

City of Biddeford
Downtown Development Commission
April 03, 2017 5:15 PM City Hall
Conference Room 2nd Floor

- 1. Roll Call**
- 2. Welcome Guests**
 - 2.1. Biddeford Downtown Improvement District Concept
Guest Presenter: City Manager, James Bennett
[4-03-2017 MRSA- Downtown Districts.pdf](#)
[4-03-2017 Portland Downtown business district Strategic Plan.pdf](#)
- 3. Nominations**
 - 3.1. Chair/Vice Chair/Secretary
- 4. Approval of Minutes**
 - 4.1. January 9, 2017 DDC Meeting Minutes
March 6, 2017 DDC Meeting Minutes
[1-09-2017 DDC Meeting Minutes.doc](#)
[3-06-2017 DDC Meeting Minutes.doc](#)
- 5. Budget Report**
 - 5.1. FY17 Budget Balance
FY18 Proposed Budget
- 6. Chairman Follow-ups/Updates**
 - 6.1. Commission Total Numbers Reduced to 9 Commissioners
[3-07-2017 DDC Composition-to 9 members.doc](#)
 - 6.2. Maine Development Foundations Workshops
[4-03-2017 Maine Downtown Institute Apr 14 Workshop.doc](#)
- 7. Old Business**
 - 7.1. Heart of Biddeford Meeting - Spiros Droggitis
 - 7.2. Public WiFi - Do we pursue?
 - 7.3. Downtown Conference Idea
 - 7.4. City Staff Update - Brad Favreau, Economic Development Coordinator
- 8. New Business**
 - 8.1. Commissioner's Initiatives and Sub-Committees
Updates/Reports/Other Topics
- 9. Next Meeting**
 - 9.1. May 1st, 2017

10. Adjourn

Maine Revised Statutes

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<u>§5227</u>	Title 30-A:	<u>§5229</u>
MUNICIPALITIES AND COUNTIES		
HEADING: PL 1987, C. 737, PT. A, §2 (NEW)		
Part 2: MUNICIPALITIES HEADING: PL 1987, C. 737, PT. A, §2 (NEW)		
Subpart 8: DEVELOPMENT HEADING: PL 1987, C. 737, PT. A, §2 (NEW)		
Chapter 206: DEVELOPMENT DISTRICTS (HEADING: PL 2001, C. 669, §1 (NEW))		
Subchapter 1: DEVELOPMENT DISTRICTS FOR MUNICIPALITIES AND PLANTATIONS (HEADING: PL 2001, C. 669, §1 (NEW))		

§5228. Assessments

1. Assessments. A municipality or plantation may estimate and make the following assessments:

A. A development assessment upon lots or property within the development district. The assessment must be made upon lots or property that have been benefited by improvements constructed or created under the development program and may not exceed a just and equitable proportionate share of the cost of the improvement. All revenues from assessments under this paragraph are paid into the appropriate development fund program account established under section 5227, subsection 3; [2001, c. 669, §1 (NEW).]

B. A maintenance assessment upon all lots or property within the development district. The assessment must be assessed equally and uniformly on all lots or property receiving benefits from the development program and the continued operation of the public facilities. The total maintenance assessments may not exceed the cost of maintenance and operation of the public facilities within the district. The cost of maintenance and operation must be in addition to the cost of maintenance and operation already being performed by the municipality or plantation within the district when the development district was adopted; and [2011, c. 101, §21 (AMD).]

C. An implementation assessment upon all lots or property within the development district. The assessment must be assessed equally and uniformly on all lots or property receiving benefits from the development program. The implementation assessments may be used to fund activities that, in the opinion of the municipal or plantation legislative body, are reasonably

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necessary to achieve the purposes of the development program. The activities funded by implementation assessments must be in addition to those already conducted within the district by the municipality or plantation when the development district was adopted. [2011, c. 101, §21 (AMD).]

[2011, c. 101, §21 (AMD) .]

2. Notice and hearing. Before estimating and making an assessment under subsection 1, the municipality or plantation must give notice and hold a hearing. Notice of the hearing must be published at least 10 days before the hearing in a newspaper of general circulation within the municipality or plantation. The notice must include:

A. The date, time and place of hearing; [2001, c. 669, §1 (NEW) .]

B. The boundaries of the development district by legal description; [2001, c. 669, §1 (NEW) .]

C. A statement that all interested persons owning real estate or taxable property located within the district will be given an opportunity to be heard at the hearing and an opportunity to file objections to the amount of the assessment; [2001, c. 669, §1 (NEW) .]

D. The maximum rate of assessments to be extended in any one year; and [2001, c. 669, §1 (NEW) .]

E. A statement indicating that a proposed list of properties to be assessed and the estimated assessments against those properties is available at the city or town office or at the office of the assessor. [2001, c. 669, §1 (NEW) .]

The notice may include a maximum number of years the assessments will be levied.

[2011, c. 101, §21 (AMD) .]

3. Apportionment formula. A municipality or plantation may adopt ordinances apportioning the value of improvements within a development district according to a formula that reflects actual benefits that accrue to the various properties because of the development and maintenance.

[2011, c. 101, §21 (AMD) .]

4. Increase of assessments and extension of time limits. A municipality or plantation may increase assessments or extend the specified period after notice and hearing as required under subsection 2.

[2011, c. 101, §21 (AMD) .]

5. Collection. Assessments made under this section must be collected in the same manner as municipal or plantation taxes. The constable or municipal tax collector or plantation assessor has all the

authority and powers by law to collect the assessments. If any property owner fails to pay any assessment or part of an assessment on or before the dates required, the municipality or plantation has all the authority and powers to collect the delinquent assessments vested in the municipality or plantation by law to collect delinquent municipal or plantation taxes.

[2011, c. 101, §21 (AMD) .]

SECTION HISTORY

2001, c. 669, §1 (NEW). 2011, c. 101, §21 (AMD).

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Title 30-A:

[§5222](#)

MUNICIPALITIES AND COUNTIES

HEADING: PL 1987, C. 737, PT. A, §2 (NEW)

Part 2: MUNICIPALITIES HEADING: PL 1987, C. 737, PT. A, §2 (NEW)

Subpart 8: DEVELOPMENT HEADING: PL 1987, C. 737, PT. A, §2 (NEW)

Chapter 206: DEVELOPMENT DISTRICTS

(HEADING: PL 2001, C. 669, §1 (NEW))

Subchapter 1: DEVELOPMENT DISTRICTS FOR MUNICIPALITIES AND PLANTATIONS (HEADING: PL 2001, C. 669, §1 (NEW))

§5221. Findings and declaration of necessity

1. Legislative finding. The Legislature finds that there is a need for new development in areas of municipalities and plantations to:

A. Provide new employment opportunities; [2001, c. 669, §1 (NEW).]

B. Improve and broaden the tax base; and [2001, c. 669, §1 (NEW).]

C. Improve the general economy of the State. [2001, c. 669, §1 (NEW).]

[2011, c. 101, §1 (AMD) .]

2. Authorization. For the reasons set out in subsection 1, municipalities and plantations may develop a program for improving a district of the municipality or plantation:

A. To provide impetus for industrial, commercial, transit-oriented or arts district development, or any combination; [2009, c. 314, §1 (AMD).]

B. To increase employment; and [2001, c. 669, §1 (NEW).]

C. To provide the facilities outlined in the development program adopted by the legislative body of the municipality or plantation. [2011, c. 101, §2 (AMD).]

[2011, c. 101, §2 (AMD) .]

3. Declaration of public purpose. It is declared that the actions required to assist the implementation of development programs are a public purpose and that the execution and financing of these programs are a public purpose.

[2001, c. 669, §1 (NEW) .]

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§5221 **Title 30-A:** **§5223**
MUNICIPALITIES AND COUNTIES
HEADING: PL 1987, C. 737, PT. A, §2 (NEW)
Part 2: MUNICIPALITIES HEADING: PL 1987, C. 737,
PT. A, §2 (NEW)
Subpart 8: DEVELOPMENT HEADING: PL 1987, C.
737, PT. A, §2 (NEW)
Chapter 206: DEVELOPMENT DISTRICTS
(HEADING: PL 2001, C. 669, §1 (NEW))
Subchapter 1: DEVELOPMENT DISTRICTS FOR
MUNICIPALITIES AND PLANTATIONS (HEADING:
PL 2001, C. 669, §1 (NEW))

§5222. Definitions

As used in this subchapter, unless the context otherwise indicates, the following terms have the following meanings. [2001, c. 669, §1 (NEW).]

1. Amenities. "Amenities" means items of street furniture, signs and landscaping, including, but not limited to, plantings, benches, trash receptacles, street signs, sidewalks and pedestrian malls.

[2001, c. 669, §1 (NEW) .]

1-A. Arts district. "Arts district" means a specified area within the corporate limits of a municipality or plantation that has been designated by the municipality or plantation for the purpose of providing employment and cultural opportunities through the development of arts opportunities, including, but not limited to, museums, galleries, arts education, art studios, performing arts venues and associated businesses.

[2011, c. 101, §3 (AMD) .]

2. Captured assessed value. "Captured assessed value" means the amount, as a percentage or stated sum, of increased assessed value that is utilized from year to year to finance the project costs contained within the development program.

[2001, c. 669, §1 (NEW) .]

3. Commissioner. "Commissioner" means the Commissioner of Economic and Community Development.

[2001, c. 669, §1 (NEW) .]

4. Current assessed value. "Current assessed value" means the assessed value of the district certified by the municipal or plantation

assessor as of April 1st of each year that the development district remains in effect.

[2011, c. 101, §4 (AMD) .]

5. Department. "Department" means the Department of Economic and Community Development.

[2001, c. 669, §1 (NEW) .]

6. Development district. "Development district" means a specified area within the corporate limits of a municipality or plantation that has been designated as provided under sections 5223 and 5226 and that is to be developed under a development program.

[2011, c. 101, §5 (AMD) .]

7. Development program. "Development program" means a statement of means and objectives designed to provide new employment opportunities, retain existing employment, improve or broaden the tax base, construct or improve the physical facilities and structures or improve the quality of pedestrian and vehicular transportation, as described in section 5224, subsection 2.

[2001, c. 669, §1 (NEW) .]

8. Downtown. "Downtown" means the traditional central business district of a community that has served as the center of socioeconomic interaction in the community, characterized by a cohesive core of commercial and mixed-use buildings, often interspersed with civic, religious and residential buildings and public spaces, that are typically arranged along a main street and intersecting side streets and served by public infrastructure.

[2001, c. 669, §1 (NEW) .]

9. Downtown tax increment financing district. "Downtown tax increment financing district" means a tax increment financing district described in a downtown redevelopment plan that is consistent with the downtown criteria established pursuant to rules of the department.

[2001, c. 669, §1 (NEW) .]

10. Financial plan. "Financial plan" means a statement of the project costs and sources of revenue required to accomplish the development program.

[2001, c. 669, §1 (NEW) .]

10-A. Fisheries and wildlife or marine resources project. "Fisheries and wildlife or marine resources project" means a project approved by the Department of Inland Fisheries and Wildlife or the Department of Marine Resources undertaken for the purpose of improving public access to freshwater or saltwater fisheries and wildlife resources of the State for fishing, hunting, research or observation or for conservation or improvement of the freshwater or saltwater fisheries and wildlife resources of the State.

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§5222 **Title 30-A:** **§5224**
MUNICIPALITIES AND COUNTIES
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Part 2: MUNICIPALITIES HEADING: PL 1987, C. 737,
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737, PT. A, §2 (NEW)
Chapter 206: DEVELOPMENT DISTRICTS
(HEADING: PL 2001, C. 669, §1 (NEW))
Subchapter 1: DEVELOPMENT DISTRICTS FOR
MUNICIPALITIES AND PLANTATIONS (HEADING:
PL 2001, C. 669, §1 (NEW))

§5223. Development districts

1. Creation. A municipal or plantation legislative body may designate a development district within the boundaries of the municipality or plantation in accordance with the requirements of this chapter. If the municipality has a charter, the designation of a development district may not be in conflict with the provisions of the municipal charter.

[2011, c. 101, §8 (AMD) .]

2. Considerations for approval. Before designating a development district within the boundaries of a municipality or plantation, or before establishing a development program for a designated development district, the legislative body of a municipality or plantation must consider whether the proposed district or program will contribute to the economic growth or well-being of the municipality or plantation or to the betterment of the health, welfare or safety of the inhabitants of the municipality or plantation. Interested parties must be given a reasonable opportunity to present testimony concerning the proposed district or program at the hearing provided for in section 5226, subsection 1. If an interested party claims at the public hearing that the proposed district or program will result in a substantial detriment to that party's existing business in the municipality or plantation and produces substantial evidence to that effect, the legislative body must consider that evidence. When considering that evidence, the legislative body also shall consider whether any adverse economic effect of the proposed district or program on that interested party's existing business in the municipality or plantation is outweighed by the contribution made by the district or program to the economic growth or well-being of the municipality or plantation or to the betterment of the health, welfare or safety of the inhabitants of the municipality or plantation.

[2011, c. 101, §8 (AMD) .]

3. Conditions for approval. Designation of a development district is subject to the following conditions.

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A. At least 25%, by area, of the real property within a development district must meet at least one of the following criteria:

- (1) Must be a blighted area;
- (2) Must be in need of rehabilitation, redevelopment or conservation work including a fisheries and wildlife or marine resources project; or
- (3) Must be suitable for commercial or arts district uses.

[2011, c. 675, §2 (AMD).]

B. The total area of a single development district may not exceed 2% of the total acreage of the municipality or plantation. The total area of all development districts may not exceed 5% of the total acreage of the municipality or plantation. [2011, c. 101, §8 (AMD) .]

C. The original assessed value of a proposed tax increment financing district plus the original assessed value of all existing tax increment financing districts within the municipality or plantation may not exceed 5% of the total value of taxable property within the municipality or plantation as of April 1st preceding the date of the commissioner's approval of the designation of the proposed tax increment financing district.

Excluded from the calculation in this paragraph is any district excluded from the calculation under former section 5253, subsection 1, paragraph C and any district designated on or after the effective date of this chapter that meets the following criteria:

- (1) The development program contains project costs, authorized by section 5225, subsection 1, paragraph A, that exceed \$10,000,000;
- (2) The geographic area consists entirely of contiguous property owned by a single taxpayer;
- (3) The assessed value exceeds 10% of the total value of taxable property within the municipality or plantation; and
- (4) The development program does not contain project costs authorized by section 5225, subsection 1, paragraph C.

For the purpose of this paragraph, "contiguous property" includes a parcel or parcels of land divided by a road, power line or right-of-way. [2011, c. 101, §8 (AMD).]

D. [2013, c. 184, §2 (RP).]

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The conditions in paragraphs A to C do not apply to approved downtown tax increment financing districts, tax increment financing districts that consist solely of one or more community wind power generation facilities owned by a community wind power generator that has been certified by the Public Utilities Commission pursuant to Title 35-A, section 3403, subsection 3 or transit-oriented development districts.

[2013, c. 184, §2 (AMD) .]

4. Powers of municipality or plantation. Within development districts and consistent with the development program, the municipality or plantation may acquire, construct, reconstruct, improve, preserve, alter, extend, operate or maintain property or promote development intended to meet the objectives of the development program. Pursuant to the development program, the municipality or plantation may acquire property, land or easements through negotiation or by using eminent domain powers in the manner authorized for community development programs under section 5204. The municipality's or plantation's legislative body may adopt ordinances regulating traffic in and access to any facilities constructed within the development district. The municipality or plantation may install public improvements.

[2011, c. 101, §8 (AMD) .]

SECTION HISTORY

2001, c. 669, §1 (NEW). 2003, c. 451, §NNN1 (AMD). 2005, c. 646, §1 (AMD). 2007, c. 413, §3 (AMD). 2007, c. 693, §3 (AMD). 2007, c. 693, §37 (AFF). 2009, c. 314, §8 (AMD). 2009, c. 627, §1 (AMD). 2011, c. 101, §8 (AMD). 2011, c. 287, §1 (AMD). 2011, c. 675, §2 (AMD). 2011, c. 691, Pt. A, §31 (AMD). 2013, c. 184, §2 (AMD).

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§5223 **Title 30-A:** **§5225**
MUNICIPALITIES AND COUNTIES
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Part 2: MUNICIPALITIES HEADING: PL 1987, C. 737,
PT. A, §2 (NEW)
Subpart 8: DEVELOPMENT HEADING: PL 1987, C.
737, PT. A, §2 (NEW)
Chapter 206: DEVELOPMENT DISTRICTS
(HEADING: PL 2001, C. 669, §1 (NEW))
Subchapter 1: DEVELOPMENT DISTRICTS FOR
MUNICIPALITIES AND PLANTATIONS (HEADING:
PL 2001, C. 669, §1 (NEW))

§5224. Development programs

1. Adoption. The legislative body of a municipality or plantation shall adopt a development program for each development district. The development program must be adopted at the same time as is the district, as part of the district adoption proceedings or, if at a different time, in the same manner as adoption of the district, with the same notice and hearing requirements of section 5226. Before adopting a development program, the municipal or plantation legislative body shall consider the factors and evidence specified in section 5223, subsection 2.

[2011, c. 101, §9 (AMD) .]

2. Requirements. The development program must include:

A. A financial plan in accordance with subsections 3 and 4;
[2001, c. 669, §1 (NEW).]

B. A description of public facilities, improvements or programs to be financed in whole or in part by the development program;
[2001, c. 669, §1 (NEW).]

C. A description of commercial facilities, arts districts, transit expansion, improvements or projects to be financed in whole or in part by the development program; [2009, c. 314, §9 (AMD).]

D. Plans for the relocation of persons displaced by the development activities; [2001, c. 669, §1 (NEW).]

E. The proposed regulations and facilities to improve transportation; [2001, c. 669, §1 (NEW).]

F. The environmental controls to be applied; [2001, c. 669, §1 (NEW).]

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G. The proposed operation of the development district after the planned capital improvements are completed; [2001, c. 669, §1 (NEW).]

H. The duration of the development district, which may not exceed a total of 30 tax years beginning with the tax year in which the designation of the development district is effective pursuant to section 5226 or, if specified in the development program, the subsequent tax year; and [2013, c. 184, §3 (AMD).]

I. All documentation submitted to or prepared by the municipality or plantation under section 5223, subsection 2. [2011, c. 101, §10 (AMD).]

[2013, c. 184, §3 (AMD) .]

3. Financial plan for development program. The financial plan for a development program must include:

A. Cost estimates for the development program; [2001, c. 669, §1 (NEW).]

B. The amount of public indebtedness to be incurred; [2001, c. 669, §1 (NEW).]

C. Sources of anticipated revenues; and [2001, c. 669, §1 (NEW).]

D. A description of the terms and conditions of any agreements, contracts or other obligations related to the development program. [2001, c. 669, §1 (NEW).]

[2001, c. 669, §1 (NEW) .]

4. Financial plan for tax increment financing districts. In addition to the items required by subsection 3, the financial plan for a development program for a tax increment financing district must include the following for each year of the program:

A. Estimates of increased assessed values of the district; [2001, c. 669, §1 (NEW).]

B. The portion of the increased assessed values to be applied to the development program as captured assessed values and resulting tax increments in each year of the program; and [2001, c. 669, §1 (NEW).]

C. A calculation of the tax shifts resulting from designation of the tax increment financing district. [2001, c. 669, §1 (NEW).]

[2001, c. 669, §1 (NEW) .]

5. Limitation. For tax increment financing districts, the municipality or plantation may expend the tax increments received for any development program only in accordance with the financial plan.

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§5225 **Title 30-A:** **§5227**
MUNICIPALITIES AND COUNTIES
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PT. A, §2 (NEW)
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Subchapter 1: DEVELOPMENT DISTRICTS FOR
MUNICIPALITIES AND PLANTATIONS (HEADING:
PL 2001, C. 669, §1 (NEW))

§5226. Procedure

1. Notice and hearing. Before designating a development district or adopting a development program, the municipal or plantation legislative body or the municipal or plantation legislative body's designee must hold at least one public hearing. Notice of the hearing must be published at least 10 days before the hearing in a newspaper of general circulation within the municipality or plantation.

[2011, c. 101, §16 (AMD) .]

2. Review by commissioner. Before final designation of a tax increment financing district, the commissioner shall review the proposal to ensure that the proposal complies with statutory requirements. In the case of a downtown tax increment financing district, the Department of Agriculture, Conservation and Forestry and the Department of Transportation shall review the proposal and provide advice to assist the commissioner in making a decision under this subsection.

[2011, c. 655, Pt. JJ, §26 (AMD); 2011, c. 655, Pt. JJ, §41 (AFF); 2011, c. 657, Pt. W, §5 (REV) .]

3. Effective date. A designation of a tax increment financing district or a development program for a tax increment financing district is effective upon approval by the commissioner. A designation of a development district other than a tax increment financing district is effective upon approval by the municipal or plantation legislative body. A development program other than a development program for a tax increment financing district is effective upon adoption by the municipal or plantation legislative body.

[2013, c. 184, §5 (AMD) .]

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4. Administration of district. The legislative body of a municipality or plantation may create a department, designate an existing department, office, agency, municipal housing or redevelopment authority or enter into a contractual arrangement with a private entity to administer activities authorized under this chapter.

[2011, c. 101, §18 (AMD) .]

5. Amendments. A municipality or plantation may amend a designated development district or an adopted development program only after meeting the requirements of this section for designation of a development district or adoption of a development program. A municipality or plantation may not amend the designation of a development district if the amendment would result in the district's being out of compliance with any of the conditions in section 5223, subsection 3.

[2011, c. 101, §19 (AMD) .]

SECTION HISTORY

2001, c. 669, §1 (NEW). 2011, c. 101, §§16-19 (AMD).
 2011, c. 655, Pt. JJ, §26 (AMD). 2011, c. 655, Pt. JJ,
 §41 (AFF). 2011, c. 657, Pt. W, §5 (REV). 2013, c. 184,
 §5 (AMD).

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**The Revisor's Office cannot provide legal advice or
 interpretation of Maine law to the public.
 If you need legal advice, please consult a qualified attorney.**

**Office of the Revisor of Statutes
 7 State House Station
 State House Room 108
 Augusta, Maine 04333-0007**

Portland's Downtown District (PDD) Strategic Plan Executive Summary

An Overview of the Planning Process

A Strategic Planning Committee appointed by Portland's Downtown District (PDD) Board President Cyrus Hagge in January of 2009 and expanded by new Board President Brian Petrovek in July of 2009 developed this five-year Strategic Plan on behalf of the Board of Directors. Committee members are Board President Brian Petrovek, Board Members Beth Humstone, Victor Pizzuto, Brad McCurtain, Jim Baker and Executive Director Jan Beitzer. The committee engaged Mike Lyle, an independent strategic planning consultant to facilitate its work. Katie Booker staffed the committee.

The Committee worked from September 2009 through March 2010 to develop the Plan. Throughout the course of the Plan's development, the Committee frequently communicated with the full Board on the Plan's progress. In addition, a Board retreat was held in October 2009 and key stakeholder meetings were held with property owners and business owners in October and November of 2009.

All property owners received a mailed survey form. PDD businesses and stakeholders we work with, such as the city of Portland, the Portland Chamber of Commerce and the Greater Portland Convention and Visitors Bureau, received the same survey via email using Survey Monkey. The Committee also reviewed strategic planning materials from the Portland Community Chamber, Creative Portland Corporation, and Greater Portland Convention and Visitors Bureau to avoid redundancy and identify efficiencies.

Current Situation Analysis

Through a Current Situation Analysis that included an assessment of PDD's strengths, weaknesses, opportunities and threats, the Committee identified external and internal factors that would affect PDD's strategic direction. Included in this assessment was a review of the historical work done by PDD, the State legislation under which PDD operates, and our Board retreat, stakeholder meetings and survey results. The Analysis laid the foundation for the development of implementation strategies.

Vision

At the conclusion of this five-year plan downtown Portland will be a vibrant, economically successful center building on our proud history and optimum location. PDD is recognized as the leader in establishing the district as a clean, safe, well-managed place to live, work, visit, and invest. The district increased visitors, increased market-rate housing, and enjoys near-full business occupancy rates. PDD's role is strengthened through successful partnerships with our stakeholders in the community.

Mission, Values, and Goals

The Mission, Values, and Goals were developed and adopted by the Board in January 2009, which framed the direction for the plan.

Mission

Portland's Downtown District is in the business of maintaining a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination.

Values - To Be:

1. Accountable to our stakeholders by following through on our commitments
2. Fair in the treatment of our stakeholders by listening to and balancing their diverse interests
3. Continuously improving
4. Fiscally responsible to our stakeholders in the delivery of our services
5. Respectful of the diversity in our community; providing excellent customer service

Goals

1. Ensure a clean and attractive downtown
2. Maintain and improve downtown safety
3. Promote and market downtown
4. Advocate for policies that accomplish our core mission
5. Effectively operate and administer our organization

Strategic Objectives and Implementation Strategies

In support of the Mission, Values, and Goals, the Committee developed five key Strategic Objectives that establish the direction for PDD over the next five years. Each of the Objectives is accompanied by Implementation Strategies. The Implementation Strategies are specific and measurable and are designed to ensure the achievement of the Objectives.

To assist in the allocation of resources, each of the Plan's thirty-one (31) Implementation Strategies has been assigned a relative priority. In addition, implementation responsibility has been assigned to a Board Committee and/or staff as appropriate. Finally, a Target Timeline for each Implementation Strategy has been identified.

The five Goals with their Strategic Objectives and the Implementation Strategies associated with each follow.

- 1. Ensure a clean and attractive downtown - Manage and enhance the appearance of downtown to guarantee success as an environment in which to live, work, play and invest.**

The Implementation Strategies supporting this Objective envision a stronger emphasis on district cleanliness and appearance. The Plan anticipates hiring an additional part-time staff member to develop more cost effective practices, stronger oversight, and a more consistent experience for our stakeholders. The Plan also calls for expanding seasonal plantings to fall and spring, introducing public area recycling opportunities, and the redevelopment of Congress Square.

- 2. Maintain and improve downtown safety - Actively support a 24/7 safe environment for residents, businesses, and visitors to access all areas of the district for all types of activities.**

The Implementation Strategies supporting this Objective require a closer relationship with the Portland Police Department and local social service agencies to develop programs and services that improve our stakeholders' experiences. The Plan anticipates developing a graffiti prevention program, a Street Outreach Team, and improved pedestrian lighting.

- 3. Promote and market downtown - Stimulate the commercial, retail, residential and visitor sectors through improved information and downtown navigation services, special events and promotional initiatives.**

The Implementation Strategies supporting this Objective include website improvements, reviewing current special events and adding off-season special events, expanding the wayfinding system, and creating a commercial parking district to ensure consistent and positive stakeholder experiences.

- 4. Advocate for policies that accomplish our core mission – Balance advocacy with the needs of the district's diverse constituencies through communication, education, and facilitation of cross-district collaboration.**

The Implementation Strategies supporting this Objective strengthen relationships with our stakeholders through development of policies and communications associated with public positions taken by the Board. The strategies also respond to stakeholder interests in improved public restrooms, residential representation and a centralized parking and visitor's center.

- 5. Effectively operate and administer our organization - Manage the organization in a fiscally responsible and efficient manner on a day-to-day basis.**

The Implementation Strategies supporting this objective focus on establishing a stronger Board Committee system to assist staff in operating the organization to ensure a more consistent experience among our stakeholders. Four new committees will be established around our Goals of Clean/Attractive, Safety, Promotion/Marketing, and Advocacy/Public Policy with a minimum of two Board members serving on each committee with interested stakeholders. These committees will ensure that each Implementation Strategy is accomplished in accordance with Plan over the next five years and their work will be reported on at Board meetings.

Financial Forecasts

The Plan includes a five-year financial summary forecast as well as assumptions and financial forecasts for each of the Implementation Strategies. It assumes the successful implementation of the Strategic Plan and incorporates the financial assumptions for each of the Implementation Strategies.

	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>	<u>2013/2014</u>	<u>2014/2015</u>
Total Expenses	\$844,627	\$866,696	\$876,677	\$925,221	\$934,308
Total Revenues*	\$845,549	\$867,165	\$886,720	\$927,321	\$955,140
Net	\$922	\$469	\$10,043	\$2,101	\$20,833

The Plan requires the use of \$47,000 in existing operational reserves for years 2010/11 through 2011/12. In addition, a minimum of \$50,000 of operational reserves plus the Certificate of Deposit of \$40,000 will be maintained. The Board will continue to approve the budget on an annual basis and approve the use of operational reserves to accomplish the Plan. Investigation of other funding sources such as grants and sponsorships will also occur.

Lastly it is noted that operational reserves rebuild in years 2012-2015 from increased assessed value from new projects such as the Baxter Library, Portland Hall, Maine Health building on Free Street, and 660 Congress Street as well as a mil rate increase from the current \$.92 per thousand dollars of assessed value to \$.94 beginning with the fiscal year on July 1, 2012.

Measures of Success

Measures of success have been established for each of the Strategic Objectives. The measures provide metrics to be used by the new Board Committees to periodically assess the organization's success as the Plan is implemented and to identify the need for any course corrections along the way. If changes to the Plan are necessary, they will be submitted to the Board for review and adoption.

*Revenues include the use of \$25,000 of operational reserves in 2010/11 and \$22,000 in 2011/12

Commissioners Present: Eon, Cote, Durkin, Shlaver, Foley

Commissioners Absent: Killinger, Droggitis, Dubois

- | **City Representative** Favreau
- **Motion to Accept Minutes:** No enough members present
- **Chairperson's Remarks** (Durkin)
- **Budget Discussion**

\$5103 current budget – no money was allocated for police bike items. will hit 2017 budget. \$500 in budget for WinterFest

- **Budget request** form to be submitted with same allocations as previously.
- **Votes to be held via email on budget allocations**
- Nominations / volunteers for Chair, Vice Chair, Sec & Treasurer to happen at next meeting.
- **WinterFest** – Victoria Foley to be delegate to planning meeting.
- **Reports and Other Business**

Mayor's Ad Hoc Committee for Downtown + Strategic Planning Committees –
Presentation by Julian Schlaver

Meeting Adjourned

Commissioners Present: Durkin, Schlaver, Foley Droggitis, Dubois, Luke Nielson,

Commissioners Absent: Kelliher, Eon

- **Staff** Favreau
- **Motion to Accept Jan Minutes / No Feb meeting:** No Quorum - No vote
- **Chairperson's Remarks (Durkin)** – “Membership Update” introduction for new member – Sanford and Cote No-longer on DDC – Council may propose # of commissioners be reduced from 12 to 9 via a new ordinance. This is opportunity to request other updates to ordinance.
- **Budget Report**

\$4101 / 3096 remain – proposed budget for next fiscal year \$8200.
- **Budget request** form to be submitted with same allocations as previously.
- **Nominations / Volunteers for Chair, Vice Chair, Sec & Tresurer** – None
- **Bus Stops** – No clear indication where bus stops are located. Greg Tansley/Shuttle Bus Zoom are responsible parties.
- **Reports and Other Business**

Mayor's Ad Hoc Committee for Downtown + Strategic Planning Committees – Initial discussions surrounding the formation of a Downtown Business District funding through a mill rate increase in the downtown.
(Schlaver)
Making Biddeford a destination via the Riverwalk (Favreau)

Upcoming workshops – open to members (Durkin)

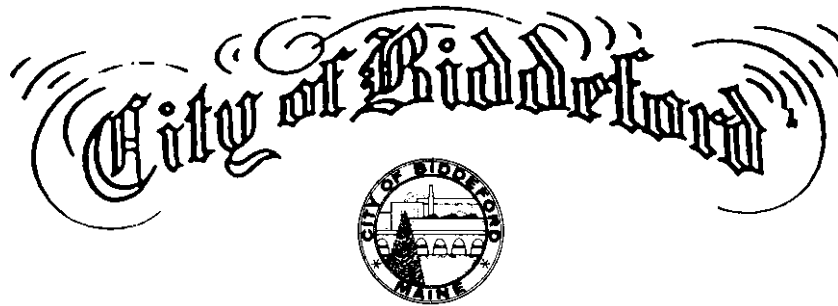
Parking – Process of Parking Committee's Review (Droggitis)

WinterFest – Good event, some opportunities for marketing remain (Foley)

Anti-Blight Ordinance (Schlaver)

Downtown Conference Concept (Durkin)

Meeting Adjourned



2017.21 **IN BOARD OF CITY COUNCIL..MARCH 7, 2017**
BE IT ORDAINED, by the City Council of the City of Biddeford that the Code of Ordinances, Chapter 2, Administration, Division 6 – **DOWNTOWN DEVELOPMENT COMMISSION, Sec. 2-253. Composition; appointment of Commissioners; terms of office; removal of members.** by adding/deleting, as follows:

- (a) The Commission shall consist of ~~12~~ **9** members, referred to in this division as “Commissioners.” Such Commissioners shall be nominated by the Mayor and confirmed by the City Council.

March 7, 2017

Motion by Councilor McCurry, seconded by Councilor Mills to grant the first reading of the ordinance amendment.

Vote: Unanimous.

March 21, 2017

Motion by Councilor McCurry, seconded by Councilor Ready to grant the second reading of the order.

Vote: Unanimous.

Attest by:_____

Carmen J. Morris, City Clerk

Maine Downtown Institute: It's Old Because It's Good: How Downtowns Turn Historic Districts into Economic Engines

Friday, April 14, 2017, 9:00am - 12:30pm, in Downtown Damariscotta

Dispel the myths of what historic preservation is and what it is not. Know what tools developers can use to re-purpose downtown historic buildings and learn what funding is available for local historic districts. Meet the members of the Downtown Alliance of Maine and get briefed on issues that matter to your downtown!

For additional details, registration and agenda, visit www.mdf.org/events. The fee to attend this session is \$25 for members and \$35 for non-members.

I hope to see you on the 14th.

Regards,

A n n e

Anne Ball

Program Director, Maine Downtown Center
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