

## **1. Impact (35 points):**

### **A description of the scope, magnitude and severity of the identified problems – 7 points**

#### **How the problems were identified – 7 points**

On February 8<sup>th</sup>, 2007, Moosehead Manufacturing announced plans to close its operations. Moosehead had been an institution for nearly 50 years, being a significant source of manufacturing employment in the Dover-Foxcroft area. Together with its operations in nearby Monson, a total of 136 persons were laid off. The loss of nearly \$3.5M in wages has had a significant negative impact on the surrounding community. Furthermore, the physical Moosehead facility in Dover-Foxcroft represents nearly \$2.0M in taxable assets to the Town, and is also a highly visible and significant part of its downtown center.

Since the announcement, the Piscataquis County Economic Development Council (“PCEDC”), Eastern Maine Development Corporation (“EMDC”), and the Town of Dover-Foxcroft have been in close contact with the President of Moosehead. This proposal is in response to the closing, and the owner’s intent to work with these organizations to assist in the redevelopment of the Dover-Foxcroft facility.

#### **Past efforts to deal with the identified problems – 7 points**

Prior to the announced closing, the PCEDC, EMDC, and other state and regional agencies had provided advice, input, and consultation to Moosehead. However, the closing was imminent and unavoidable. According to President John Wentworth, the demise of Moosehead was due to its inability to effectively compete with cheaper Chinese furniture imports that have flooded the market in recent years.

#### **Impact of the problem on LMI persons or slum/blight conditions – 7 points**

The closing of Moosehead had an immediate impact on the number or level of LMI persons in Dover-Foxcroft and surrounding communities. As noted above, 136 persons were laid off, in addition to 20 laid off this past fall. These layoffs have only served to exacerbate an already deplorable situation in Piscataquis County, where 48.7% of the population is LMI, the second-highest rate among Maine’s sixteen counties.

While the Dover-Foxcroft Moosehead facility was structurally sound enough to carry out furniture manufacturing, its outward appearance is not pleasant, with chipping paint and broken windows. The Town has been considering a slum/blight designation for its downtown—the location of the Moosehead facility.

#### **Why CPG funds are critical for the project – 7 points**

CPG funds are critical to assist the community in planning for the redevelopment of this facility, which is the heart of its downtown. The Town had previously completed a downtown revitalization plan, but those plans did not account for a change in the function of the Moosehead facility that is now very likely. These planning dollars will help engage community members, experts, leaders, and potential developers in designing a plan for the future of this facility and downtown Dover-Foxcroft.

## **2. Development Strategy (35 points):**

### **A description of the planning tasks proposed to solve the identified problems and specific use of CPG funds – 8 points**

The CPG will allow for the PCEDC and EMDC to engage the community, seek input and ideas, conduct technical review and research, and prepare a redevelopment plan for the Moosehead facility in downtown Dover-Foxcroft. This plan will be completed by:

1. Conducting a thorough structural analysis of the site and its buildings.
2. Conducting a marketing study for a mixed-use development (combination of residential and commercial functions).
3. Gathering information from the public, through activities such as focus groups, interviews, and public hearings. Where possible, they will be modeled after similar efforts in the redevelopment of the Eastern Fine Paper Mill in Brewer.
4. Developer/expert tours will be organized to collect professional input and expertise on the potential uses of the facility (if determined appropriate).
5. As part of the in-kind, matching funds, State Brownfield funds will identify issues and abatement plans for any environmental concerns (funds for a Phase I environmental review have already been applied for).
6. Drafting RFPs for developers (if determined appropriate).
7. Drafting a redevelopment plan report that will incorporate all of this information in a summarized form, along with action plan recommendations, to be provided to possible developers.

**Project timeline, including a start date, tasks completed to date and how CPG funds will be expended within 12 months or less – 12 points**

<b>Task</b>	<b>Start Date</b>	<b>End Date</b>
Structural analysis	10/1/07	12/1/07
Marketing study	12/1/07	1/31/08
Phase I environmental review (if necessary)	2/1/08	2/29/08
Gathering additional public input	1/1/08	2/29/08
Developer/expert tours (if necessary)	3/1/08	4/30/08
RFPs for developers (if necessary)	5/1/08	5/31/08
Draft report	6/1/08	7/31/08
Final report	8/1/08	8/31/08

**How community partnerships including local government, citizens, agencies and local businesses will work together to develop effective solution strategies – 5 points**

The PCEDC Executive Committee, which will serve as the project advisory committee, is a diverse group, consisting of town managers, small business owners, corporate executives, state agency employees, attorneys, corporate executives, educators, and bankers. This committee will also invite additional local advisors. Special advisory meetings will be held to provide input on the planning process, the community and expert tours, and to elicit input based on the research and input collected.

We are proposing significant community input through information-gathering activities (mentioned above), and we anticipate twelve developer/expert tours following a request for input to developers, economic development officials, and others from around the State and elsewhere.

**How the planning efforts would lead to solution strategies that would benefit LMI persons or alleviate slum/blight conditions - 6 points**

The Town was previously considering a slum/blight designation. The closing of Moosehead may spur additional consideration of this designation, but this designation had not been made at the time of this proposal.

Clearly, the closing of Moosehead has had a significant impact on their former employees and their families, many of which were already LMI. In addition, the impact of the income loss will also be strongly felt by other businesses in the community, many of whom also employ LMI individuals. This plan will provide a community-based, expert-advised redevelopment plan for the Moosehead facility—including potential business redevelopment for the facility that would likely employ LMI individuals.

### **Experience of the applicant community with planning projects – 4 points**

The PCEDC has been a key player in economic development across Piscataquis County for over a decade. The PCEDC's new Executive Director assisted the City of Brewer's economic development staff on the Eastern Fine Paper redevelopment project. The PCEDC's Community Development Specialist has been entrenched in grant and downtown projects around the County (including Dover-Foxcroft) since her start in early 2006. EMDC staff assigned to this project will include planners and economic development professionals who combined possess over 25 years of experience.

### **3. Project Leverage (10 points- No narrative response required)**

#### **4. Citizen Participation (20 points):**

#### **How overall citizen participation process directly relates to identification of solution strategies and application development - 4 points**

Citizens and the community were not involved in the company decision. However, since the announcement there has been an outpouring of community support. The proposal for this planning grant was circulated among members of the PCEDC Executive Committee to invite additional comments, as well as among individuals who attended the mandatory public hearing. Both the Town Manager of Dover-Foxcroft and the Executive Director of the PCEDC have been receiving numerous comments and suggestions about possible future use(s) of the Moosehead site since its closing.

#### **Effective use of any media (newspapers, radio, TV, etc) to further public awareness and participation – 4 points**

The closing of Moosehead Manufacturing was covered extensively by the County's two primary local newspapers, *The Piscataquis Observer* and the *Moosehead Messenger*, as well as the *Bangor Daily News* and local TV stations. This planning grant (and the public hearing for it) was the subject of a monthly column written by the Executive Director of the PCEDC, which ran in the *Observer* and the *Messenger*, and was also posted on the PCEDC website, along with a rough draft of the proposal in order to solicit comments on it from the public. The public hearing notice was run in the *Observer*, and that paper, along with other media outlets, were invited to cover the public hearing, which was covered by the *Observer* and the *Bangor Daily News*.

Going forward, the Town and the PCEDC will use press releases/briefings and e-mail to keep the community informed and engaged in the progress of this project, and also to encourage citizen participation in the focus groups and public hearings.

**Relevance of listed meeting/hearing activities/comments (not counting required public hearing) on application and project development – 4 points**

A public meeting regarding the submission of this proposal was held during the PCEDC's Quarterly meeting held on March 5<sup>th</sup>, 2007, which attended by forty-five people. At that meeting, the plan to apply was announced and discussed, which resulted in significant discussion and an affirmation of widespread support. The mandatory public hearing was held during the regularly scheduled meeting of the Dover-Foxcroft Selectmen, which most likely encouraged a greater number of people to attend (for details, see the public hearing section below).

**Involvement of potential LMI project beneficiaries in development of application and project and how the required public hearing relates to the application development and citizen participation process – 4 points**

This project will involve the participation of citizens, including many LMI individuals and likely laid-off workers. Their input will be critical to a long-term successful redevelopment of the mill facility. Due to the high percentage of LMI individuals in Piscataquis County (48.7%, second-highest among Maine's sixteen counties), and the fact that the PCEDC represents a diverse cross-section of residents (including income), there are undoubtedly LMI project beneficiaries among the PCEDC membership who helped to develop this application. The draft application was also posted on the PCEDC website, with the intent that the public (many of which are undoubtedly LMI) would submit comments and suggestions to be incorporated into the application.

The public hearing served as an opportunity for individuals (LMI and others) to help shape the development strategy of this grant application. The Executive Director of the PCEDC presented an overview of the grant proposal at the hearing, and provided a summary sheet and copies of the narrative for the attendees. Despite there being only thirteen people in attendance, there was significant discussion, with comments from both the Selectmen and other attendees. In particular, environmental concerns about the Moosehead site were discussed, and whether or not addressing those concerns would be part of the development strategy of the CPG application. Overall, there was enthusiastic support for the application.

**How other local resources (cash and in-kind) are directly related to the project and the establishment of a cash value equivalent for all in-kind contributions – 4 points**

The PCEDC is committing \$7,500 of cash resources to assist in paying staff time as well as direct costs for the community input activities. We expect significant volunteer time on this project, with a conservative estimate of 240 hours (10 people x 2 hours/month), with a cash value of \$2,520 (@ \$10.50/hour). The Town has also applied for funds from the Maine Department of Environmental Protection to conduct a Phase I environmental review. If awarded, the cash value for that service would be approximately \$4,000. Finally, EMDC will also commit a portion of its EPA Brownfields Project grant to this project if that one is successful.