

Camden Downtown Master Plan

Forum #2

Waterfalls Event Center, Knox Mill Complex

March 14, 2012

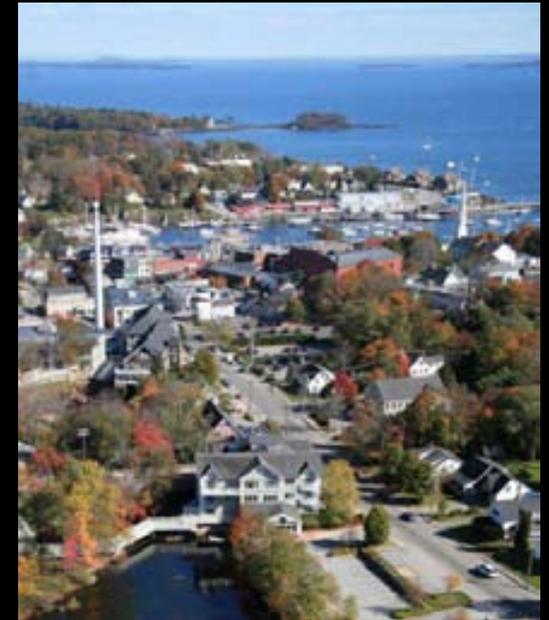


where the Mountains

Welcome



meet Downtown



& the Sea

Agenda

Part 1 Recap, Forum #1 & Survey (20 min, 6:40 – 7:00)

- Background & Purpose of the Master Plan
- Forum #1 Themes
- Overview of Approach
- Survey Themes

Part 2 Updates & Recent Activity (30 min, 7:00 – 7:30)

- Buildings (DL) (2 min)
- Streetscapes (RSL) (20 min)
- Economics (RL) (3 min)
- Questions (5 min)

Part 3 Small Group Discussion (30 min, 7:30 – 8:00)

- Move to Small Group & Settle (5 min)
- Small Group Discussion (25 min)

Part 4 Small Group Feedback (25 min, 8:00 – 8:25)

- Back to original seats
- Report back to learn trends (25 min)

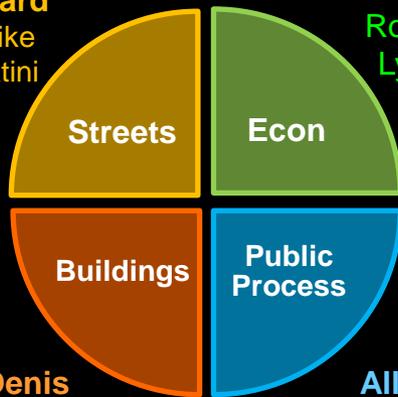
Part 5 Next Steps & Wrap Up (5 min, 8:25 – 8:30)

From Great Ideas to Ribbon Cutting

1

Master Planning

Regina Leonard
w/ Mike Sabatini



Denis Lachman
w/ Megan Cullen

All

2

Funding

- \$ Energy Grants
- \$ Priorities
- \$ CDBG Grants
- \$ CfMF Grant
- \$ Rehab Tax Credits

3

Financing

- Scenarios
- Presentations to Councils & Banks
- Liaison with Attorneys & Accountants
- Strategic Planning for Non & For-Profits

4

Implementation

- Sticks & Bricks Design
- Bidding
- Project Management

Master Plan Starting Point

An Economic Vision for Camden

by

Community & Economic Development Advisory Committee

The Camden Comprehensive Plan – Chapter 4 – Downtown: *“The encouragement of a year-round business district is the best strategy to maintain the economic health of the Town, and to create a core where the human dynamics of daily living finds variety, interest, and a sense of shared community. A thriving downtown preserves a sense of place and promotes the economic well-being of its residents.”*

Our Vision: Downtown Camden as a dynamic and compact center of the community opening up onto a picturesque harbor. A unique sense of place would be fostered by access corridors to the harbor, harbor-side parks, and attractive architecture with protected pedestrian access. Residents and visitors would be drawn to the center by essential public services and a balanced mix of vibrant year-round businesses that support good livelihoods and that cater to residents, tourists and markets outside of Camden.

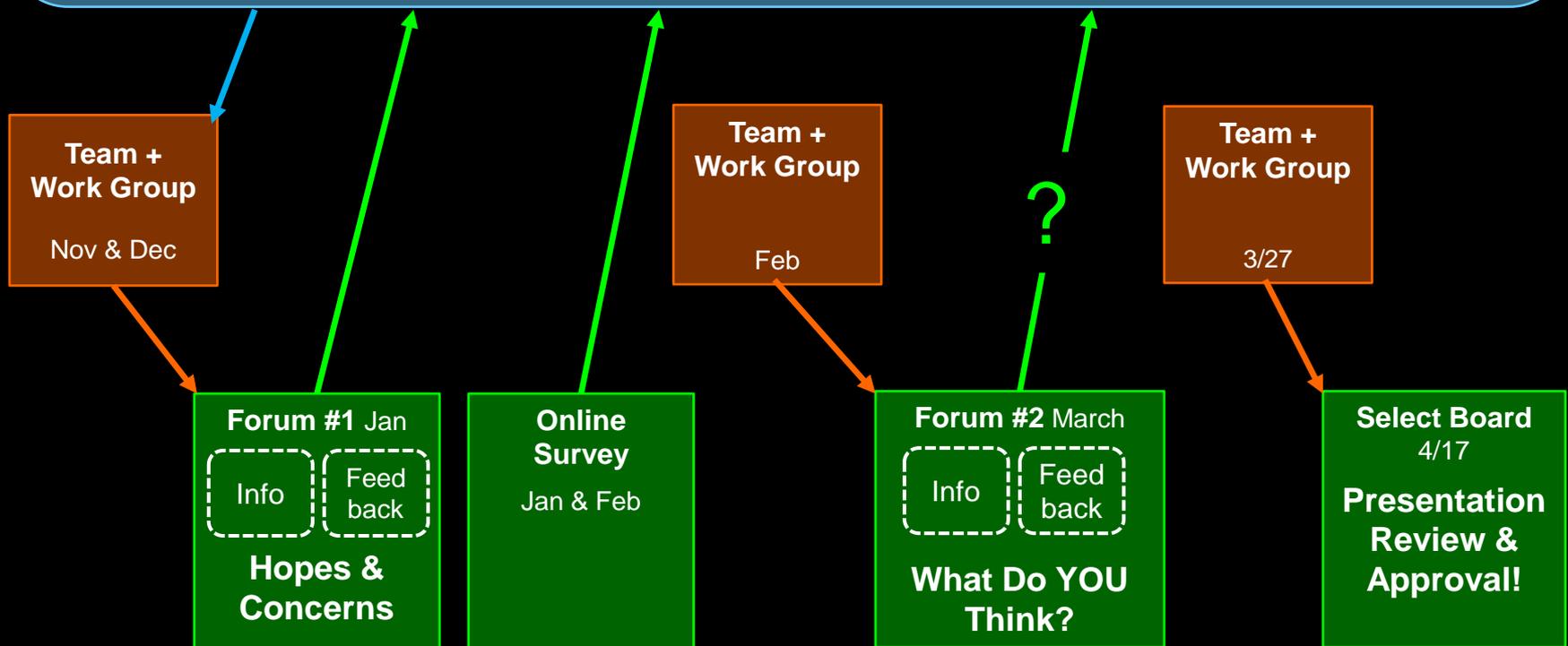
Our Goal: Assist in the retention and creation of interesting, year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor. Attract 21st century knowledge workers.

Master Plan Approach – Premise & Confirmation

Economic - Residents and visitors are drawn to the center by essential public services and a balanced mix of vibrant year-round businesses

+ Physical - Access corridors to the harbor, harbor-side parks, and attractive architecture with protected pedestrian access.

= Quality of Life - Year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor.



Forum #1 – Large & Small Group Discussion with Feedback

Purpose

- The pulse of the community.
- Informal discussion to exchange thoughts & gather feedback.



GROUP #1

What do YOU think?

(45 min, 7:40 – 8:25)

Group Discussion

- Move to Small Group, Settle & Intros (10 min)
- Small Group discussion (20 min)
- Back to original seats (5 min)
- Report back to learn trends (10 min)

Ground Rules

- Allow time for all to speak.
- Honor everyone's contribution.
- Be civil, no disparaging remarks.
- Keep your comments brief and focused, no grandstanding.
- Avoid repetition if someone has already "spoken your mind."
- Get to know your neighbors!
- Have fun!!

Forum #1 – Example Hopes & Concerns Notes

CAMDEN DOWNTOWN PLAN WORKING GROUP PUBLIC FORUM #1 January 26, 2012

Nearly eighty attendees were asked to break into groups to discuss their most pressing concerns, as well as their highest hopes for the future of Camden. These are the results, reported to the meeting from the break-out groups, and arranged here in alphabetical order. This listing is not an indication of the priority of important these issues were assigned by the participants, but readers should know that many of the hopes, as well as many of the concerns, were shared by most of the attendees.

TOP HOPE:

#1: QUALITY OF LIFE: Maintain Camden's unique quality of life, which draws businesses and residents to the area, while making this a better place to live and work.

Activity: Create high-visibility activities downtown year-round

Bring more activities to Town: Think of closing an area to vehicular traffic one day a week to create an area for the Farmers Market to be right Downtown.

Create a Historical Museum.

Create an Arts Commission to bring more art and art events to Town; they are popular now and the Town should do more events like sidewalk art shows.

Embrace recreational themes: Take advantage of the Snow Bowl, State Park, Pathways, and create outdoor activities year-round.

Utilize the "campus concept" for multi-layered activities and events. Think of shutting off side streets to host certain events downtown.

Create more outdoor events year round like the Winter Festival and Christmas by the Sea.

We need a sense of pedestrian energy – visible activity – on the streets and sidewalks to attract visitors to stop and to attract locals downtown.

Work to "keep the lights on" after conferences have ended with follow-up activities and events making visitors extend their stay.

College Campus: Establish a Community College.

Green Energy:

Use a bio-fueled trolley to shuttle people around town including to and from outlying parking areas.

Create opportunities to develop hydro-power at the Megunticook River Dams to attract green industries and businesses.

Locals:

Establish businesses locals want and need downtown – a moderately priced clothing store and other useful stores – to bring locals back downtown to the shops year-round. Bring a retail mix back to Town.

TOP CONCERNS

#1: JOBS! JOBS! JOBS! The downtown needs to be vital year round, the town needs to be vital year round, and we need good, well-paying, year-round jobs – lots of them.

Economic Development/Business atmosphere:

Many businesses have closed in the last six months of 2011: how many and why? This information needs to be gathered and assessed.

Create a business incubator.

Maintain the friendly atmosphere of Camden with responsible business development.

Work hard to find a way to help Camden's businesses compete with other tourist destinations.

Camden's Ordinances restrict business development.

The current Select Board is more business friendly – make changes.

Concerns are sometimes created instead of evolving naturally – resist changes made just to change.

The Downtown Plan should focus on what happens here in winter to bring about year-round development; businesses do OK in the summer – we need to work first on becoming a year-round Town.

Camden needs to define a brand – a unique identity – in order to remain competitive.

Take advantage of all the other studies that have already been done instead of doing that work all over again.

Character of the Town:

Don't throw the baby out with the bath water in trying to "improve" the Town: Avoid mistakes made by other towns trying to improve traffic or pedestrian safety and losing what is unique – don't use traditional solutions but find solutions that fit this Town;

Maintain the look of the Downtown as it is now. Changes should evolve not be created "evolution not revolution".

We can't do "nothing" and resist change; we must find what we can do to create business year-round and keep the character of the Town and then do it.

Market the Historic character of the Downtown specifically; the B&B's in particular are in historic buildings – this is a valuable asset that should be stressed.

We are a small Town with a limited Downtown area; recognize our physical limitations and don't overdevelop.

Dark Houses and Dark Neighborhoods:

Many close in neighborhoods are summer only residences now and many are rented most of the season; this takes business away from B&B's and owners don't contribute to the Town as participating residents, don't own businesses or support them year round. They are not functioning households and the trend is harmful to the Town.

Jobs:

Create incentives to encourage small start-up businesses to set up here.

Work to fill need for year-round good jobs downtown.

On Line Survey – Example Pages & Results

7. There were a number of "Hopes" expressed during the meeting. Please indicate how important these ideas are to you.

	Very Important	Important	Somewhat Important	Not Important	Rating Average
Preserve the current quality of life in town	70.9% (219)	21.4% (66)	5.5% (17)	2.3% (7)	3.61
Create more outdoor activities in town	29.1% (90)	30.1% (93)	27.8% (86)	12.9% (40)	2.75
Make the town more pedestrian friendly	42.1% (130)	29.4% (91)	17.5% (54)	11.0% (34)	3.03
Add more arts and historical events in town	28.8% (89)	35.9% (111)	23.6% (73)	11.7% (36)	2.82
Have more "regular" shops downtown	46.3% (143)	29.4% (91)	15.2% (47)	9.1% (28)	3.13
Involve locals more in planning decisions	38.2% (118)	43.7% (135)	14.2% (44)	3.9% (12)	3.16
Better downtown lighting at night	16.5% (51)	33.0% (102)	32.7% (101)	17.6% (55)	2.48
More nightlife downtown	27.2% (84)	26.2% (81)	29.8% (92)	16.8% (52)	2.64
More activities for children downtown	19.1% (59)	26.2% (81)	34.0% (105)	18.8% (58)	2.48
Create more jobs in the downtown	52.4% (162)	31.7% (98)	13.3% (41)	2.6% (8)	3.34
Create/Define a River/Harbor walk in the downtown area	36.6% (113)	26.2% (81)	16.1% (50)	17.2% (53)	2.84

answered question

8. One issue raised at the meeting was parking in the downtown. Which of the following best describes your opinion about parking in the downtown.

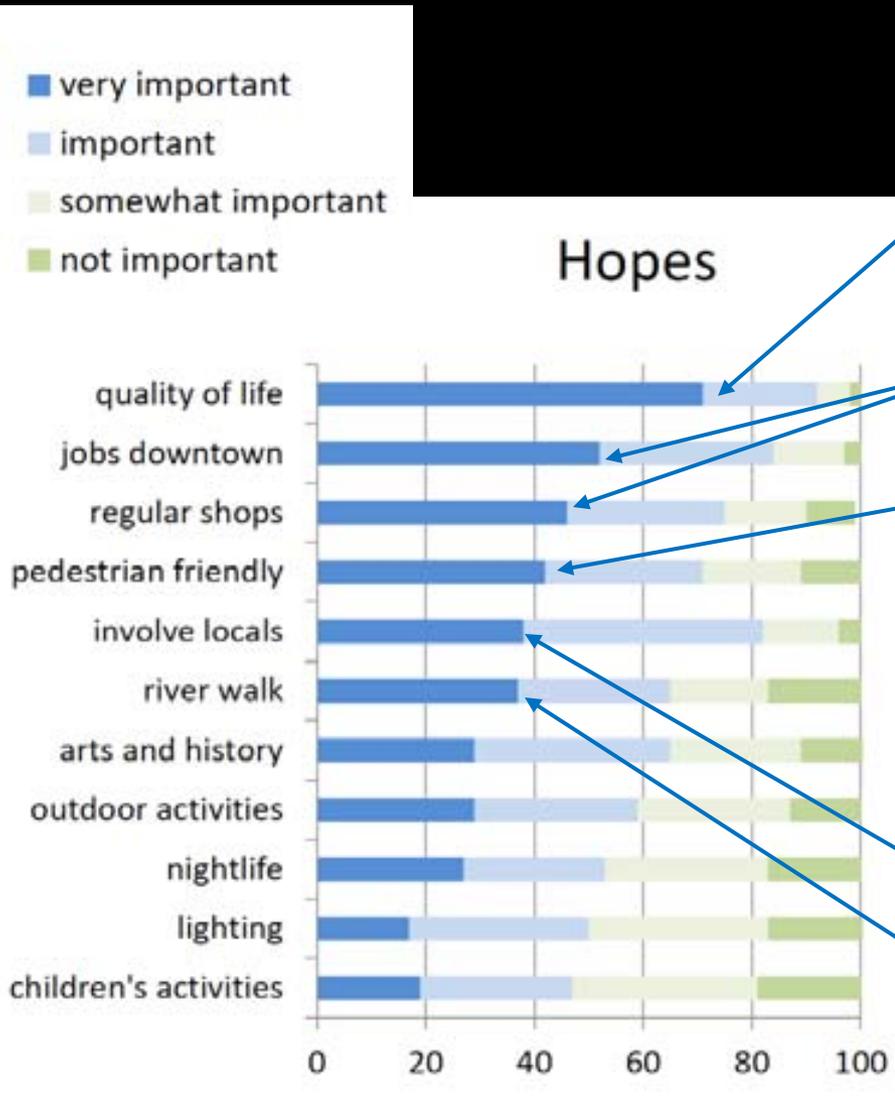
	Response Percent	Response Count
There is plenty if you know where to find it	21.1%	65
There is enough, except maybe in the middle of the summer	61.0%	188
There is not enough	17.9%	55
answered question		308
skipped question		24

9. What is your opinion about removing some parking on Elm/Main St?

	Response Percent	Response Count
It would be ok to remove some parking spaces to add directional signage or kiosks	12.0%	37
It would be ok to remove some parking spaces to add amenities such as benches and plantings	27.9%	86
It would be ok to remove some parking spaces as long as they were available elsewhere	38.6%	119
No parking spaces should be removed for any purpose	39.0%	120

answered question

Survey – Summary Feedback



#1 Quality of Life - by a large margin, top hope is preserving the current quality of life in the town

#2 Economics - economic hopes were next

#3 Parking - 8 in 10 respondents felt there was enough parking except at the height of summer. 4 in 10 respondents felt that it would be okay to remove some parking for signage or amenities. A similar number felt some spaces could be removed if they were available elsewhere and the same number felt no spaces should be removed.

#4 Involve locals in planning decisions

#5 River walk - Specific kinds of activities including a river walk round out the list.

Page 9, Q18. Please tell us in 10 words or less the one most important thing we should be work on the Downtown Master Plan.

- 1 Keep it Camden
- 2 We liked the campus plan discussed at the meeting.
- 3 The people that live here
- 4 Employment for local residents and increasing property values
- 5 easing the congestion
- 6 Need more events/music/arts/attractions for families with children
- 7 Do not make major changes anywhere
- 8 we already have it pretty good here; don't change to suit tourists!
- 9 more jobs
- 10 Year-round professionals working downtown to sustain shops, restaurants, vigor
- 11 safe traffic flow--pass thru Camden more often than stop
- 12 keep SMALL business, walkable, support library!
- 13 Making sure it's a active, vibrant place in the winter and "off season"
- 14 More dynamic/arts, like Belfast or Rockland
- 15 Make busniess for business owners easy but include bathrooms.
- 16 town not business friendly
- 17 fewer crosswalks on main street - really slows down traffic
- 18 making it easy for tourists to stop, park, find, and enjoy Camden
- 19 not just for tourists
- 20 keep standards high
- 21 communicating with citizens. The Camden officials have done a poor job so far
- 22 responsibility to natural resources and competitive involvement
- 23 Keep the small town feel, do not overbuild.
- 24 less centered on automobiles and more on walking
- 25 more stability in retail businesses
- 26 delte parking ordinance requirements on development or change of use
- 27 I wish our downtown were vital, people living in the second and third floors of

Survey – Example Pages 302 responses!!

Page 9, Q18. Please tell us in 10 words or less the one most important thing we should work on the Downtown Master Plan.

- 289 A gay bar
- 290 JOBS and YEAR ROUND COMMUNITY not TOURISTS
- 291 green spaces - I LOVE the river walk concept
- 292 public transport between camden, rockland, rockport, belfast to free locals & visitors from cars
- 293 A maritime town w/ year round residency and vibrant arts/dining scene.
- 294 Real Jobs paying \$50,000 per year
- 295 First floor retail only no offices
- 296 Bringing year-round jobs into Knox Mill and other spaces
- 297 reaching to the locals a little more
- 298 How Camden can compete for good jobs
- 299 parking,more retail stores,movie theater
- 300 zoning - groundfloor for retail, not professional, not Inns, no condos, no retirement living
- 301 more pedestrian and bicycle oriented, more public art
- 302 year-round jobs

Example Previous Plans Focused on Economics

The Town of Camden, Maine

Town of Camden Downtown Municipal Development and Tax Increment Financing District

A Municipal Tax Increment Financing District and Development

Final Draft Presented to the Camden Special Town Meeting on February 2,
Prepared by Eaton Peabody Consulting Group

ECONOMIC DEVELOPMENT ANALYSIS & ACTION PLAN

CAMDEN

Development Co.

Maine Center for
Economic Research

INTEB

January 2011



Strategic Economic Development Action Plan

Community and Economic Development Advisory
Committee

Camden, Maine

January 2011

Introduction.

In the fall of 2009, a group of community leaders, including the Select Board, senior staff, downtown representatives, and other members of the community came together to discuss the economic needs of the town of Camden. After a series of meetings, it was agreed that there was a need for an advisory committee to provide direction and advice to the Select Board and play the role of advocate for economic development in the community. This process led to the creation of the Community and Economic Development Advisory Committee (CEDAC).

That group first worked on getting the position of economic development director created in the 2010 budget. That position was created at the annual town meeting and led to the hiring of Eaton Peabody Consulting Group to guide CEDAC as it transitioned to a permanent economic director in the winter of 2011.

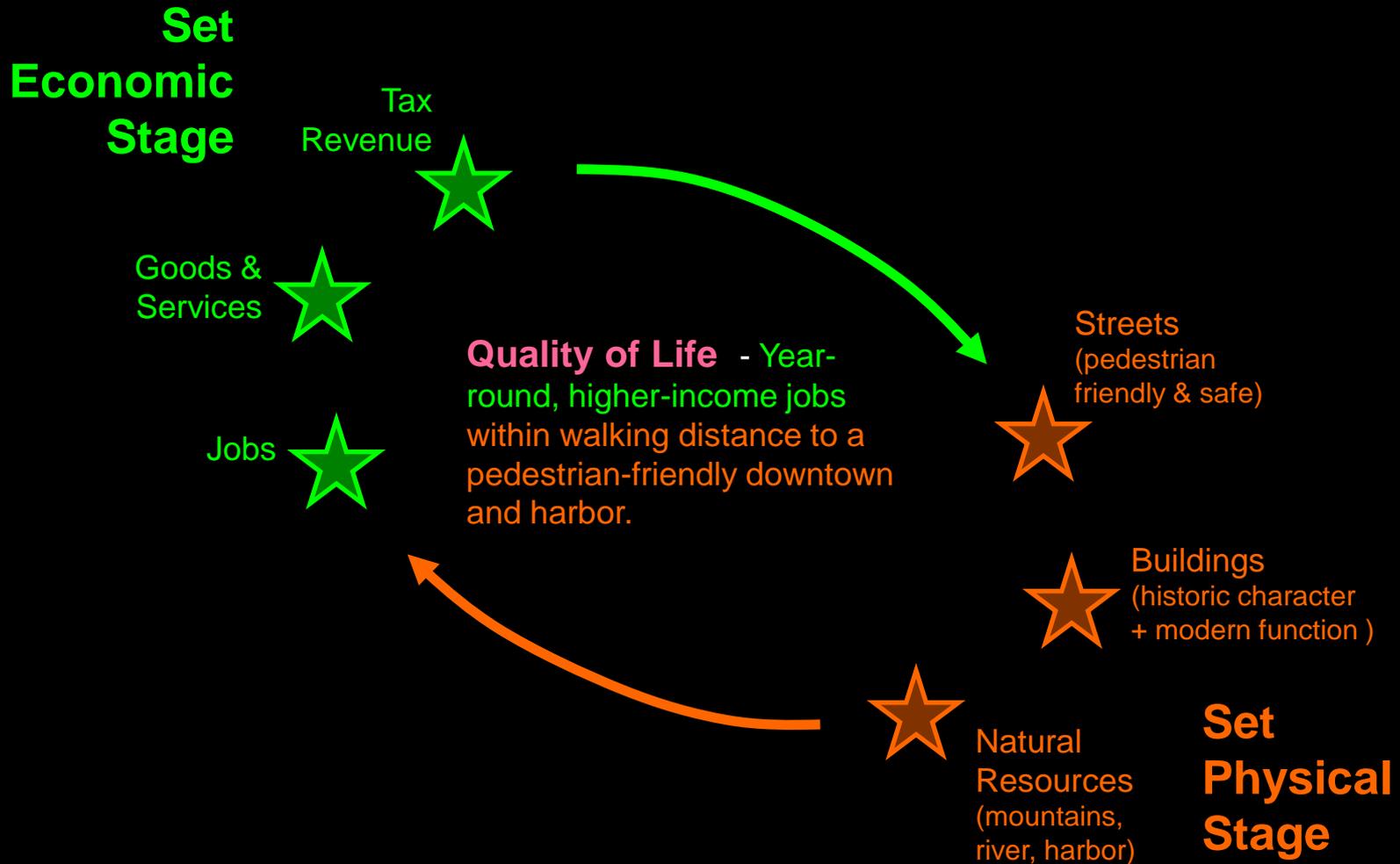
As part of that transition CEDAC began a strategic planning process that led to this plan. The purpose of this planning process was to establish an action plan around which the community agreed, by consensus, on the highest priority projects and established a plan to implement them. This plan was not about creating new studies; the community had numerous, excellent studies dating back to 1995, that provided good direction for projects and programs regarding economic development. This plan is about creating an effective action plan, with responsibilities, schedules, and benchmarks clearly defined. This plan is about moving forward in those areas to achieve measurable results in the areas of economic development.

Work Plan.

The work plan for this strategic plan was divided into four basic Phases:

- Phase 1: Approve the Work Plan
- Phase 2: Hold a series of 3 public meetings that included a SWOT analysis (see attachment 1), establish a mission statement, and develop an action plan organized by

The Master Plan is a Road Map - to Integrate & “Set” Economic & Physical “Stages”



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Part 5 Next Steps & Wrap Up (5 min, 8:25 – 8:30)

Location	# Firs	Total Net or Leaseable Area sf	1st Fir sf	1st Fir Use & Comments	1st Fir # Persons Employed	Job Type	2nd Fir sf	2nd Fir Use & Comments	2nd Fir # Persons Employed	Job Type	3rd Fir sf	Elevator	Contributing + Non to Historic District
33 CHESTNUT ST	2	22622	10598	Church	4	Religious	0	Church	0	Religious			C-Chestnut St HD
30 WASHINGTON ST	3	1296	309	Shop	2	Barber	339	Apartments	0		335		
22 MECHANIC ST		0	3600	Parking Paved	0								
26 MECHANIC ST		0	40000	Parking Paved	0								
30 MECHANIC ST		0	16000	Parking Paved	0								
32 WASHINGTON ST	3	52957	13409	Retail Restaurant	16	Sales	26888	Offices Condos Event Center		Administrative		yes	
36 WASHINGTON ST	1	2722	2722	Office	2	Administrative							
31 WASHINGTON ST	1	12335	12125	Office Town	16	Fire Police							
11 TANNERY LANE	3	26142	6743	Hotel	2	Hospitality	13486	Hotel	0			yes	
4 TANNERY LANE	1	990	990	Warehouse	0								
8 TANNERY LANE	2	3828	1264	Office	1	Financial Services	1228	Apartments	0				
12 TANNERY LANE	1	528	528	Office Hotel	9	Hospitality							
25 MECHANIC ST Bld 1	2	13154	6517	Office Legal Restaurant	12	Financial Services	6517	Offices	2	Development		yes	
25 MECHANIC ST Bld 2	3	7504	2754	Bed and Breakfast	3	Hospitality	4624	Bed and Breakfast	0				
21 MECHANIC ST	2	4766	2057	Shop Beauty	4	Cosmotology	2100	Apartments	0				
19 MECHANIC ST	1	144	144	Retail Restaurant	2	Sales - Food Service							
MECHANIC ST		0	6000	Parking Paved Lighted	0								
15 MECHANIC ST	2	3828	1529	Retail Hotel	2	Sales - Hospitality	1529	Hotel	0				
13 MECHANIC ST	3	4068	1356	Retail	12	Sales	2712	Apartments	0				
10 MECHANIC ST	2	8623	6593	Retail Restaurant	27	Retail - Food Serv	1293	Storage	0				
MECHANIC ST		0	6000	Parking Paved	0								
20 MECHANIC ST	2	4984	2670	Retail Office Law	4	Sales - Legal Serv	2314	Retail Gifts	3				
27 WASHINGTON ST	2	5389	1868	Office Financial	5	Financial Services		Offices	2	Healthcare		no	
25 WASHINGTON ST	1	2000	1000	Shop Shipping	4	Business Services						no	
WASHINGTON ST		0	0	Vacant land	0							no	
WASHINGTON ST		0	0	Vacant land	0							no	
9 WASHINGTON ST	2	3240	1512	Office Law	4	Legal Services	1512	Office Law	0			no	
WASHINGTON ST		0	2100	Parking Paved	0							no	
21 ELM ST	4	21775	4238	Bank - News Service	15	Financial Services	4355	Offices Non Profit Priv	10	Professiona	4355	no	C-Great Fire HD
15 ELM ST	3	5428	1285	Retail Specialty Food	4	Sales	1357	Offices	3	Professiona	1357	no	C-Great Fire HD
11 ELM ST	2	3894	1298	Retail Jewelry	4	Sales	1298	Apartments	0			no	C-Great Fire HD
5 ELM ST	3	7304	2018	Retail Clothing	5	Sales	1826	Office Law Studio Gym	5	Healthcare	1826	no	C-Great Fire HD
1 ELM ST	3	13410	4016	Retail Grocery	12	Sales	5628	Offices	2	Barber Product Distribu		no	C-Great Fire HD
10 MAIN ST	3	10588	2647	Retail Gifts	3	Sales	5294	Apartments	0			no	C-Great Fire HD
16 MAIN ST	3	8928	2976	Retail Books	5	Sales	2976	Apartments	0		2976	no	C-Great Fire HD
20 MAIN ST	4	14664	2946	Retail Gifts	6	Sales	2924	Hotel	0		2924	no	C-Great Fire HD
26 MAIN ST	4	26134	6259	Retail Clothing Art	8	Sales	3987	Hotel	14	Hospitality	3987	yes	NC-Great Fire HD
30 MAIN ST	2	3120	1040	Restaurant	10	Food Service	1040	Apartments	0			no	C-Great Fire HD
32 MAIN ST	1	800	800	Retail Clothing Gifts	4	Sales						no	C-Great Fire HD
34 MAIN ST	2	5514	1394	Retail Gifts	4	Sales	1534	Apartments	0			no	
38 MAIN ST	3	6796	1803	Retail Clothing	2	Sales	2994	Apartments	0		968	no	
15 SEA ST	2	5072	1640	Family Duplex	0		1640	Family Duplex	0			no	

Building Inventory – Physical Data Summary Trends

BUILDING DATA		
Floor	Properties (#/Fir)	Area (SF) / Fir
4th	4	11,969
3rd	19	21,385
2nd	88	286,241
Single Story	19	478,558
Total All Floors	130	798,153

TOTAL AREA OCCUPIED	
Area (SF)	Occupied (%)
200,000	70 %

COMMERCIAL & RESIDENTIAL BREAKDOWN OF TOTAL AREA OCCUPIED			
Commercial Occupancy (SF)	Commercial Occupancy (%)	Residential Occupancy (SF)	Residential Occupancy (%)
150,000	75%	50,000	25%

ELEVATOR ACCESS	
Properties w/ Elev (#Fir)	Access (%)
1	
6	
6	7%
NA	
13	

PROPERTIES LISTED OR POTENTIALLY ELIGIBLE FOR THE NATIONAL REGISTER	
Properties in Camden Great Fire Historic District	
20	# Contributing
1	# Non-Contributing
Properties in Chestnut Street Historic District	
10	# Contributing
1	# Non-Contributing
2	Properties Individually Listed
1	Properties Potentially Eligible for Inclusion in Expanded District

PARKING LOTS IN TIFF DISTRICT			
Public / Private	Area (SF)	Light	Paved
Private	10,800	N	Y
Public	4,700	N	Y
Private	3,600	N	Y
Private	40,000	N	Y
Private	16,000	N	Y
Public	6,000	Y	Y
Public	6,000	N	Y
Private	2,100	N	Y

Total Private XXX = ??? vehicles
 Total Private YYY - ??? Vehicles
 Total Private+ Public ZZZ = ??? vehicles

Building Inventory – Business Summary Trends

FLOOR USE BY OCCUPANCY/BUSINESS TYPE				
Occ. Type	1st Floor	2nd Floor	3rd Floor	4th Floor
Retail	45	4	0	0
Office	21	29	4	2
Shop	6	0	0	0
Marine	10	2	0	0
Restaurant	19	7	1	0
Bank	2	1	0	0
Grocery	1	0	0	0
Hotel	3	6	3	2
Bed & Brkfast	2	2	1	0
Auditorium	0	1	1	0
Church	2	2	0	0
School	1	1	0	0
Post Office	1	1	0	0
Condominium	27	20	3	0
Apartment	1	20	10	0
Single Family	9	8	1	0
Total # Types Per Floor	15	14	8	2

BUILDING USE BY PERCENTAGE		
Occupancy Type / #	% of USE	
Retail	49	17.4%
Office	56	19.9%
Shop	6	2.1%
Marine	12	4.3%
Restaurant	27	9.6%
Bank	3	1.1%
Grocery	1	0.4%
Hotel	14	5.0%
Bed & Brkfast	5	1.8%
Auditorium	2	0.7%
Church	4	1.4%
School	2	0.7%
Post Office	2	0.7%
Condominium	50	17.7%
Apartment	31	11.0%
Single Family	18	6.4%
Total	282	100%

# EMPLOYED BY FLOOR	
Floor	# Employed
1st	654
2nd	126
3rd	16
4th	8
Total	804

OCCUPATIONAL TYPE / # EMPLOYED	
OFFICES: Professional & Business Services	344
Retail	209
Restaurant Food Service	169
Hospitality/Accommodations	43
Marine Industry	39
Total	804

BREAKDOWN OF OFFICES BY TYPE / # EMPLOYED	
Offices & Business Services	117
Finance & Insurance	98
Municipal / Federal Offices	45
Real Estate / Legal Services	40
Healthcare / Social Services	28
Non-Profit / Foundatons	16
Total	344

Economics — Revitalization, Funding, & Implementation

Introduction

The long term economic goals are to provide a reference document and a framework for attracting new businesses, strengthening existing businesses, and increasing employment opportunities. The Master Plan will not in itself create jobs but is a road map for the Town to foster an environment and opportunities in the Downtown conducive for job and business retention, expansion and creation all the way from technology to incubators.

Economic Development Clusters

- Technology
- Creative Economy (Opera House, Library, Movie theater)
- Events and conferences
- Recreational
- New business growth
- Historic and Architecture
- Tourism and Visitors

Outline for Each Cluster:

- Policy
- Introduction
- Description
- Problems
- Effective, practical measures the Town can take to increase economic interest
- Action Steps Strategies
- Key Funding Strategies: **Heart of the Economic Development Section**
- Employment Opportunities
- Relevant Economic Values

Economics – Preliminary Recommendations

From Each Cluster:

- The Town become a leading enabler, facilitator and advocate for technological changes in the Downtown.
- Renovations to the second and third floor of the Opera House using TIF funding.
- Re-establishment of the former movie theater located at 10 Mechanic Street.
- Formation of a study group to formulate strategies, recommendations, and to develop facilities and funding resources for either new events, or for spinning off additional venues from existing conferences and festivals for the purpose of ensuring the Town's continued niche in this area of the region's creative economy.
- Market the Camden area as Maine's Coast premiere 4-Season Recreational area.
- Development of a business incubator in an existing vacant or underutilized building or, for the purpose of filling- in upper level floor spaces.
- Develop a Camden History Trail or Historic Camden Tour embracing the new technologies by developing a history tour app for mobile hand held devices such as smart phones.
- Expand beyond traditional tourism to include recreational and cultural tourism for enticing younger tourists to the area.

CAMDEN DOWNTOWN MASTER PLAN



STREETScape PLANNING & DESIGN

PRELIMINARY RECOMMENDATIONS – MARCH 14, 2012

The Master Plan is a Roadmap to Achieve:

A Vision for Camden (CEDAC 2009)

- **Economic** - Residents and visitors are drawn to the center by essential public services and a balanced mix of vibrant year-round businesses
- **Physical** - Access corridors to the harbor, harbor-side parks, and attractive architecture with protected pedestrian access.
- **Quality of Life** - Year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor.

Economic Development Analysis & Action Plan, 2011
Strategic Economic Development Action Plan, 2011
Bicycle and Pedestrian Master Plan, 2007



INVENTORY & ASSESSMENT

MAJOR ISSUES & CONSIDERATIONS



PEDESTRIANS.

Improve walkability: safe crossings and routes, better connectivity, enhanced pedestrian environment.

TRAFFIC.

Calm traffic, reduce congestion, promote more side street activity

PARKING.

Make parking spaces easier to find

SIGNAGE.

Improve directional and informational signage

IMAGE SOURCE: <http://blog.thoughtforms-corp.com/files/2010/12/amazingme-camden>

Source: *Camden Downtown Working Group, 2011*

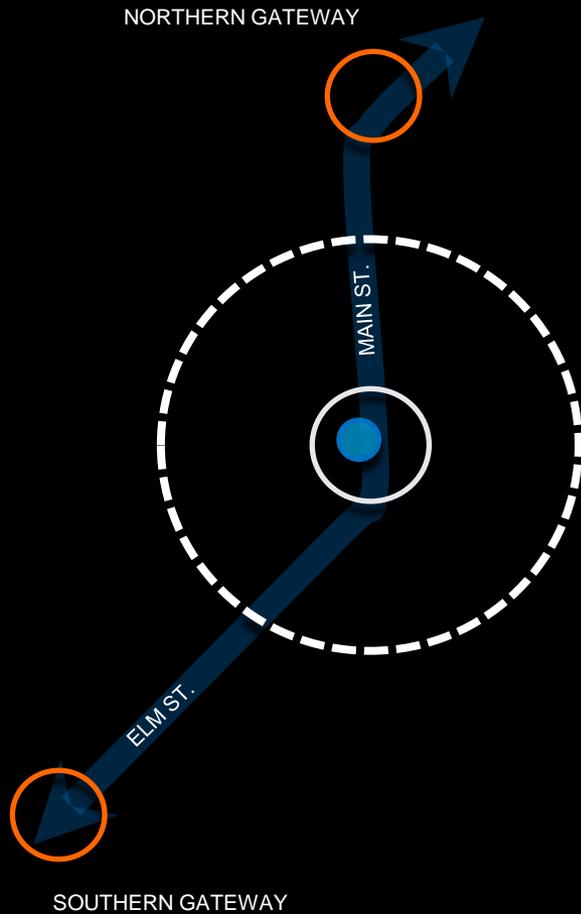
CAMDEN DOWNTOWN MASTER PLAN

STREETSCAPE TREATMENT



CAMDEN DOWNTOWN MASTER PLAN

GATEWAY INTERSECTIONS



GOALS:

- CREATE A FEELING OF ARRIVAL
- SET THE TONE FOR THE DOWNTOWN AS A PEDESTRIAN-FOCUSED PLACE
- CALM TRAFFIC
- CLARIFY VEHICULAR TRAVEL ROUTES
- PROVIDE INFORMATION

CAMDEN DOWNTOWN MASTER PLAN

GATEWAY INTERSECTIONS



DESIGN TOOLS:

LIMIT THE SIZE AND QUANTITY OF CURB CUTS

ADD STREETScape ELEMENTS: LIGHTING, SIDEWALKS, TREES

INCORPORATE DIRECTIONAL & GATEWAY SIGNAGE

INTRODUCE "BUMP-OUTS" AND WIDER SIDEWALKS TO IMPROVE THE VISIBILITY BETWEEN CARS & PEDESTRIANS

REDUCE PEDESTRIAN CROSSING DISTANCES

SWITCH TO LADDER STYLE CROSSWALKS



CAMDEN DOWNTOWN MASTER PLAN

UNION STREET GATEWAY



PLAN SUMMARY:

DIRECTIONAL SIGNS

- PUBLIC PARKING
- DOWNTOWN DESTINATIONS

INTERSECTION IMPROVEMENTS

- THREE-WAY STOP
- DEFINED TRAVELWAY

PEDESTRIAN IMPROVEMENTS

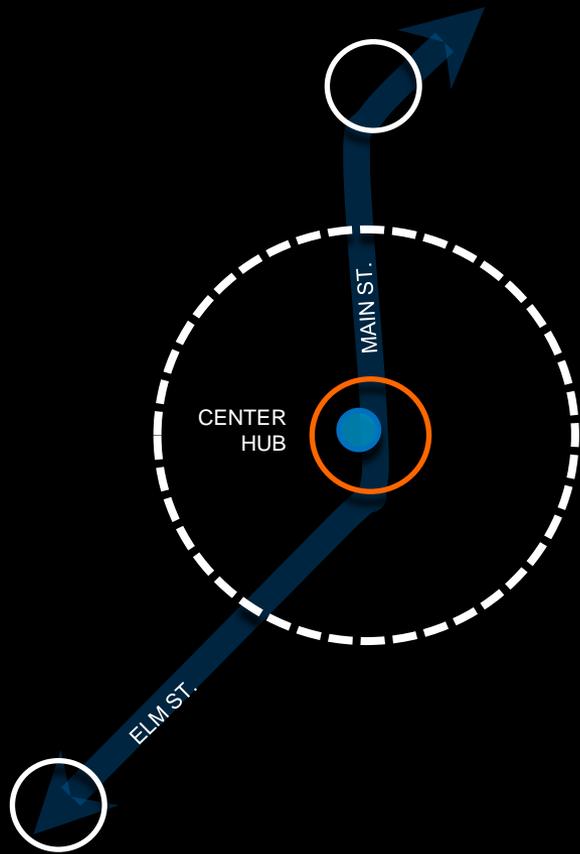
- IMPROVED CROSSWALKS
- STREETSCAPE AMENITIES
- SIDEWALK IMPROVEMENTS

BIKE ROUTE IMPROVEMENTS

- MARKED LANES & SHARROWS

CAMDEN DOWNTOWN MASTER PLAN

DOWNTOWN CENTER HUB



GOALS:

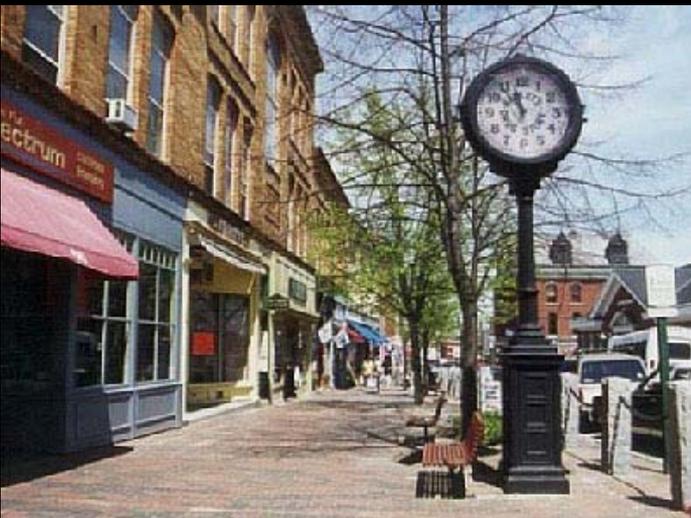
- CLARIFY VEHICULAR CIRCULATION; REDUCE CONFUSION!!
- RELIEVE TRAFFIC CONGESTION
- IMPROVE PARKING OPPORTUNITIES
- ENHANCE THE PEDESTRIAN ENVIRONMENT
- PROVIDE INFORMATION

CAMDEN DOWNTOWN MASTER PLAN

DOWNTOWN CENTER HUB



Main Street Camden



Front Street Bath



CAMDEN DOWNTOWN MASTER PLAN

DOWNTOWN CENTER HUB



Downtown Camden



Downtown Belfast

DESIGN TOOLS

ADD STREETScape ELEMENTS: LIGHTING, SIDEWALKS, TREES

INCORPORATE DIRECTIONAL & GATEWAY SIGNAGE

INTRODUCE "BUMP-OUTS" AND WIDER SIDEWALKS TO IMPROVE THE VISIBILITY BETWEEN CARS & PEDESTRIANS

REDUCE PEDESTRIAN CROSSING DISTANCES

SWITCH TO LADDER STYLE CROSSWALKS

CAMDEN DOWNTOWN MASTER PLAN

DOWNTOWN CENTER HUB



Downtown Camden



Downtown Belfast



CAMDEN DOWNTOWN MASTER PLAN

DOWNTOWN CENTRAL HUB



PLAN SUMMARY:

DIRECTIONAL SIGNS

- PUBLIC PARKING
- DOWNTOWN DESTINATIONS (KIOSK)
- DOWNTOWN DESTINATIONS (STREET SIGN)

INTERSECTION IMPROVEMENTS

- PEDESTRIAN BUMP OUTS
- NEW CROSSWALKS

STREETScape IMPROVEMENTS

- STREET TREES & PLANTERS
- NEW SEATING OPPORTUNITIES
- REORGANIZE EXISTING FURNISHINGS

CAMDEN DOWNTOWN MASTER PLAN SIGN PROGRAM EXAMPLES



NEWPORT, RHODE ISLAND SIGN PROGRAM



WALK! PHILADELPHIA SIGN PROGRAM

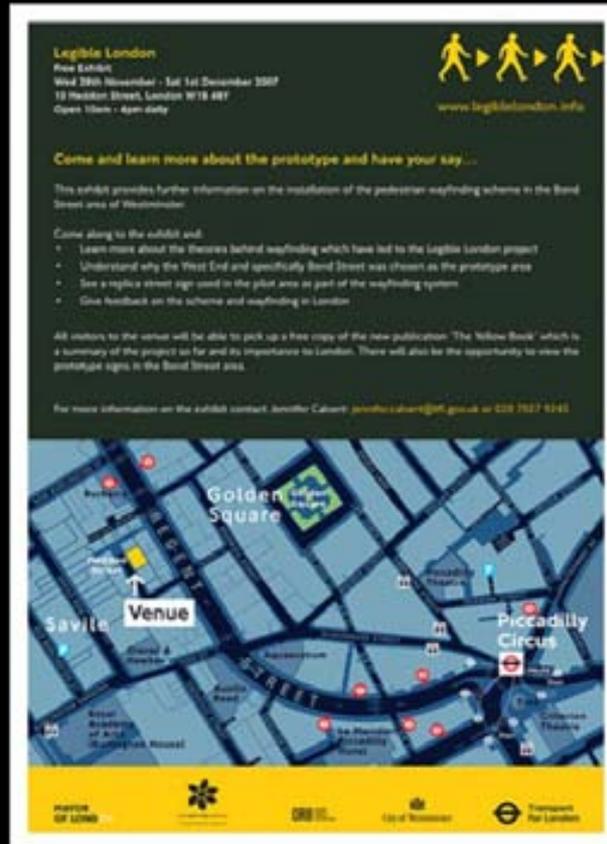
Source: Caloni, Chris. *Signage and Wayfinding Design: A Complete Guide to Creating Environmental Graphic Design Systems*. Hoboken, NJ: John Wiley and Sons, 2007.

CAMDEN DOWNTOWN MASTER PLAN

WAYFINDING KIOSK EXAMPLES



PEDESTRIAN
WAYFINDING KIOSK



DIRECTIONAL MAP CLOSE-UP

LEGIBLE LONDON: PEDESTRIAN WAYFINDING

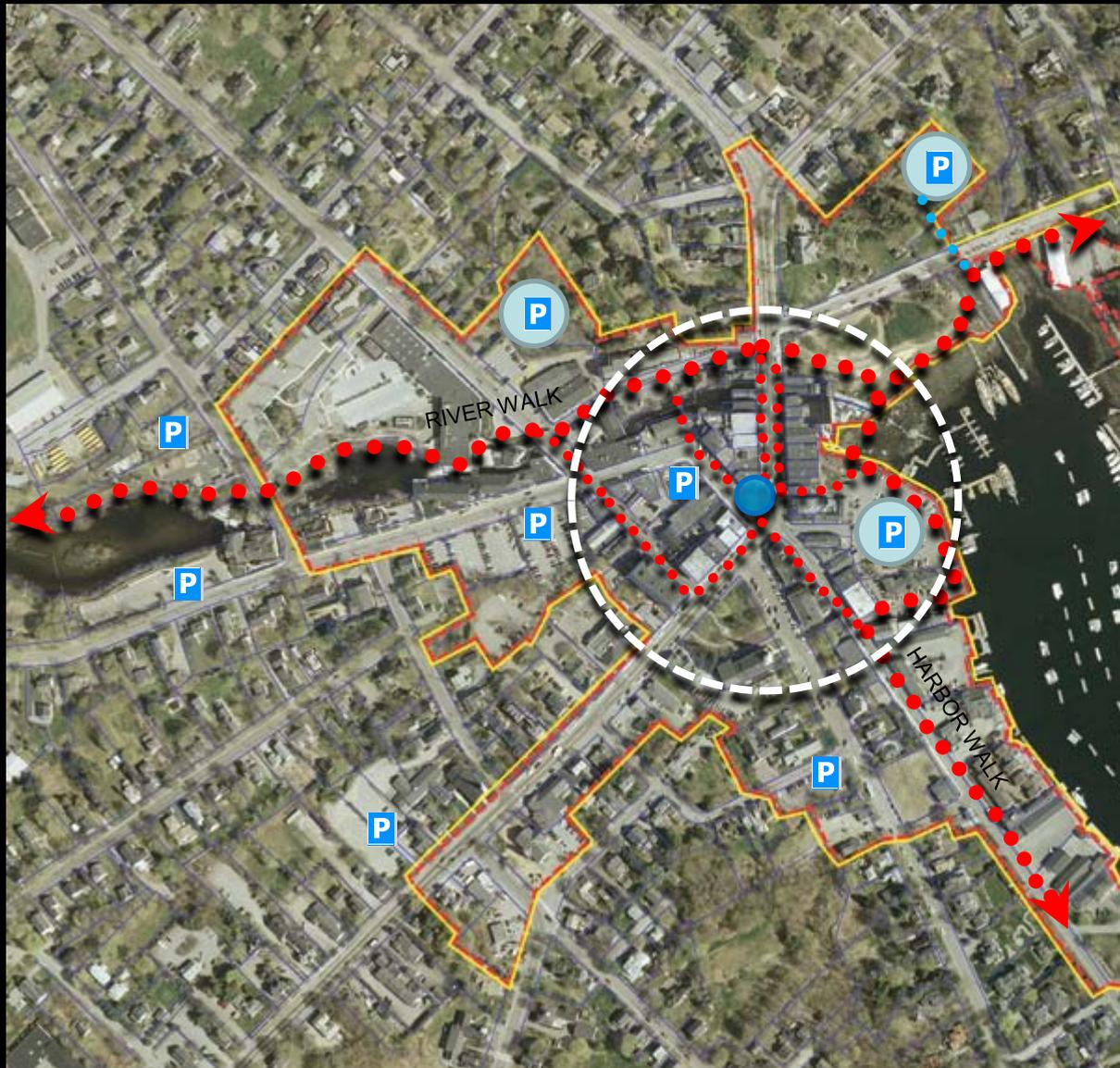
Source: <http://www.tfl.gov.uk/microsites/legible-london>



COORDINATED SIDEWALK SIGNAGE

CAMDEN DOWNTOWN MASTER PLAN

PARKING & CIRCULATION



PARKING IMPROVEMENT GOALS:

UPDATE PEDESTRIAN LINKS AND STREETScape AMENITIES

INCORPORATE DIRECTIONAL SIGNAGE ALONG SPECIFICED ROUTES

ADOPT A MORE COMPREHENSIVE AND INTEGRATED APPROACH TO MANAGING PARKING THAT WILL HELP REVITALIZE THE DOWNTOWN

CAMDEN DOWNTOWN MASTER PLAN

PARKING & CIRCULATION



DESIGN TOOLS

RETHINK PARKING

Active parking management helps to reduce the perception that it is difficult to find customer parking downtown and increases the use of available parking resources.

ACTIVE PARKING MANAGEMENT COMPONENTS:

CURBSIDE PARKING

- Manage existing space more efficiently
- Treat parking as a downtown commodity
- Encourage turnover of spaces
- Set large vehicle restrictions & designate loading zones

OUTCOMES:

- Balance demand with the fixed supply
- Achieve a 15% vacancy rate



Multi-space Electronic Parking Meter

CAMDEN DOWNTOWN MASTER PLAN

PARKING & CIRCULATION



Downtown Freeport



London, UK



Nashville Parking Shuttle



Bath, UK

DESIGN TOOLS

RETHINK PARKING

OFF-STREET PARKING

- Provide centralized public parking
- Capitalize on shared parking
- Rethink off-street parking requirements
- Introduce trolley or bus loops

OUTCOMES

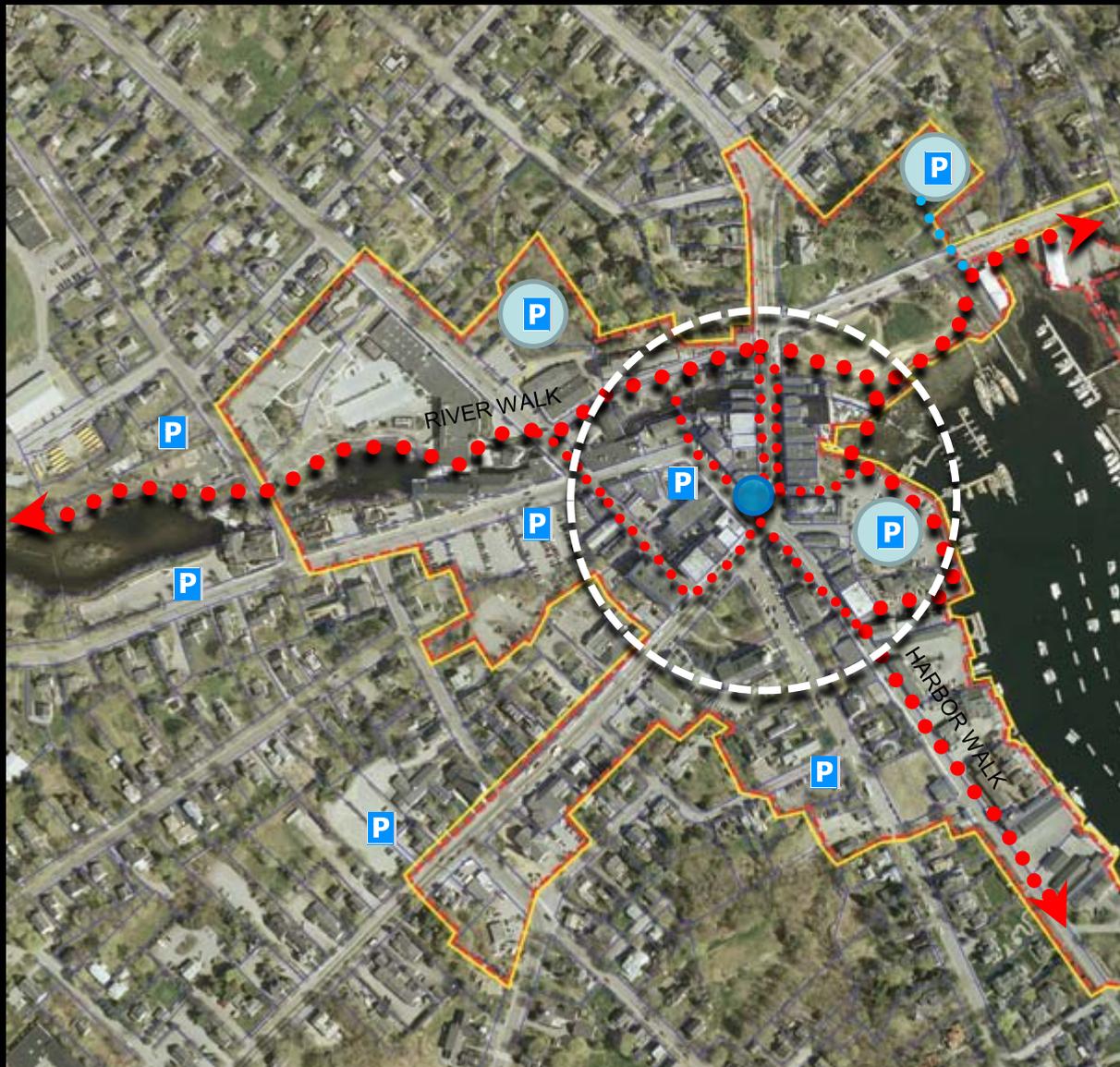
- Increase use of existing parking resources
- Promote density and reduce sprawl
- Improve opportunities for infill and revitalization

TRANSPORTATION

- Provide shuttle and bus service
- Encourage alternate forms of transportation

CAMDEN DOWNTOWN MASTER PLAN

PARKING & CIRCULATION



CIRCULATION IMPROVEMENT GOALS:

CAPITALIZE ON CAMDEN'S NATURAL, SCENIC, HISTORIC AND RECREATION RESOURCES

IMPROVE CONNECTIVITY BETWEEN DOWNTOWN, PARKS AND OPEN SPACES

DRAW PEDESTRIANS TO LESSER USED AREAS OF THE DOWNTOWN

ENHANCE RECREATION OPPORTUNITIES

CAMDEN DOWNTOWN MASTER PLAN

RIVER AND HARBOR WALKS



CAMDEN DOWNTOWN MASTER PLAN

RIVER & HARBOR WALK



Knox Mill c. 1900 (Courtesy of Walsh History Center)

DESIGN TOOLS

TO INTEGRATE RIVER & HARBOR WALKS INTO DOWNTOWN

WAYFINDING SIGNAGE WITH MAPPED ROUTES & DESTINATIONS

SPECIAL STREETScape TREATMENTS

INTEGRATE CULTURAL & PHYSICAL HIGHLIGHTS WITH INTERPRETIVE SIGNAGE ALONG ROUTE



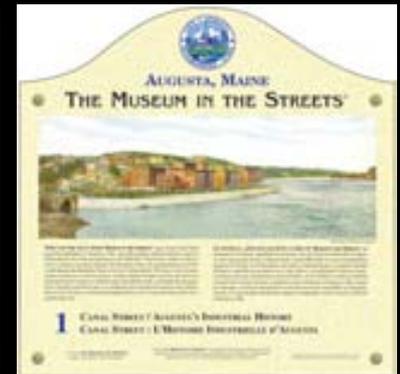
Newport , Kentucky Riverwalk Sign



South Boston Harborwalk Sign



Boston Freedom Trail markings



Interpretive Sign – Augusta, Maine



CAMDEN DOWNTOWN MASTER PLAN MILL POND PARK CONCEPT



CAMDEN DOWNTOWN MASTER PLAN

RECREATIONAL & REGIONAL CONNECTIONS

GOAL:

ENHANCE LINKS TO
RECREATIONAL AND REGIONAL
DESTINATIONS

DESIGN TOOLS

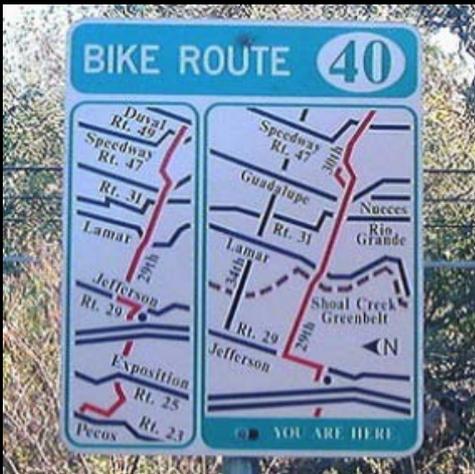
DEDICATE BIKE ROUTES

MARK BIKE LANES & SHARED ROUTES
RECOMMENDED IN BIKE & PEDESTRIAN PLAN

CREATE BICYCLE ROUTE MAPS & MARKERS

PROVIDE BIKE RACKS

OUTFIT BUS & SHUTTLES WITH BIKE RACKS



Keene, NH shuttle

Route Maps & markers

CAMDEN DOWNTOWN MASTER PLAN

RECREATIONAL & REGIONAL CONNECTIONS



Route Markers / Maps

DESIGN TOOLS

IMPROVE PEDESTRIAN ROUTES

IMPLEMENT SHOULDER AND SIDEWALK IMPROVEMENTS
RECOMMENDED IN BIKE & PEDESTRIAN PLAN

CREATE REGIONAL WALKING & HIKING MAP

INSTALL ROUTE MARKER SIGNAGE

The Master Plan is a Roadmap to Achieve



A Vision for Camden

(CEDAC 2009)

- **Economic** - Residents and visitors are drawn to the center by essential public services and a balanced mix of vibrant year-round businesses
- **Physical** - Access corridors to the harbor, harbor-side parks, and attractive architecture with protected pedestrian access.
- **Quality of Life** - Year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor.

Agenda

Part 1 Recap, Forum #1 & Survey (20 min, 6:40 – 7:00)

- Background & Purpose of the Master Plan
- Overview of Approach
- Forum #1 Themes
- Survey Themes

Part 2 Updates & Recent Activity (30 min, 7:00 – 7:30)

- Buildings (DL) (2 min)
- Economics (RL) (3 min)
- Streetscapes (RSL) (20 min)
- Questions (5 min)

Part 3 Small Group Discussion (30 min, 7:30 – 8:00)

- Move to Small Group & Settle (5 min)
- Small Group Discussion (25 min)

Part 4 Small Group Feedback (25 min, 8:00 – 8:25)

- Back to original seats
- Report back to learn trends (25 min)

Part 5 Next Steps & Wrap Up (5 min, 8:25 – 8:30)

Small Group Discussion

Purpose

- The pulse of the community.
- Informal discussion to exchange thoughts & gather feedback.
- No decisions will be made!!!

Step 1 – Move to Small Groups (5 min)

Step 2 – Small Group Discussion (20 Min)

- Facilitators (strictly NEUTRAL)
- Informal Open Discussion
- Record Thoughts
- 5 min reminder Bell
- Select a Spokesperson (not the facilitator!) to present top thoughts

Step 3 - Return to Original Seat (5 min)

Step 4 - Spokespersons Reports (10 min)

- Learn trends

GROUP #1

What do YOU think?

(45 min, 7:40 – 8:25)

Group Discussion

- Move to Small Group, Settle & Intros (10 min)
- Small Group discussion (20 min)
- Back to original seats (5 min)
- Report back to learn trends (10 min)

Ground Rules

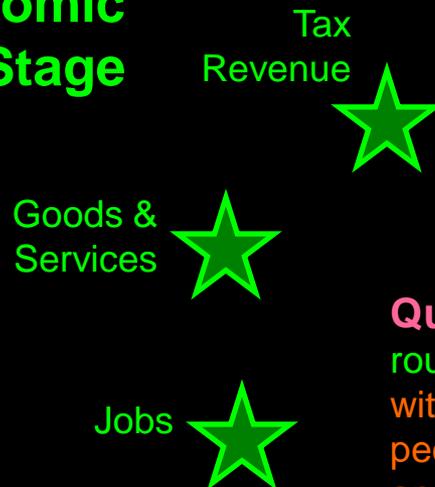
- Allow time for all to speak.
- Honor everyone's contribution.
- Be civil, no disparaging remarks.
- Keep your comments brief and focused, no grandstanding.
- Avoid repetition if someone has already "spoken your mind."
- Get to know your neighbors!
- Have fun!!

Discussion Prompts

Integrate & “Set” Economic & Physical “Stages”

1. What are your first impressions of the Streetscape concepts?
2. Which aspects do you support - and why? Do you have favorite parts?
3. Which aspects concern you - and why?
4. Are there additional considerations that have not been addressed – that you believe should be?

Set Economic Stage



Quality of Life - Year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor.

Streets
(pedestrian friendly & safe)

Buildings
(historic character + modern function)

Natural Resources
(mountains, river, harbor)

Set Physical Stage

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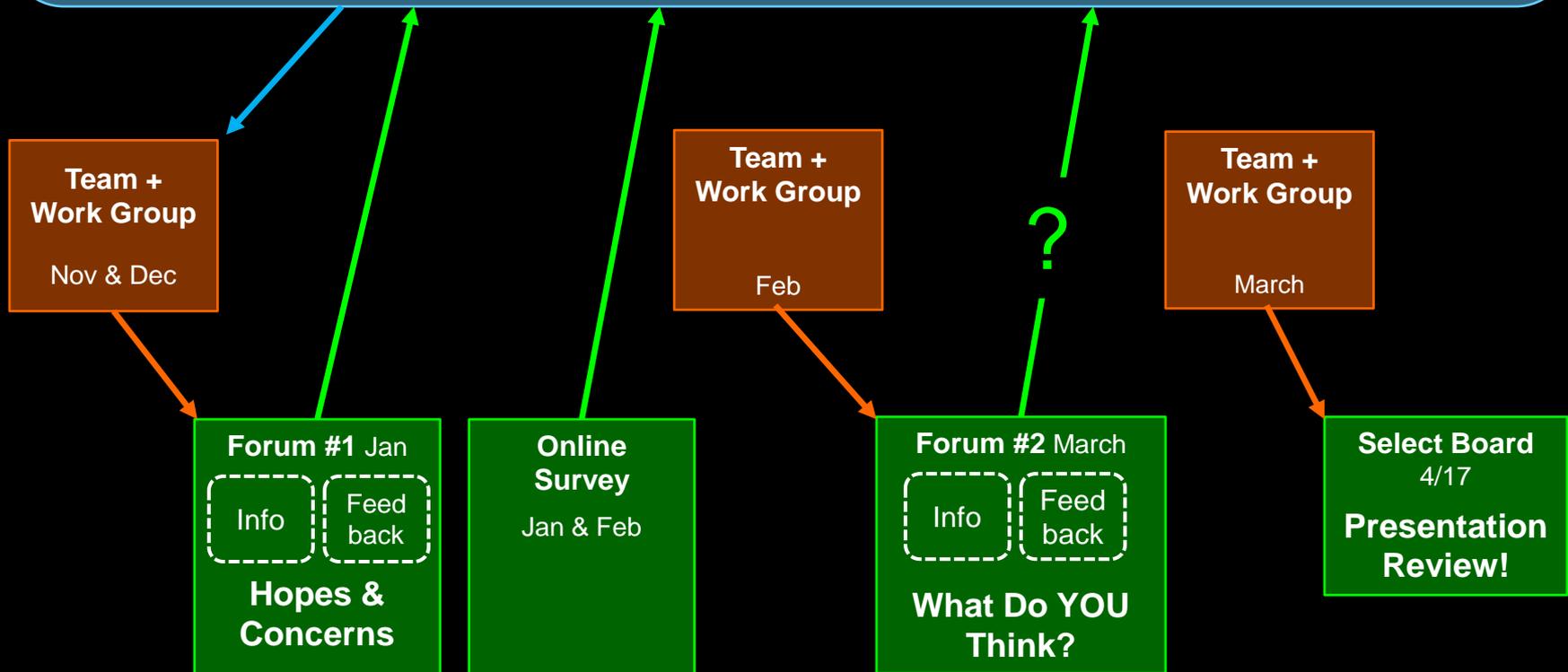
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Master Plan – Next Steps

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Physical - Access corridors to the harbor, harbor-side parks, and attractive architecture with protected pedestrian access.

Quality of Life - Year-round, higher-income jobs within walking distance to a pedestrian-friendly downtown and harbor.



Financing Private, Non-Profit & Municipal Projects

by Leveraging
Rehabilitation Tax Credits

Camden, Maine

April 17, 2012



Rockland CfMF
Thorndike Rehab



Norway CfMF
Opera House

Norway CfMF
Opera House

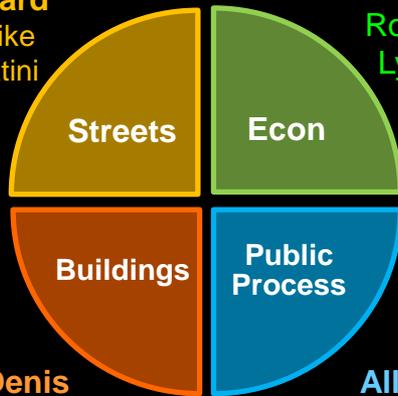


From Great Ideas to Ribbon Cutting

1

Master Planning

Regina Leonard
w/ Mike Sabatini



Denis Lachman
w/ Megan Cullen

Rodney Lynch

2

Funding

\$ Energy Grants

\$ Priorities

\$ CDBG Grants

\$ CfMF Grant

\$ Rehab Tax Credits

3

Financing

- Scenarios
- Presentations to Councils & Banks
- Liaison with Attorneys & Accountants
- Strategic Planning for Non & For-Profits

4

Implementation

- Sticks & Bricks Design
- Bidding
- Project Management

Camden Downtown Master Plan

Forum #2

Waterfalls Event Center, Knox Mill Complex

March 14, 2012

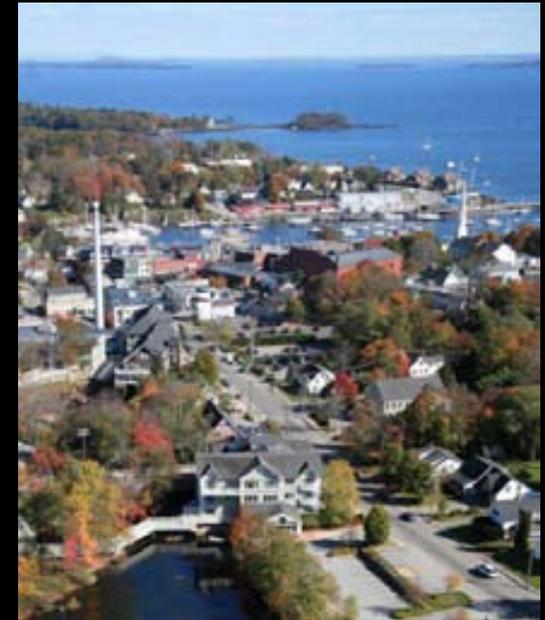


where the Mountains

**Thank
You**



meet Downtown



& the Sea