

Mathew H. Eddy  
meddy@eatonpeabodyconsulting.com



77 Sewall Street, Suite 3000  
P.O. Box 5249, Augusta, Maine 04332-5249  
Telephone 207-622-9820  
Fax 207-622-9732  
eatonpeabodyconsulting.com

October 6, 2010

To: CEDAC  
From: Mathew Eddy  
Subject: Goal Statements and Actions

From the SWOT analysis, I have established some preliminary major issue areas and offer up a start at some goal statements around each one. Under each of the goal statements are activities and actions that I drew from the TIF document we did back in the spring, the SWOT analysis and other Town documents. There are no shortages of ideas, and way too much work to do, but that is the point of the exercise. At the Wednesday meeting, we will add, subtract, play with the goal statements a bit and think about what is important. We will then ask those attending to help set some preliminary priorities that will begin to form the final report and the vision statement.

Goal or Topic areas:

**Properties:** The Town of Camden must focus on the critical properties of the community and restore or develop them to their highest potential; infill and use of existing properties is critical.

**Implementing a program that supports Camden as a campus**

**Work with the new owners of Know Mill to fill the space with businesses that are suitable to Camden's economic development vision**

**Monitor Fox Hill progress**

**Support and implement improvements to Ragged Mountain**

**Work with Wayfarer to achieve desired improvements**

**Work to redevelop the properties at the end of Atlantic Avenue**

**Strategic planning for TIF project financing including further looks at Knox Mill, the tannery site and others a**

**Opera House financial analysis – impact on local economy**

#### **Opera House exterior improvements**

- Loading dock (traveling musicals)
- Parking
- More lighting
- Radiant heat in sidewalks
- Architectural lighting on Route 1 side
- Roof fixes to address falling ice and snow

#### **Opera House interior improvements**

- Fly space
- Restaurant or at least a kitchen that serves food and wine
- Completion of 3<sup>rd</sup> floor, incorporating kitchen, bar, air conditioning, bathrooms
- Box office service including street walk up sales window'
- Wooden signs
- Cushioned seats in balcony
- Wi-Fi throughout building
- More outlets for laptops/improve data network
- Auditorium camera system
- Power upgrades, including isolating sound power from lights
- Steinway renovation
- Heat and air conditioning tweaks with programmable system by zones

**Analysis:** converting the first floor of the Opera House to space for them and moving town hall to Knox Mill

**Redevelop the movie theater**

**Redevelop and fill upper floor space whenever possible**

**Monitor the Tibbets/industrial area**

**Quality of Life:** Quality of Life has been identified as the key component and attraction to Camden and must be clearly delineated and protected.

**The key to quality of life in Camden is to meld any economic development activity is to meld that activity with the present quality of life, maintain and preserve the present community balance.**

**Riverwalk along the Magunticook River**

**College or information training center**

**Understand and coordinate trail and conservation lands to support economic development marketing**

**Develop a Celebration program in support of the Creative Economy**

**Capitalize on the Mountains to the sea theme with solid marketing**

**Continue to operate and maintain the harbor as a place to visit, by water and land**

**Capture and market the strength of the school system**

**Continue to market and speak to the strength and beauty of the library and amphitheater**

**People:** Camden has a unique mixture of young who must be nurtured, seniors who must remain an integral part of the community, and the talented who must be integrated and worked into a cohesive community network.

Develop Kids in Planning program to create more interaction with youth

Conduct a Customer Survey

Conduct a Citizen survey

Develop a program that promotes consistent civic engagement

Implement an affordable housing program

Through the marketing program, develop a specific program focused on attracting young people

Coordinate the work of all of the critical Camden committees and create a common vision

Create programs and activities that actively engage the 20 year old plus something.

**Infrastructure:** Camden is a mature community with an aging infrastructure, a challenge in terms of traffic and pedestrian visitors, a beauty in terms of its harbor and support system, and a gem in terms of its recreational offerings: these must be maintained and advanced with the goal supporting local quality of life.

**Expand and improve harbor boardwalk from Curtis Island bell to Bay View Landing, the alley way, and construct a footbridge over the falls to the library area.**

**Dam improvements to address flooding, flow and hydro potential through the Maganticook system, including possible bridge improvements by DOT.**

**Conversion of parking on waterfront to more green space; provide alternate supply for parking**

**Sidewalks expanded around Main Street and parking moved to close by locations and other alternatives consistent with the pedestrian and bicycle plan.**

**Downtown parking structure/parking program**

**Conduct an inventory of technology needs and make recommendations for improvements**

**Examine Present form of government**

**Reexamine by-pass options**

**Develop a truck delivery program**

**Implement a transit system**

**Implement recommendations of the Pedestrian Bikeway Report focused on neighborhood connectivity**

**Investigate a breakwater for the Harbor**

Infrastructure improvements – storm drainage

- **Union St. from Elm St. to Pleasant St. – do drainage survey**
- **Pleasant St. from Union St. to Wood St. – drainage survey and repair existing**
- **Wood St. from Elm to Pleasant – repair storm drain and do drainage survey**
- **Chestnut St. from Elm to Wood – icing issue from Village Green on sidewalk  
Mechanic St. – drainage survey**

Infrastructure improvements – sidewalks

- **Washington St. from Elm to Mechanic – replace curb with granite and sidewalk with concrete on both sides of road**
- **Main St. alley way from Main St. sidewalk to Public Landing – redesign and reconstruct**
- **Elm St. from Chestnut to Union – replace curb with granite and sidewalk with concrete**
- **Union St. from Elm St. to Pleasant St. – add new granite curb and concrete sidewalk**
- **Pleasant St. from Union St. to Wood St. – add granite curb and concrete or asphalt sidewalk in area of Elm St. School. Reconstruct existing sidewalk**
- **Wood St. from Elm to Pleasant – Replace curb with granite and reconstruct sidewalk  
Chestnut St. from Elm to Wood – Reset granite curb and replace with concrete sidewalk**

Infrastructure improvements – parking

- **Washington St. from Elm to Mechanic – redesign and reconstruct parking lot**
- **Pleasant St. from Union St. to Wood St. – Add parking spaces in front of school  
Mechanic St. – reconstruct 5&10 parking lot and retaining wall**

Infrastructure improvements – lighting

- **Washington St. from Elm to Mechanic – add lighting where possible**
- **Elm St. from Chestnut to Union – may want to add more lighting**
- **Wood St. from Elm to Pleasant – add lights**
- **Chestnut St. from Elm to Wood – add lights  
Mechanic St. - add lights**

**Events:** the community should continue to support and grow locally held events that have both local, state and national stature.

**Economic development marketing, including marketing for Opera House**

**Develop a central events coordination program (Chamber)**

**Continue to support and grow new programs like Poptech, Juice, and the Camden Conference**

**Create a central place for coordinating events with municipal staff support**

**Industries:** Camden should nurture critical economic clusters within the local community that present an attractive draw to those outside of the region, outside of the state and can make use of existing properties and infrastructure.

**Revolving loan program**

TIF programs in support of economic development activities

Implement directed marketing program aimed at specific clusters built around the mountain to the ocean theme

Survey of salaries in the community

Business Survey

Continue the support of KWRED to implement a regional development program

Establish and build a local/regional/international intellectual property network

Create a “tech-Shop” for craft/artisans (Tannery would be an ideal site)