\$47,873	\$82,500	\$141,583	\$8,264	20.9%	\$59,083	71.6%	15.50	2.19	14%	13.31	86%	\$121,452,359	4.6%	3.9%	0.65%	1
RANDOLPH	Kennebec	1,905	38.6	88.6	2.13	925	84.3	11.7	4.1	21.1	\$31,046	\$37,523	\$74,200	\$127,338	\$6,477	20.9%	\$53,138	71.6%	20.65	6.97	34%	13.68	66%	\$76,289,990	7.0%	4.6%	2.37%	1
RICHMOND	Sagadahoc	3,461	37.8	89.3	7.1	271	86.1	22	6.1	27.7	\$33,750	\$41,383	\$82,500	\$153,996	\$7,633	22.6%	\$70,896	85.9%	18.78	8.28	44%	10.51	56%	\$304,202,455	7.0%	3.9%	3.07%	1
MEDIAN		2,681	39.0	89.3	7.1	271	86.1	20.6	6.1	22.4	\$36,058	\$43,581	\$82,500	\$148,276	\$7,633	20.9%	\$61,876	71.6%	18.78	3.87	17%	13.68	83%	\$121,452,359	7.0%	4.2%	1.20%	
GARDNER	Kennebec	6,224	38.1	87.6	15.7	389	83.9	17.9	7.1	24.3	\$35,103	\$42,427	\$75,000	\$128,711	\$7,324	20.9%	\$53,711	71.6%	21.80	11.65	53%	10.15	47%	\$575,472,343	6.6%	3.1%	3.53%	2
% of MEDIAN		232%	98%	98%	221%	144%	97%	87%	116%	108%	97%	97%	91%	102%	96%	100%	87%	100%	116%	301%	315%	74%	56%	474%	95%	73%	294%	
LEWISTON, MAINE																												
AUBURN	Androscoggin	23,618	38.3	88.6	59.8	388	81.2	18.9	6.5	21.6	\$35,652	\$46,217	\$86,300	\$149,136	\$10,565	29.6%	\$62,836	72.8%	24.35	15.41	63%	8.94	37%	\$4,609,239,646	7.9%	2.9%	4.97%	3
BOWDOIN	Sagadahoc	2,928	36.3	93.7	43.5	67	82.3	12.3	4.1	28.8	\$42,688	\$52,342	\$94,400	\$175,522	\$9,654	22.6%	\$81,122	85.9%	18.50	2.76	15%	15.74	85%	\$138,812,936	6.2%	5.3%	0.93%	1
GREENE	Androscoggin	4,400	36.9	88.6	32.4	138	85.6	11.2	2.7	28.8	\$48,017	\$62,246	\$96,800	\$167,281	\$14,229	29.6%	\$70,481	72.8%	18.00	4.06	23%	13.94	77%	\$247,790,560	4.8%	3.7%	1.09%	1
LISBON	Androscoggin	9,330	35.6	89	23.6	395	83.5	11.1	2.5	24.1	\$38,478	\$49,881	\$83,709	\$144,659	\$11,403	29.6%	\$60,950	72.8%	24.25	9.42	39%	14.83	61%	\$599,749,981	7.0%	4.3%	2.73%	1
LITCHFIELD	Kennebec	3,352	38.5	91.3	37.4	92	86.4	20.6	8.8	29.7	\$41,096	\$49,670	\$89,900	\$154,282	\$8,574	20.9%	\$64,382	71.6%	22.80	3.87	17%	18.93	83%	\$179,255,819	7.1%	5.9%	1.20%	1
TURNER	Androscoggin	5,452	35.9	88.8	59.6	94	88	18	4.9	26.9	\$46,207	\$59,900	\$99,400	\$171,774	\$13,693	29.6%	\$72,374	72.8%	13.75	2.58	19%	11.17	81%	\$409,589,365	3.9%	3.2%	0.74%	1
WALES	Androscoggin	1,424	34.9	89.5	16.1	92	85.4	12.6	3.2	33.5	\$44,444	\$57,615	\$96,800	\$167,281	\$13,171	29.6%	\$70,481	72.8%	25.00	6.96	28%	18.04	72%	\$499,194,557	7.3%	5.2%	2.02%	1
MEDIAN		4,400	36.3	89	37.4	94	85.4	12.6	4.1	28.8	\$42,688	\$52,342	\$94,400	\$167,281	\$11,403	29.6%	\$70,481	72.8%	22.80	4.06	23%	14.83	77%	\$247,790,560	7.0%	4.3%	1.20%	
LEWISTON	Androscoggin	36,290	37.6	90.5	34.1	1031	72.3	12.6	4	18.8	\$29,191	\$37,842	\$85,800	\$148,272	\$8,651	29.6%	\$62,472	72.8%	26.65	17.85	67%	8.80	33%	\$4,654,125,612	10.4%	3.4%	6.99%	3
% of MEDIAN		825%	104%	102%	91%	1097%	85%	100%	98%	65%	68%	72%	91%	89%	76%	100%	89%	100%	117%	439%	297%	59%	43%	1878%	148%	80%	582%	
LISBON, MAINE																												
BOWDOIN	Sagadahoc	2,928	36.3	93.7	43.5	67	82.3	12.3	4.1	28.8	\$42,688	\$52,342	\$94,400	\$175,522	\$9,654	22.6%	\$81,122	85.9%	18.50	2.76	15%	15.74	85%	\$138,812,936	6.2%	5.3%	0.93%	1
BRUNSWICK	Cumberland	21,836	36.3	96.2	12.6	1219	86.7	33.6	14.1	18	\$38,036	\$47,733	\$115,000	\$222,912	\$9,697	25.5%	\$107,912	93.8%	21.75	9.54	44%	12.21	56%	\$2,191,674,932	10.2%	5.7%	4.46%	3
DURHAM	Androscoggin	3,992	37.1	96	38.1	108	90.7	24	6.1	26.9	\$53,846	\$69,803	\$125,400	\$216,705	\$15,957	29.6%	\$91,305	72.8%	17.80	4.16	23%	13.64	77%	\$233,270,826	5.5%	4.2%	1.29%	1
NEW GLOUCESTER	Cumberland	5,369	35.5	94.3	47.1	116	89.5	21.9	8.4	26	\$49,599	\$62,244	\$116,900	\$226,595	\$12,645	25.5%	\$109,695	93.8%	9.65	3.05	32%	6.60	68%	\$622,576,432	3.5%	2.4%	1.11%	1
NORTH YARMOUTH	Cumberland	3,485	37.8	96.3	21.1	169	95.5	44.7	15.8	28.2	\$60,850	\$76,364	\$156,500	\$303,354	\$15,514	25.5%	\$146,854	93.8%	11.10	2.67	24%	8.43	76%	\$587,241,157	4.4%	3.3%	1.06%	1
POWINAL	Cumberland	1,610	41.0	96.2	22.9	71	89.5	33.9	14	26.7	\$54,219	\$68,042	\$145,700	\$282,420	\$13,823	25.5%	\$136,720	93.8%	26.92	7.99	30%	18.93	70%	\$100,168,402	11.2%	7.9%	3.32%	1
TOPSHAM	Sagadahoc	9,681	36.0	95.5	11	588	90.8	32.9	10.1	19.4	\$45,634	\$56,400	\$117,500	\$221,884	\$10,766	23.6%	\$104,384	88.8%	23.25	10.40	45%	12.85	55%	\$990,664,910	9.1%	5.1%	4.09%	2
MEDIAN		3,992	36.3	96	22.9	116	89.5	32.9	10.1	26.7	\$49,599	\$62,244	\$117,500	\$222,912	\$12,645	25.5%	\$107,912	93.8%	18.50	4.16	30%	12.85	70%	\$587,241,157	6.2%	5.1%	1.29%	
LISBON	Androscoggin	9,330	35.6	89	23.6	395	83.5	11.1	2.5	24.1	\$38,478	\$49,881	\$83,709	\$144,659	\$11,403	29.6%	\$60,950	72.8%	24.25	9.42	39%	14.83	61%	\$599,749,981	7.0%	4.3%	2.73%	1
% of MEDIAN		234%	98%	93%	103%	341%	93%	34%	25%	90%	78%	80%	71%	65%	90%	116%	56%	78%	131%	227%	131%	115%	87%	102%	113%	85%	212%	
OLD ORCHARD BEACH																												
ARUNDEL	York	3,913	37.3	122.3	23.9	170	86.2	19.1	5.2	23.7	\$49,484	\$59,391	\$120,400	\$237,374	\$9,907	20.0%	\$116,974	97.2%	11.45	3.12	27%	8.33	73%	\$462,752,829	4.6%	3.3%	1.25%	1
BIDDEFORD	York	21,596	36.4	124.5	30	720	78	16.7	5.5	21.9	\$34,976	\$41,978	\$114,600	\$225,939	\$7,002	20.0%	\$111,339	97.2%	19.05	10.48	55%	8.57	45%	\$3,633,855,494	10.3%	4.6%	5.64%	3
BUXTON	York	8,195	37.4	119.7	40.5	200	87.2	17.3	4.2	29.7	\$48,958	\$58,760	\$111,300	\$219,433	\$9,802	20.0%	\$108,133	97.2%	12.80	3.21	25%	9.59	75%	\$687,817,260	4.8%	3.6%	1.20%	1
HOLLIS	York	4,583	36.8	118.5	32	145	87	19.5	4.9	29.2	\$48,846	\$58,625	\$109,300	\$215,490	\$9,779	20.0%	\$106,190	97.2%	11.00	5.58	51%	5.42	49%	\$930,253,429	4.0%	2.0%	2.05%	1
KENNEBUNK	York	11,426	44.2	124.4	6.74	762	91.5	42.2	15	24.6	\$48,022	\$57,636	\$141,180	\$278,344	\$9,614	20.0%	\$137,163	97.2%	12.05	4.11	34%	7.94	66%	\$2,794,419,694	5.8%	3.8%	1.99%	2
SACO	York	18,328	37.2	119.8	38.5	471	86.9	23.3	7.6	22.4	\$45,105	\$54,135	\$116,700	\$230,080	\$9,030	20.0%	\$113,380	97.2%	12.73	5.77	45%	6.96	55%	\$3,529,513,278	5.4%	3.0%	2.45%	2
SCARBOROUGH	Cumberland	18,604	38.6	102.3	4.98	804	92.4	30.8	9.3	17.3	\$46,705	\$58,612	\$138,300	\$268,076	\$11,907	25.5%	\$129,776	93.8%	11.48	4.26	37%	7.22	63%	\$5,274,729,543	5.3%	3.3%	1.95%	2
MEDIAN		11,426	37.3	119.8	30	471	87	19.5	5.5	23.7	\$48,022	\$58,612	\$116,700	\$230,080	\$9,779	20.0%	\$113,380	97.2%	12.05	4.26	37%	7.94	63%	\$2,794,419,694	5.3%	3.3%	1.99%	
OLD ORCHARD BEACH	York	9,359	40.1	119.2	7.45	1273	87.4	22.3	6.9	22.9	\$36,568	\$43,889	\$91,000	\$179,411	\$7,321	20.0%	\$88,411	9										

Appendix E: Complete Reference Set Variables

Town	County	Population	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Land Area (in square miles)	Population Density (people per square mile)	Educational Attainment				Travel Time to Work (in minutes)	Median Household Income		Median Home Value		Change in Median Household Income		Change in Median Home Value		2006 Property Tax Mil Rate - Total Taxes	2006 Mil Rate for Non-Education Functions	2006 Non-Ed Taxes as Percent of Total Mills	2006 Mil Rate for Education	2006 Education Mills as Percent of Total Mills	2006 Per Capita Propety Valuation	Total Tax on Median Home as % Median Household Income	Tax for Education on Median Home as % Median Household Income	Tax on Median Home as % Median Household Income	FISCAL CLASSIFICATION: 3=Primary, 2=Secondary, 1= Sending
							High School or Higher	Bachelors Degree or Higher	Graduate or Professional Degree	2000		2007	2000	2007	\$s	%	\$s	%											
OAKLAND, MAINE																													
BELGRADE	Kennebec	3,216	39.5	92.8	43.3	74	89.7	21.8	7	29.7	\$39,053	\$47,201	\$99,400	\$170,586	\$8,148	20.9%	\$71,186	71.6%	11.58	2.56	22%	9.02	78%	\$543,047,374	4.2%	3.3%	0.92%	1	
CHINA	Kennebec	4,382	36.8	91.1	49.8	89	89.2	21.5	9	28.3	\$41,250	\$49,856	\$98,700	\$169,384	\$8,606	20.9%	\$70,684	71.6%	16.50	2.19	13%	14.31	87%	\$240,902,296	5.6%	4.9%	0.74%	1	
VASSALBORO	Kennebec	4,306	37.3	90.2	44.3	101	87.1	18.8	7.5	23.3	\$37,923	\$45,835	\$85,800	\$147,246	\$7,312	20.9%	\$61,446	71.6%	15.75	4.85	31%	10.90	69%	\$237,198,698	5.1%	3.5%	1.56%	1	
WATERVILLE	Kennebec	15,740	35.6	90.9	13.6	1179	82.7	21	8.2	18.1	\$26,816	\$32,411	\$76,200	\$130,771	\$5,595	20.9%	\$54,571	71.6%	25.90	15.30	59%	10.60	41%	\$1,455,150,637	10.5%	4.3%	6.17%	3	
WINSLOW	Kennebec	7,972	40.8	87.6	36.9	217	84.6	19.9	5.1	21.3	\$39,580	\$47,838	\$82,400	\$141,411	\$8,258	20.9%	\$59,011	71.6%	18.50	7.67	41%	10.83	59%	\$721,880,740	5.5%	3.2%	2.27%	2	
MEDIAN		4,382	37.3	90.9	43.3	101	87.1	21	7.5	23.3	\$39,053	\$47,201	\$85,800	\$147,246	\$8,148	20.9%	\$61,446	143.2%	16.50	4.85	31%	10.83	69%	\$543,047,374	5.5%	3.5%	1.56%		
OAKLAND	Kennebec	6,131	37.1	88.1	5.39	527	89.3	19.2	8.3	21.2	\$32,700	\$39,523	\$73,500	\$126,137	\$6,823	20.9%	\$52,637	71.6%	12.60	5.22	41%	7.38	59%	\$706,861,967	4.0%	2.4%	1.67%	1	
% of MEDIAN		140%	99%	97%	12%	522%	103%	91%	111%	91%	84%	84%	86%	86%	84%	100%	86%	50%	76%	108%	135%	68%	85%	130%	74%	67%	107%		
PRESQUE ISLE, ME																													
CARIBOU	Aroostook	8,279	40.8	84.2	79.3	103	75.4	17.9	4.9	17.2	\$29,485	\$36,249	\$60,500	\$87,642	\$6,764	22.9%	\$27,142	44.9%	24.50	12.25	50%	12.25	50%	\$486,582,290	5.9%	3.0%	2.96%	3	
FORT FAIRFIELD	Aroostook	3,525	44.3	82.4	2.23	701	74.5	16.6	5.2	17.9	\$23,942	\$29,434	\$54,600	\$79,095	\$5,492	22.9%	\$24,495	44.9%	22.45	9.01	40%	13.44	60%	\$222,604,494	6.0%	3.6%	2.42%	1	
LIMESTONE	Aroostook	2,384	24.1	80.7	2.61	543	75.6	22.5	5.1	19.1	\$33,600	\$41,308	\$50,300	\$72,866	\$7,708	22.9%	\$22,566	44.9%	19.00	9.18	48%	9.82	52%	\$102,146,884	3.4%	1.7%	1.62%	2	
MAPLETON	Aroostook	1,982	38.6	83.3	34	58	85	16.2	5.2	18.4	\$36,188	\$44,489	\$66,800	\$96,768	\$8,301	22.9%	\$29,968	44.9%	13.80	3.72	27%	10.08	73%	\$108,019,188	3.0%	2.2%	0.81%	1	
MRS HILL	Aroostook	1,444	41.4	81.6	35.1	41	74.6	10	2.5	19.6	\$24,083	\$29,607	\$50,300	\$72,866	\$5,524	22.9%	\$22,566	44.9%	24.00	12.16	51%	11.84	49%	\$95,695,855	5.9%	2.9%	2.99%	1	
MEDIAN		2,384	41	82.4	34	103	75.4	16.6	5.1	18.4	\$29,485	\$36,249	\$54,600	\$79,095	\$6,764	22.9%	\$24,495	44.9%	22.45	9.18	48%	11.84	52%	\$108,019,188	5.9%	2.9%	2.42%		
PRESQUE ISLE	Aroostook	9,518	37.4	84.4	75.7	119	81.4	21	6.2	12.5	\$29,325	\$36,052	\$63,200	\$91,553	\$6,727	22.9%	\$28,353	44.9%	26.20	14.14	54%	12.06	46%	\$843,762,671	6.7%	3.1%	3.59%	3	
% of MEDIAN		399%	92%	102%	223%	116%	108%	127%	122%	68%	99%	99%	116%	116%	99%	100%	116%	100%	117%	154%	112%	102%	89%	781%	113%	105%	148%		
ROCKLAND, MAINE																													
CAIDEN	Knox	5,354	48.0	102.5	3.78	1070	91.6	42.5	14.9	15.1	\$39,891	\$49,406	\$162,400	\$307,922	\$9,515	23.9%	\$145,522	89.6%	12.29	4.83	39%	7.46	61%	\$1,758,418,115	7.7%	4.6%	3.01%	3	
CUSHING	Knox	1,374	40.6	94.7	19.4	64	90.3	20.7	6.9	21.5	\$40,598	\$49,780	\$101,400	\$188,537	\$9,182	22.6%	\$87,137	85.9%	12.20	3.24	27%	8.96	73%	\$308,524,870	4.6%	3.4%	1.23%	1	
HOPE	Knox	1,446	37.9	93.9	21.8	66	90.4	27.1	8.5	23.6	\$42,273	\$51,833	\$110,900	\$206,201	\$9,560	22.6%	\$95,301	85.9%	11.00	3.56	32%	7.44	68%	\$266,176,194	4.4%	3.0%	1.42%	1	
OWLS HEAD	Knox	1,623	47.2	99.5	8.89	184	90.1	25.6	6.9	16.2	\$40,107	\$49,291	\$132,600	\$247,660	\$9,184	22.9%	\$115,060	86.8%	8.61	1.41	16%	7.20	84%	\$348,314,933	4.3%	3.6%	0.71%	1	
THOMSTON	Knox	3,284	39.2	95.5	1.97	1417	84.5	22	9.2	18.1	\$30,549	\$37,871	\$97,500	\$185,201	\$7,322	24.0%	\$87,701	89.9%	20.10	10.35	51%	9.75	49%	\$525,298,651	9.8%	4.8%	5.06%	2	
UNION	Knox	2,331	40.2	92.2	32.1	73	88.8	20.7	6	26.4	\$37,679	\$46,200	\$96,700	\$179,798	\$8,521	22.6%	\$83,098	85.9%	13.60	4.32	32%	9.28	68%	\$248,464,515	5.3%	3.6%	1.68%	1	
WALDOBORO	Lincoln	5,101	45.9	95.7	4.89	273	82.2	19.6	7.5	22.7	\$25,682	\$31,490	\$88,200	\$163,994	\$5,808	22.6%	\$75,794	85.9%	13.30	4.15	31%	9.15	69%	\$577,896,113	6.9%	4.8%	2.16%	1	
MEDIAN		2,331	40.6	95.5	8.89	184	90.1	22	7.5	21.5	\$39,891	\$49,291	\$101,400	\$188,537	\$9,182	22.6%	\$87,701	85.9%	12.29	4.15	32%	8.96	68%	\$48,314,933	5.3%	3.6%	1.68%		
ROCKLAND	Knox	7,630	40.9	93.2	12.9	576	83.3	20.4	6.9	14.5	\$30,209	\$37,410	\$82,400	\$156,198	\$7,201	23.8%	\$73,798	89.6%	17.51	9.58	55%	7.92	45%	\$1,676,898,368	7.3%	3.3%	4.00%	3	
% of MEDIAN		327%	101%	98%	145%	313%	92%	93%	92%	67%	76%	76%	81%	101%	78%	105%	84%	104%	142%	231%	172%	88%	66%	481%	138%	91%	238%		
SACO, MAINE																													
ARUNDEL	York	3,913	37.3	122.3	23.9	170	86.2	19.1	5.2	23.7	\$49,484	\$59,391	\$120,400	\$237,374	\$9,907	20.0%	\$116,974	97.2%	11.45	3.12	27%	8.33	73%	\$462,752,829	4.6%	3.3%	1.25%	1	
BIDDEFORD	York	21,596	36.4	124.5	30	720	78	16.7	5.5	21.9	\$34,976	\$41,978	\$114,600	\$225,939	\$7,002	20.0%	\$111,339	97.2%	19.05	10.48	55%	8.57	45%	\$3,633,855,494	10.3%	4.6%	5.64%	3	
BUXTON	York	8,195	37.4	119.7	40.5	200	87.2	17.3	4.2	29.7	\$49,598	\$58,760	\$111,300	\$219,433	\$9,802	20.0%	\$108,133	97.2%	12.80	3.21	25%	9.59	75%	\$687,817,260	4.8%	3.6%	1.20%	1	
HOLLIS	York	4,583	36.8	118.5	32	145	87	19.5	4.9	29.2	\$48,846	\$58,625	\$109,300	\$215,490	\$9,779	20.0%	\$106,190	97.2%	11.00	5.58	51%	5.42	49%	\$930,253,429	4.0%	2.0%	2.05%	1	
KENNEBUNK	York	11,426	44.2	124.4	6.74	762	91.5	42.2	15	24.6	\$48,022	\$57,636	\$141,180	\$278,344	\$9,614	20.0%	\$137,163	97.2%	12.05	4.11	34%	7.94	66%	\$2,794,419,694	5.8%	3.8%	1.99%	2	
OLD ORCHARD BEACH	York	9,359	40.1	119.2	7.45	1273	87.4	22.3	6.9	22.9	\$36,568	\$43,889	\$91,000	\$179,411	\$7,321	20.0%	\$88,411	97.2%	13.32	7.47	56%	5.85	44%	\$2,989,839,812	5.4%	2.4%	3.05%	2	
SCARBOROUGH	Cumberland	18,604	38.6	102.3	4.98	804	92.4	30.8	9.3	17.3	\$46,705	\$58,612	\$138,300	\$268,076	\$11,907	25.5%	\$129,776	93.8%	11.48	4.26	37%	7.22	63%	\$5,274,729,543	5.3%	3.3%	1.95%	2	
MEDIAN		9,359	37.4	119.7	23.9	720	87.2	19.5	5.5	23.7	\$48,022	\$58,612	\$114,600	\$225,939	\$9,779	20.0%	\$111,339	97.2%	12.05	4.26	37%	7.94	63%	\$2,794,419,694	5.3%	3.3%	1.99%		
SACO	York	18,328	37.2	119.8	38.5	471	86.9	23.3	7.6	22.4	\$45,105	\$54,135	\$116,700	\$230,080	\$9,030	20.0%	\$113,380	97.2%	12.73	5.77	45%	6.96	55%	\$3,529,513,278	5.4%	3.0%	2.45%	2	
% of Median		196%	99%	100%	161%	65%	100%	119%	138%	95%	94%	92%	102%	102%	92%	100%	102%	100%	106%	135%	122%	88%	87%	126%	103%	89%	123%		

Appendix E: Complete Reference Set Variables

Town	County	Population	Median Resident Age (Maine Median=38.6)	Cost of Living Index (US=100)	Land Area (in square miles)	Population Density (people per square mile)	Educational Attainment			Travel Time to Work (in minutes)	Median Household Income		Median Home Value		Change in Median Household Income		Change in Median Home Value		2006 Property Tax Mil Rate - Total Taxes	2006 Mil Rate for Non-Education Functions	2006 Non-Ed Taxes as Percent of Total Mills	2006 Mil Rate for Education	2006 Education Mills as Percent of Total Mills	2006 Per Capita Propety Valuation	Total Tax on Median Home as % Median Household Income	Tax for Education on Median Home as % Median Household Income	Tax on Median Home as % Median Household Income	FISCAL CLASSIFICATION: 3=Primary, 2=Secondary, 1=Sending
							High School or Higher	Bachelors Degree or Higher	Graduate or Professional Degree		2000	2007	2000	2007	\$s	%	\$s	%										
SANFORD, MAINE																												
ALFRED	York	2,877	42.2	117.8	27.2	105	80.3	18.2	6.3	23.4	\$40,583	\$48,708	\$99,500	\$196,169	\$8,125	20.0%	\$96,669	97.2%	12.55	5.07	40%	7.48	60%	\$401,177,015	5.1%	3.0%	2.04%	1
KENNEBUNK	York	11,426	44.2	124.4	6.74	762	91.5	42.2	15	24.6	\$48,022	\$57,636	\$141,180	\$278,344	\$9,614	20.0%	\$137,163	97.2%	12.05	4.11	34%	7.94	66%	\$2,794,419,694	5.8%	3.8%	1.99%	2
LEBANON	York	5,784	36.7	119.2	54.7	103	75.2	9.4	2.1	30.2	\$40,021	\$48,033	\$96,200	\$189,663	\$8,012	20.0%	\$93,463	97.2%	10.40	2.14	21%	8.26	79%	\$511,724,299	4.1%	3.3%	0.85%	1
NORTH BERWICK	York	4,801	38.0	117.5	3.2	528	89.6	15.7	5.7	27	\$39,931	\$47,925	\$98,000	\$193,212	\$7,994	20.0%	\$95,212	97.2%	10.30	4.13	40%	6.17	60%	\$950,715,639	4.2%	2.5%	1.66%	2
SHAPLEIGH	York	2,574	39.7	121.6	38.8	65	85.3	16.9	5.4	34.9	\$42,026	\$50,440	\$110,000	\$216,870	\$8,414	20.0%	\$106,870	97.2%	8.80	3.22	37%	5.58	63%	\$761,885,451	3.8%	2.4%	1.38%	1
WATERBORO	York	7,247	33.3	116.7	55.5	132	89.9	16.6	4.8	34.3	\$43,234	\$51,890	\$97,200	\$191,634	\$8,656	20.0%	\$94,434	97.2%	23.00	4.68	20%	18.32	80%	\$403,748,150	8.5%	6.8%	1.73%	1
WELLS	York	10,211	43.3	126.8	57.6	172	92	29.1	9.3	26.2	\$46,314	\$55,586	\$149,300	\$294,352	\$9,272	20.0%	\$145,052	97.2%	7.95	3.33	42%	4.62	58%	\$4,702,622,983	4.2%	2.4%	1.77%	2
MEDIAN		5,784	39.7	119.2	38.8	132.0	89.6	16.9	5.7	27	\$42,026	\$50,440	\$99,500	\$196,169	\$8,414	20.0%	\$96,669	97.2%	10.40	4.11	37%	7.48	63%	\$761,885,451	4.2%	3.0%	1.73%	
SANFORD	York	21,619	36.2	121.3	5.12	2117	75.8	9.8	2.4	21.8	\$33,546	\$40,263	\$88,818	\$175,110	\$6,716	20.0%	\$86,291	97.2%	14.60	8.47	58%	6.13	42%	\$3,507,643,716	6.3%	2.7%	3.68%	3
%MEDIAN		374%	91%	102%	13%	1604%	85%	58%	42%	81%	80%	80%	89%	89%	80%	100%	89%	100%	140%	206%	159%	82%	66%	460%	151%	88%	213%	
WATERVILLE, MAINE																												
BELGRADE	Kennebec	3,216	39.5	92.8	43.3	74	89.7	21.8	7	29.7	\$39,053	\$47,201	\$99,400	\$170,586	\$8,148	20.9%	\$71,186	71.6%	11.58	2.56	22%	9.02	78%	\$543,047,374	4.2%	3.3%	0.92%	1
CHINA	Kennebec	4,382	36.8	91.1	49.8	89	89.2	21.5	9	28.3	\$41,250	\$49,856	\$98,700	\$169,384	\$8,606	20.9%	\$70,684	71.6%	16.50	2.19	13%	14.31	87%	\$240,902,296	5.6%	4.9%	0.74%	1
OAKLAND	Kennebec	6,131	37.1	88.1	5.39	527	89.3	19.2	8.3	21.2	\$32,700	\$39,523	\$73,500	\$126,137	\$6,823	20.9%	\$52,637	71.6%	12.60	5.22	41%	7.38	59%	\$706,861,967	4.0%	2.4%	1.67%	1
VASSALBORO	Kennebec	4,306	37.3	90.2	44.3	101	87.1	18.8	7.5	23.3	\$37,923	\$45,835	\$85,800	\$147,246	\$7,912	20.9%	\$61,446	71.6%	15.75	4.85	31%	10.90	69%	\$237,198,698	5.1%	3.5%	1.56%	1
WINSLOW	Kennebec	7,972	40.8	87.6	36.9	217	84.6	19.9	5.1	21.3	\$39,580	\$47,838	\$82,400	\$141,411	\$8,258	20.9%	\$59,011	71.6%	18.50	7.67	41%	10.83	59%	\$721,880,740	5.5%	3.2%	2.27%	2
MEDIAN		4,382	37.3	90.2	43.3	101	89.2	19.9	7.5	23.3	\$39,053	\$47,201	\$85,800	\$147,246	\$8,148	20.9%	\$61,446	71.6%	15.75	4.85	31%	10.83	69%	\$543,047,374	5.1%	3.3%	1.56%	
WATERVILLE	Kennebec	15,740	35.6	90.9	13.6	1179	82.7	21	8.2	18.1	\$26,816	\$32,411	\$76,200	\$130,771	\$5,595	20.9%	\$54,571	71.6%	25.90	15.30	59%	10.60	41%	\$1,455,150,637	10.5%	4.3%	6.17%	3
%of MEDIAN		359%	95%	101%	31%	1167%	93%	106%	109%	78%	69%	69%	89%	89%	69%	100%	89%	100%	164%	316%	192%	98%	59%	268%	207%	131%	397%	

Appendix F: Literature Review

Date	Author	Title	Publication	Abstract	Notable Points
1969	Adde, L.	"Nine Cities. The Anatomy of Downtown Revival"	Book- Contributions by Urban Land Institute	Dated Information but when compared to previous source provides insight into developing theory's/thoughts regarding downtown revitalization.	How does the community view their town? 3 P's "participation, planning, and power of domain." Holds a view that the most effective tool to be used is eminent domain and highways should run through downtown. Key factor in revitalization is parking which is reflected by Frieden.
2009	Birch, E.	"Downtown in the New American City"	The Annals of The American Academy of Political and Social Science, Vol. 626, No.1: 134-153	Overview of cities as built of multiple complex entities and associations, the downtown area is only one of them. Provides and extensive information on the progressive of concepts on downtown revitalization and development. Focusing on the influence and use of housing in downtown areas.	The Tax Reform Act of 1986 disqualified municipal bonds for many entertainment establishments but did establish the Low Income Housing Tax Credit LIHTC which makes the development of housing in a downtown area more feasible than entertainment development. Shifting thought away from the use of downtown buildings for office space toward a more diverse multi-use community. Five Key Points; mass transit, open space, business improvement districts, substantial housing, sub-districts in downtown itself.
2008	Campo, D. Ryan, B.	"The Entertainment Zone: Unplanned Nightlife and the Revitalization of the American Downtown	Journal of Urban Design 13(3): 291-315	Discusses the pros and cons of entertainment / leisure businesses. These business include "bars, cafes, restaurants, nightclubs, performance spaces." presents the idea of "entertainment zones (EZ).	Entertainment Business are particularly suitable to older buildings that often time have difficult layouts and styles. Entertainment Zones are highly restricted/limited by highways, waterways etc due to reliance on pedestrian traffic. Touches upon 9 downtown dynamics such as " continuous commercial frontage, flexible facades, commercial frontage no entirely entertainment-related, and independent business " among others.

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2009	Clemens, K.	"Wichita Mayor Launches Downtown Revitalization Initiative"	Nation's Cities Weekly, May 11, 2009. Retrieved online	Details a downtown revitalization initiative that focused on becoming and improving tourism as a source of economic and community strength.	Applicable to many Maine towns/cities that currently focus on tourism. Also applicable to areas that could draw economic activity from tourism. "A vibrant downtown is what visitors remember." Downtown areas must have a day and night activities to succeed.
2006	Faulk, D.	"The Process and Practice of Downtown Revitalization."	Review of Policy Research 23(2): 625-645	Discuss the ideas and points that several other authors believe are the key components of a successful downtown as well as several tools that can be and are essential to the develop of these key components.	Central Business District (CBD). The “nowhere syndrome,” referring to the anonymity of many newer built environments with the same stores, architecture, and large parking lots. The ability to establish a “sense of place” is one of the strengths of traditional downtown areas. (1) pedestrianization, (2) indoor shopping centers, (3) historic preservation, (4) waterfront development, (5) office development, (6) special activity generators, and (7) transportation enhancements. Housing development is an additional strategy. white elephants— large vacant or underutilized buildings.
2004	Filion, P.	"The Healthy Few. Healthy Downtowns of Small Metropolitan Regions."	Journal of American Planning Association 70 (3): 328-343	Details initial attempts to copy ideas and dynamics of the suburb and apply them to downtown areas to make the competitive , how that failed and how thoughts/ideas changed to emphasis the uniqueness of the downtown from the suburbs.	Several Key factors to successful downtown; active retail, pedestrian environment, cultural activities, street orientated retail, presence of resident population, 24 hr land use organization. Other influences that can make or break a downtown; proximity of a university, historic town character, natural amenities (water) and tourism.

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2008	Filion, P. Hammon, K.	"When Planning Fails: Downtown Malls in Mid-Size Cities."	Canadian Journal of Urban Research, December 22, 2008	Details the failures and problems with encouraging and constructing indoor shopping malls in downtown areas. State that indoor shopping malls is one strategy to allow downtown areas to "compete with suburban retailing on a equal footing."	Prevents other revitalization that focus on street orientation and historic architecture . " Hybrid Urban Structure ." Indoor shopping malls were an attempt to provide easy personal transportation like suburb areas but separate pedestrian for automobile traffic. Failure of indoor malls has shifting focus on street life, historic character of downtown, and "niche markets"
2008	Franzese, P.	"A Comparative Analysis of Downtown Revitalization Efforts in Three North Carolina Communities."	Capstone paper for Mater of Public Administration University of North Carolina at Chapel Hill	Example of research similar to own. Provides a general outline or setup to report findings for a study on downtown revitalization.	Major themes for downtown revitalization: Active understanding of community roles and relationships, use of historic features, patience, and "getting the right people on board." What makes a positive/dynamic downtown: pedestrian friendly, mix of public and professional services, positive and open relationship between "downtown commissions and town officials" traffic generators
1990	Frieden, B. Sagalyn, L.	"Downtown, Inc. How America Rebuilds Cities"	The MIT Press	Discusses a multitude of downtown revitalization aspects from physical to psychological aspects. Researcher selected source to compare information from second source by Adde.	" Blighted " areas, tax-increment financing , sources and influence of confidence in downtown, positive and negatives of highways (Highway Revolts) and parking , dangers of eminent domain
2006	Mitchell, Stacy	"101 Reasons Why Maine's Homegrown Economy Matters and 50 Proven Ways to Revive It"	Institute for Local Self-Reliance	Links Downtown revitalization and small business development to overall economic health in Maine.	Emphasized the importance of state support for Downtown Revitalization, keeping public buildings downtown, maintaining affordable commercial space and developing small business in downtown regions.

Appendix F: Literature Review

2003	Robertson, K.	"Dissecting the Main St Approach"	Public Management , Vol 85, January-February 2003	Details the use of four main points in downtown economic revitalization and how they were used and adapted in four cities.	4 Major points to revitalized downtown; organization, design, promotion, and economic restructuring. Promotion key aspects to inform suburban population of any improvements, events or other initiatives that are taking place. While Four points are important the overriding key is FLEXIBILITY.
2003	Rypkema, D.	"The Importance of the Downtown in the 21st Century."	American Planning Association, Winter, 2003, page 14	Use the events of 9/11 to demonstrate the buildings and structures have significance and Americans value coming together as a group in common open spaces. Many downtowns of today have no special meaning or connection.	The Downtown should be called the City Center. Globalization is here to stay and is a powerful force in the downtown area. "Global Localization" Downtown areas must utilize the forces and ideas associated with globalization to become truly prosperous and successes. Diversity is another key factor in successful downtowns
2009	Schasberger, M.	"Promoting and Developing a trail Network Across Suburban, Rural, and Urban Communities."	American Journal of Preventive Medicine	Details a General Wellness organization that received a grant to construct and promote walking trails in the local community. Article detailed how these trails can connect outer and inner city areas and assist in bringing more people and business into the downtown.	Articles suggests that quality trail networks can create a greater sense of community, improve health, and improve economic conditions if trails are constructed from the outside local area to the immediate downtown area. Discuss the effectiveness of a medium/large park in the downtown that is connected to trails leading to outside the city encourages individuals to walk to the downtown to enjoy the trails themselves and downtown business. Walkable Communities "Trails that connect suburban and rural areas to a revitalized urban core provide a strong basis for active living across landscapes."

Appendix G: Researcher Credentials

MATTHEW BRYCE KLEBES

67 North St Apt 3 ● Portland, ME ● (603) 667-5805 ● matthew.klebes@maine.edu

EDUCATION

University of New England
Bachelor of Arts: Political Science GPA 3.5

Biddeford, ME
Received Spring 2008

Muskie School of Public Service
Masters Degree in Public Policy and
Management

Portland, ME
In Progress

EXPERIENCE

Patient Service Representative

Martins Point Health Care. Portland, ME 2009 to Present

- **Patient Call Triage:**

General Appointment Booking: Book patients for specific office visits and future preventive care such as yearly physicals and mammograms.

Prescription Refills: Sent requests for both regular and controlled medication

Coumadin management: Monitor Coumadin check dates and place reminder calls to rechecks.

Intern

Senator Susan Collins Office. Biddeford, ME 2007 to 2008

- **Media analysis: Review newspaper article and local Maine news channels for article and reports dealing with Senator Collins and specific topics of interest.**

Call intake: Tally and summarize constituent comments and messages for the Senator. Assist constituents with opening new cases for office staff to assist with issues such as Section 8 vouchers etc.

Constituent correspondence letters: Draft congratulation, support, and other constituent letters for approval by Senator Collins and other upper staff.

References will be furnished upon request.

Appendix G: Researcher Credentials

Elizabeth Mclean

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Saco, Maine 04072

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Education

Muskie School of Public Service
University of Southern Maine, Portland, Maine

Masters Public Policy Program
In Progress

Southern Connecticut State College
New Haven, Connecticut

B.S. Special Education 1982
Magna cum laude

Experience

September 2005- present- Real Estate Investor: My job includes buying, renovating, and managing boarding homes and apartments.

January 1998-August 2005- Science Teacher K-12, Sweetser School, Saco, Maine:
My responsibilities included teaching biology, physical science, and general science. I also developed a hands-on activity room. This room contained more than six hundred activity packets that included lesson plans and reusable materials. The activities were designed to help students actively engage in their academic learning. The learning library featured a variety of subject matters including general science, biology, physical science, environmental science, general mathematics, logic, algebra, geometry, writing, English, vocabulary development, history, and study skills. My extra-curricular activities at Sweetser included participating in CHAT, and offering after school science activities two to three times per week. I also organized an annual science fair.

June 1997- September 1998- Real Estate Investor

January 1990- June 1997- Resource Room Teacher, Georges Valley High School and Self-Contained Behavioral Specialist, Thomaston Grammar School, Thomaston, Maine:
My work included four years of mathematics resource room teaching and two years as the behavioral specialist. I also co-taught a number of classes including general biology, physical science, environmental science, English, world history, and basic mathematics. I coached the high school tennis and track teams and offered an after school rocket club activity at the grammar school.

September 1982- August 1989- Various Teaching Assignments

References will be furnished upon request.

Appendix G: Researcher Credentials

Kathy L. Tombarelli

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Education:

Muskie School of Public Service, Summer 2008 - Present

*Public Policy & Management Graduate Program, anticipated graduation – Dec 2010,
Current GPA 3.84*

University of Southern Maine, Fall 2006 - Spring 2008

BA Political Science, Graduated Summa Cum Laude, GPA 3.90

Central Maine Community College, Auburn, ME., Fall 2005 - Spring 2006

Spokane Community College & Spokane Falls Community College, Fall 1987- Spring 1988

Certificate, Fitness Management Technician, Washington State

Eastern Washington University, Cheney, WA., Fall 1986-Spring 1987

Relevant Coursework:

- *PPM 601 Applied Statistical Management & Policy – Summer 2008*
- *PPM 602 Research Design – Fall 2008*
- *PPM 615 Foundations of Public Service Management – Spring 2010*
- *PPM 636 Strategic Planning in the Public and Nonprofit Sectors – Fall 2009*

Work Experience:

- *Research Assistant II, Portland, ME. (December 1, 2008-Present)*
Muskie School of Public Service, VAWA Measuring Effectiveness Initiative
 - *Collect, clean and analyze data submitted by grantees using SPSS, Excel, Access*
 - *Produce graphic reports for U.S. Dept. of Justice/Office on Violence Against Women*
 - *Comply with USDOJ/OVW standards and special requests*
- *Administrative Assistant II, Portland, ME. (May 1, 2006-November 30, 2008)*
Muskie School of Public Service, Maine Roads to Quality
 - *Facilitated the MRTQ Scholarship Program and annual MRTQ Recognition Event*
 - *Provided guidance to MRTQ scholarship recipients regarding applying for financial aid*
 - *Reconciled budgets for 7-9 projects per fiscal year*
- *Office Manager, (Jan, 2005-March, 2006)*
The Monument Newspaper, Gray, ME (sold in 2006)
 - *Provided inside sales and marketing of newspaper ads*
 - *Assisted in newspaper layout and design*
 - *Proofread before press*
- *Licensed Real Estate Professional, Windham, ME. (1998-2003)*
 - *Sales agent-Rookie of the Year*
 - *Associate broker*

Appendix G: Researcher Credentials

- *Residential real estate sales*
- *Town of Freeport Public Schools, Freeport, ME. (1994-1997)*
Bookkeeper/Payroll Clerk
 - *Accounts payable/receivable*
 - *Accurate recordkeeping*
 - *Prepared for annual external and internal audits*
- *Hanscom Air Force Base, AFGL Research Library, Lexington, MA. (1989-1990)*
Research Librarian Technician
 - *Received security clearance, managed classified circulation*
 - *Processed inter-library loans*
 - *Provided customer service for military and contracted personnel and civilians*
- *Internal Revenue Service, Andover, MA. (1988-1989)*
Under-reporter/Tax Payer Delinquency Investigation
 - *Reviewed individual and corporate tax returns for errors*
 - *Generated bills for under-reported income*
 - *Contacted delinquent tax payers*

Skills:

- *Creating and managing spreadsheets in Excel*
- *Proficiency in SPSS and other statistical analysis programs*
- *Extensive experience in local, state and federally funded agencies*
- *Reconciling budget and expense reports for multiple projects*
- *Preparing and submitting financial reports, talking points and graphic reports for government agencies*

Activities:

- *Justice Policy Program Public Service Committee, Muskie School, Jan 2010-Present*
- *Student Conduct Committee, USM, 2007 - Present*
- *Muskie School Council Classified Staff Representative, 2007- 2008*

Awards & Scholarship:

- *Muskie School of Public Service Catherine A Baron Staff Development Award 06/07, \$1000.00*
- *Phi Kappa Phi USM Scholarship 2007, \$500.00*
- *USM Academic Scholarship Spring 2008, \$250.00*
- *Phi Kappa Phi Honor Society*
- *Pi Sigma Alpha Political Science Honor Society*

References:

Workplace

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- *Sun Young Yoon, Research Associate II, Muskie School of Public Service, University of Southern Maine, 34 Bedford Street, Portland, ME. 04104: Direct Supervisor 12/01/08 – Present, 780-8480, syoon@usm.maine.edu*
- *Allyson Dean, Project Director of Maine Roads to Quality, Muskie School of Public Service, University of Southern Maine, 34 Bedford Street, Portland, ME. 04104: Direct Supervisor 05/01/06 – 11/30/08, 780-5833, adean@usm.maine.edu*

Academic

- *Josie LaPlante, Associate Professor of Public Policy & Management, Muskie School of Public Service, University of Southern Maine, 34 Bedford Street, Portland, ME. 04104: Graduate Instructor Summer and Fall 2008, 780-4863, josielm@suscom-maine.net*
- *Francesca Vassallo, Associate Professor Political Science Dept., University of Southern Maine, 126 Bedford Street, Portland, ME. 04104: Undergraduate Instructor, Fall 2006 – Spring 2008, 780-4294, francesca.vassallo@maine.edu*

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