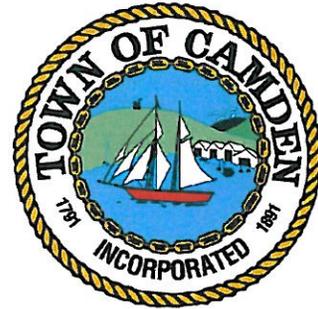


Project Title – Best Uses of Camden Harbor’s Public Landing

Town or region covered – Town of Camden

Grant request amount - \$15,000

Budget - \$31,849



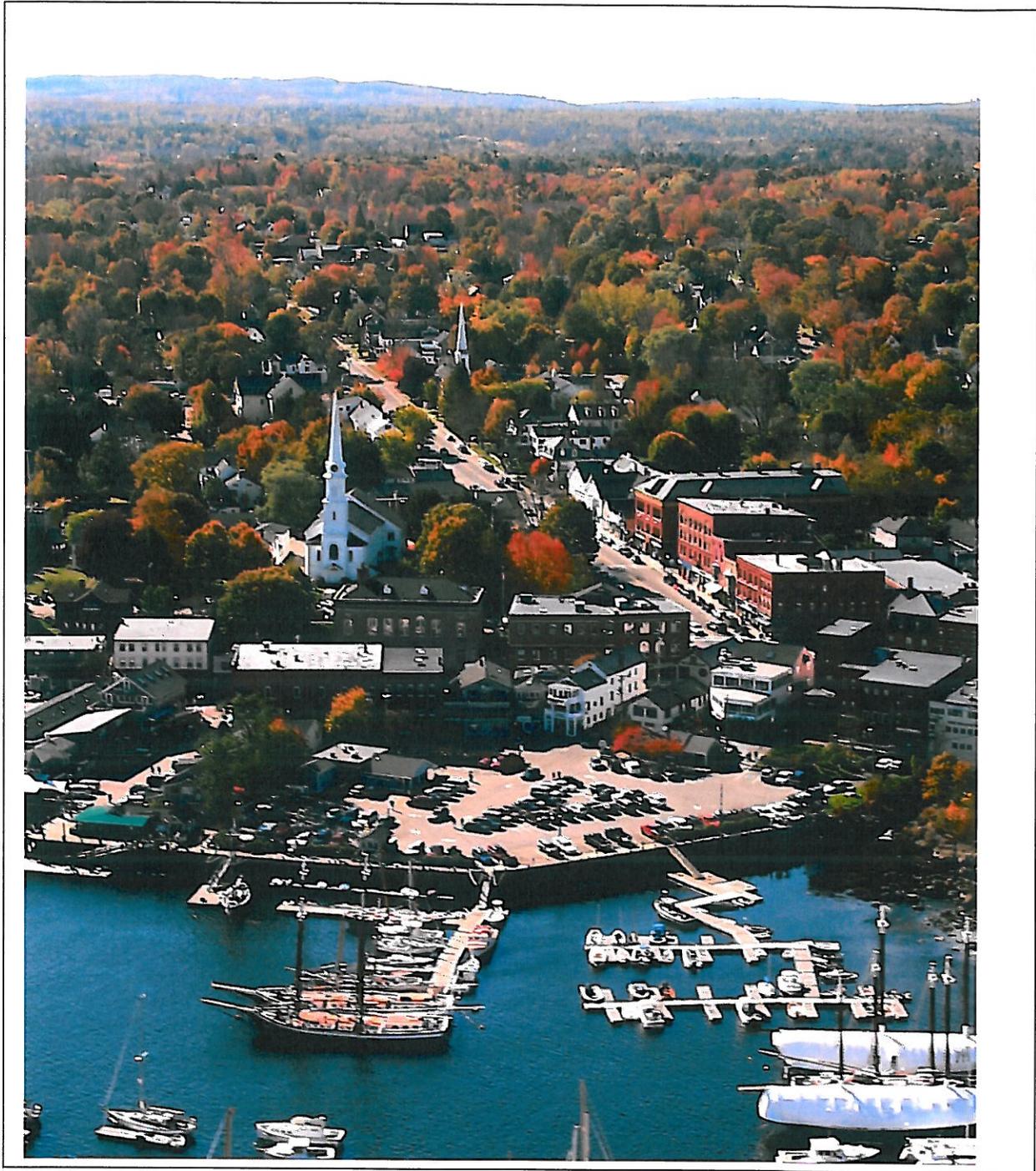
Project Manager and contact information – Brian S. Hodges,
bhodges@camdenmaine.gov 207-236-3353

Project partners

- Camden Harbor Committee
- Camden Downtown Business Group
- Camden’s Community & Economic Development Advisory Committee

Project start and end dates – November 2012 – September 2013

Project summary statement (3-5 sentences) – Town of Camden proposes to have produced a conceptual design, engineering, and management plan that studies the best uses of and makes improvements to the Public Landing located on Camden Harbor. In its existing form, the Public Landing is a large parking lot with little to no pedestrian focused pathways or green space to attract visitors and residents to this prime feature of our coastal community. Defining and implementing improvements would leverage the natural asset of our harbor, and facilitate improved access from our residential areas to our coastline. It would also bolster the vibrancy and enhance the sustainability of our coastal community by offering a safe and attractive amenity for visitors, employees, and businesses throughout the region.



This photo shows downtown Camden, the Public Landing, and Camden Harbor. The large open area 2/3 of the way down is the Public Landing. It is a large, open space used primarily for vehicles. There are no inviting features or design elements to encourage pedestrian activity.

Project description

This is an explanation of the need (problems and issues) for the project

Camden is often described as the quintessential coastal community. Our town motto is “where the mountains meet the sea”. This motto is supported by being 1 of the 2 places on the east coast where a person can alpine ski and see the ocean. We have a historic downtown with many independently owned small businesses. The Camden Public Library is one of the few 5 star libraries in the country and the only one in the state. Along with many other assets, Camden is looked to as a role model in many areas. However, we are clearly underutilizing a major asset in our downtown. That major asset is the Public Landing located adjacent to Camden Harbor.

The concept of maximizing the Public Landing is not new. In fact, over the years, conversations have taken place at various levels throughout the community. Unfortunately, there has been no concentrated effort to address the issue. The following is a timeline of some of the more prevalent actions directly related to the Public Landing.

- **Comprehensive Plan 2004** – Looking back at Camden’s Comprehensive Plan approved by the State of Maine in 2004, chapter 7 is dedicated to the Downtown and poses the question “can we make better use of town owned property around the harbor for public use and recreation?” In this same Comprehensive Plan, chapter 12 is devoted to the Harbor and underscores the impact it has on Camden’s economy and quality of life. This is exemplified by “...*recreational use of the harbor, by both daysailer and windjammer fleets and the boating public, is key to the Town's economy...*” as well as “...*it is important that visual access and pedestrian access to the harbor be maintained...*” Bolstering this concept is the following passage “*Whereas the beauty of Camden harbor is internationally known and appreciated, it should be managed for the good of all.*” Each of these excerpts from Camden’s Comprehensive Plan underlines the importance and impact Camden Harbor and the Public Landing has on the greater Camden community. While the Town of Camden already actively supports many of the others assets in and around town, the Public Landing’s use as a large parking lot is clearly needing to be revisited.

Particularly telling is chapter 17 of the Comprehensive Plan which addresses Goals, Policies, and Implementation. Ironically, item B The Local Economy specifies “*Tourism is central to Camden’s economic health*” and indicates “...*a pedestrian environment is retained in the downtown and harbor area, such that visitors do not have to rely on their vehicles once arriving in the downtown...*” This last piece is particularly revealing for the purposes of this grant application as it actually contradicts the current use of the Public Landing as a large parking lot.

- **An Economic Vision for Camden 2009** – The Town of Camden created a citizen based Community & Economic Development Advisory Committee (CEDAC) with a goal to ensure economic and community prosperity Camden’s residents, businesses, and property owners. Upon formation, CEDAC created a vision document on how they saw Camden’s future. (see attachment 1, page 11) A key element in this document addresses the Public Landing and the opportunity it presents to be something greater than a large parking lot.

- **Camden Select Board 2011** – In an effort to establish a focused and strategic plan for the overall well being of the Camden community, the Select Board as the legislative body of the town went through the process of goal setting. These adopted goals were formalized in 2011 and include a clear interest in seeing the use of the Public Landing revisited. Specifically, *“Make the Public Landing greener: develop a parking plan to allow for the phase out of parking.”* See attachment 2, page 14.
- **Walkability Audit 2012** – A national expert on downtown walkability, Dan Burden, was brought to Camden for a full day, hands-on workshop to build upon the recommendations contained within the Downtown Master Plan. His workshop included a walking tour of the downtown. Upon coming to Commercial St, which leads down to the Harbor, Dan Burden’s first comment was *“Look down this street and what do you see? A tiny Harbormaster shack! This is your front porch the community, yet you treat it like it’s a back yard.”* These comments have stuck in the minds of many people participating in and hearing about his visit. Excerpts of his findings are found in attachment 3 on page 16.
- **Downtown Master Plan 2012** – The Town of Camden has already taken steps to facilitate the shift of parking away from the downtown corridor and Public Landing. A Downtown Master Plan was created during 2011 and 2012 with the assistance of a consulting firm. This Plan was constructed through extensive community input including residents, business owners, property owners, and regional constituent groups. The study area included the Public Landing. However, as the process ensued, it became evident that the Public Landing deserved its own dedicated study due to the magnitude and prominence. A series of pages are included as appendices to this grant application. See attachment 4 on page 19. These pages clearly address the need to revisit the best use of the Public Landing with a definitive interest in moving to a more pedestrian focused area.

One recommendation stemming from the Downtown Master Plan was entering into arrangements with private property owners for the purposes of shared parking. The Knox Mill complex as well as downtown churches and other establishments have large parking lots which are rarely if ever used to their full capacity. The concept would be for the Town to enter into an arrangement to have the parking areas open to the public. The first agreement was signed 04/17/2012. In parallel, the Town installed the universal “P” (parking) signs to direct drivers to large parking lots just outside of the downtown’s main corridor. In doing so, a transformation occurred over the summer. In over 30 years of running The Smiling Cow on Main Street, owner Meg Quijano states *“I have never seen a summer where there were actually parking spaces available on Main Street, This was definitely not because there were less people visiting Camden; we had the best season we’ve had in years and more people than ever. I can say positively that the new parking and directional signs and the new parking areas in the town made a huge difference in freeing up short term parking on the main streets of downtown.”* What does this mean for the Public Landing? The Town has begun to move vehicles from the immediate downtown corridor and seen success. This provides a similar opportunity with the Public Landing. Camden residents and business owners hold the Public Landing in high esteem, including its use as public parking. But by providing a nearby alternative, a case can be made that the Public Landing may not need to be retained solely as a parking lot.

Other grant applications have already been submitted and are pending a decision which directly relate to this potential redevelopment effort of the Public Landing.

- A planning grant application was submitted to the Maine Coastal Program to create a study for a River to Harbor Walk. This would facilitate access to Camden Harbor for residents as well as visitors into and around Camden Harbor and the Public Landing.
- An infrastructure grant application was submitted to the Maine Department of Transportation for construction funds to improve sidewalks, streetscapes, and pedestrian crossings within the immediate downtown area. These improvements have a direct correlation to the Public Landing as they become feeder pathways with consistent design principles to draw people to the Public Landing and Camden Harbor.

proposed use of the grant award

The grant award will be used towards the cost of hiring a consultant to help Camden create a Plan for improvements to its Public Landing. The approach will be to create a Request for Qualifications and Quote and receive bids from consulting firms experienced with guiding municipalities in the analysis and design of similar projects. A Selection Committee would select and recommend to the Camden Select Board the most qualified bidder. This consultant would then work in partnership with the Town, project partners, and community to create a clear Plan addressing outcomes as specified in the RFQ and final work plan. The grant funds will be used towards the cost of soliciting and selecting the consultant, time and materials needed in creating the Plan, and final production of the recommendations to have this project come to fruition.

This section should cover project steps and tasks

- Identify all constituent groups and impacted parties
- Conduct an outreach and advertising campaign to ensure the greatest number of people are aware of the project and encourage participation in the process
- Form a working group to advise the Town staff and act as a sounding board on behalf of the larger community for the consulting team
- Establish clear benchmarks and objectives with the consulting team
- Create a timeline and conduct periodic check-ins to ensure dates are met
- Implement surveys, both paper and electronic, to gather information from the community and region
- Conduct at least 2 public, community meetings to facilitate open and up front input/dialogue during the process
- Meet more frequently with the working group to check in with consulting team’s progress
- Deliver draft versions at early stages to obtain feedback on approach

a description of what will be done

With a successful award of this grant, a study of the best uses will be conducted as well as a schematic design of a redeveloped Public Landing. This Plan will be created through an intensive, community oriented input process. Using a similar process as the recently completed

Downtown Master Plan, which has been commented by many as one of the best products involving community input, will undoubtedly yield a result supported by the majority in and around Camden.

This project will be for development of planning studies for both public and working access of the Town owned Public Landing. It will include development of plans and designs for harbor improvements and development of management plans for municipal waterfront facilities. It will integrate public access with waterfront development to preserve unique natural, cultural, and village assets that contribute to sustainable development and tourism infrastructure. It will consider construction of a bridge to connect the Public Landing to Camden’s Harbor Park. Having this connection will facilitate a continuous pathway in and around the downtown, Public Landing, and other areas of the Camden community.

and how

We will create a Request for Qualifications and Quote and receive bids from consulting firms with experience guiding municipalities in the creation of similar projects. A Selection Committee would be formed with representation from the project partners to draft language for the RFQ. This same team would review, discuss, and score proposals. We would then open the separately, sealed bids to determine if the top scoring firm can meet the project’s needs within budget. This will be presented to the Camden Select Board in order to enter into a signed agreement by way of a contract.

A larger working group will then be formed with similar representation as the selection committee. They will advise Town staff and the selected consulting team as the project progresses and assist with encouraging community input at public, community meetings. The process would require the selected firm to incorporate the previous work and activity done for the Public Landing so that the most efficient use of funds is obtained. The process to form the Plan would require significant community input, guided by the project partners and consultant.

and by whom

This project will be coordinated by Town of Camden staff, assigned to Brian Hodges, Camden Development Director. He is responsible for supporting all aspects of community and economic development for the town. Therefore, this project pairs well with his efforts to build upon the assets within the town. He has already provided input, is coordinating this grant application and subsequent planning process if awarded, and will continue to assist with identifying opportunities/programs that support the project’s construction. Brian will be responsible for the management of the project and administration of the grant award. He has been with the Town of Camden since March 2011, submitted, obtained, and administered many grants, and also has 20 years of experience in state government. This background makes him very familiar with the detailed reporting requirements of state and federal programs and well suited to ensure the needs of the project, related constituencies, and community are met.

Other Town staff will assist Brian and include the Town’s Manager, Harbormaster and Planner. The citizen based Camden Harbor Committee will play a key role in this effort as their primary

focus will have a direct correlation to the Public Landing. In addition, the Town’s Community & Economic Development Advisory Committee as well as the private sector Camden Downtown Business Group will provide guidance as the project has a clear alignment with their goals and objectives.

and the expected project outcomes and products

- A Plan will be produced which clearly defines the best uses of the Public Landing, schematic design, cost estimates, funding options, and an associated timeframe. We envision this improved Public Landing to be utilized by all interested parties of Camden, including the surrounding region and visitors, so we want to ensure it is a true, community driven outcome.
- More effective and efficient harbor management will also be an outcome of this Plan. In its current form, the Public Landing is clearly lacking in form and flow. Pedestrians must carefully intersect with vehicles. Commercial fishermen must coordinate with daysailers and their associated patrons. While the setting of Camden Harbor is one of unparalleled beauty, the Public Landing itself is akin to a wide open “free for all”. Establishing a management plan for this entire area will allow for the most effective and efficient use of this space.
- The Plan will also be used to obtain the necessary funding for the proposed redevelopment. Camden is confident this project will facilitate greater access to the Harbor, thereby taking advantage of the coastal asset we have here in the midcoast. In addition, increased pedestrian traffic will directly result in a positive economic impact to not only downtown businesses but to other businesses outside of the downtown.
- There is clearly an opportunity for this project to be an economic driver for other communities as well. Camden is currently the home to many significant conferences such as the Camden International Film Festival, PopTech, Juice, Camden Conference, and even the US National Toboggan Championships. Part of the allure to Camden is its many assets but we see an opportunity for even more events to take place. By having a Public Landing which focuses more on the pedestrian and visitor experience vs. vehicular experience, a greater number of organizations and businesses will want to host their events here too. These events have been proven to benefit the surrounding communities from Belfast to Rockland.

Project Schedule

This section should include a project schedule covering planned phases and tasks, including projected completion dates. The project duration for Shore and Harbor Grants may not exceed 12 months from the date of grant award. Applicants should plan to complete the proposed project with the initial award of funds, and should not anticipate additional funding for the same project. Requests for one-time extensions of up to six months will be considered with appropriate justification. Such request must be in writing and must be submitted a minimum of 60 days prior to the project end date.

Anticipating a successful award in mid-October, the proposed timeline would be as follows:

- Mid November 2012 – finalize RFQ language and advertise
- December 2012 – advertise RFQ; receive submissions
- January 2013 – review and score submissions; selection made
- February 2013 – kickoff meeting with work group
- March 2013 – community meeting
- April 2013 – work group meeting
- May 2013 – community meeting
- June 2013 – 1st draft presented to work group
- July 2013 – work group meeting
- August 2013 – final draft delivered to work group
- September 2013 – presentation to Select Board and community

Project Budget

Include a detailed budget for the funds requested. If this funding is part of a larger package of funding needed to complete this project, please indicate the source of the remaining funds and the status (e.g. requested, in hand). Applicants are required to submit estimates of project costs according to the three-part format shown below.

Part 1, Estimated Personnel Expenses (Grantee staff only)

Position Name & Title	Hourly Rate	Number of Project Hours	Salary & Fringe	Total Grantee Personnel Expenses
1. Brian Hodges, Development Director	40.45	26 weeks X 4 hrs (10%) = 104		\$4,207
2. Steve Wilson, Planner	33.26	26 weeks X 2 hrs (5%) = 52		\$1,730
3. Steve Pixley, Harbormaster	32.51	26 weeks X 2 hrs (5%) = 52		\$1,691
4. Patrician Finnigan, Town Manager	56.45	26 weeks X 1 hr (1%) = 10		\$ 565
5. Beth Doan, Administrative Support	29.56	10% of Development Director = 10		\$ 296
5. Selection Committee 3 volunteers	15.00	08 X 3 volunteers = 24		\$ 360
6. Steering Committee 10 volunteers	15.00	20 X 10 volunteers = 200		\$3,000
Totals		246		\$11,849

Part 2, Budget Estimates by Cost Category

Cost Category	MCP Grant	Non-Federal Match	Total Cost
Personnel		\$11,849	\$11,849
Fringe Benefits			
Travel			
Equipment			
Supplies			
Contractual	\$15,000	\$5,000	\$20,000
Other (specify)			
Indirect			
Totals	\$15,000	\$16,849	\$31,849

Maine Coastal Program – Town of Camden – Best Uses of Camden Harbor’s Public Landing

Note:

1. MCP will not accept proposals with less than 25% non-federal match.

Part 3, Sources and Types of Match

Source of Match	Cash	In-Kind	Total
1.MCP grant	\$15,000		\$15,000
2, Town of Camden, Economic Dev Fund	\$ 5,000		\$ 5,000
3.Personnel hours		\$11,849	\$11,849
Total	\$20,000	\$11,849	\$31,849

Total non-federal match from Town of Camden = \$16,849 = 52%

See attachment 5 on page 31 for letters of commitment and support from the Town as well as the partners dedicated to this project.

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 premise: A year-round core business district is the key to the vitality of the town. Many other good things flow from that.

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.

“You are likely to stop for a friendly chat with several people as you walk around downtown doing your errands”

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.

Strategies

A. Facilitate the creation of Class A office space in the walking part of town.

If we are to be competitive with other towns in retaining our current attractive businesses and jobs and in courting new business we need to have office space that is in keeping with the standards in larger cities and business areas such as Boston’s Route 128 corridor. Class A offices are characterized by modern, clean construction with excellent lighting, air conditioning, open flexible space of substantial size on each floor, elevator access to upper floors, excellent telecommunication infrastructure and parking. Class A does not have to be a glass tower. Actions include:

1. Inventory and characterize existing office space in the downtown area.
2. Determine options for upgrading existing space such as outside elevator access to upper floors on Main Street and Elm Street.
3. Propose zoning changes to stimulate investment in new Class A downtown space.
4. Identify convenient parking facilities for existing upgraded space.

November 23, 2009

B. Increase the appeal of downtown as a pedestrian friendly place on the harbor.

Businesses seek out locations that are attractive to employees. Camden has a wealth of natural beauty in the harbor, bay, mountains, lakes and streams all with world class opportunities for outdoor recreation.



The use of the public landing as a major parking facility does not appear to be the best use of the space and detracts from the attractiveness of the harbor. A more pedestrian friendly landing would improve the appeal of the downtown to businesses and their employees as well as to tourists and residents alike. We should support the Downtown Planning Group that is developing a plan around this goal. Actions include:

1. Limit parking to fishermen and service to water-front businesses.
2. Limit access to the landing by one-way alleys.
3. Replace paving with lawn and plantings.
4. Compensate parking reduction with new downtown parking areas, such as a multi-story garage.

Heavy Route 1 traffic separates the town from the harbor, and is especially onerous in the summer season. It serves as a barrier between business areas of the town and complicates pedestrian and vehicular access to the harbor from current and potential new downtown business locations. Actions include:

1. Support Gateway 1 plans to upgrade alternative routes through town.
2. Initiate a campaign to have a route for through-traffic around the town.

Summary

A year-round business district is the best strategy to maintain the economic health of the Town. Our goal is to create conditions for the retention and creation of interesting, year-round, higher-income jobs in walking distance to downtown and the harbor.

Our recommendations to accomplish this goal are:

1. Facilitate the creation of Class A office space in the walking part of town.
2. Increase the appeal of downtown as a pedestrian friendly place on the harbor.

Attachment #2
Goals – Camden Select Board



Select Board Adopted Goals

Strengthen Camden's Business Climate

Long term/on-going: Work to ensure Camden is a business friendly place to do business

1. Market Camden as a business friendly place to do business in Oct. 2012
2. Periodically review the Town's rules and regulations to ensure there is a balance between having a streamlined and practical approach to the review and permitting process while preserving Camden's unique character on-going
3. Complete, adopt, implement the Downtown Master Plan March 2012
4. Optimize use of technology, web site, cable TV, and social media Oct. 2012

Development

Long term/on-going: Enhance Camden's strengths; preserve what makes Camden "Camden"

1. Actively market the Tannery property; refresh and rebrand the effort; focus on "green businesses" Dec. 2013
2. Resolve signage issue June 2012
3. Downtown Business Plan implementation March 2013
4. Develop a plan to create workforce housing in Camden March 2012
5. Create a development/funding plan for Camden Opera House (3rd floor) June 2012
6. Explore downtown parking garage: develop cost estimates Dec. 2012

Quality of Life

Long term/on-going: Continually assess Camden's strengths and what sets us apart and enhance those assets

1. Move the "Kingdom trails" idea forward 2014
2. Ragged Mountain Development Project Begin Spring 2013
3. Make the Public Landing greener: develop a parking plan to allow for the phase out of parking Fall 2012
4. Re-visit the bridge from the library grounds to the public landing Spring 2014

Transportation

Long term/on-going: Create a sustainable transportation network that connects people and places while reducing reliance on cars.

1. Work to establish a regional, regular transitbus system Spring 2014

Town/Government Operations

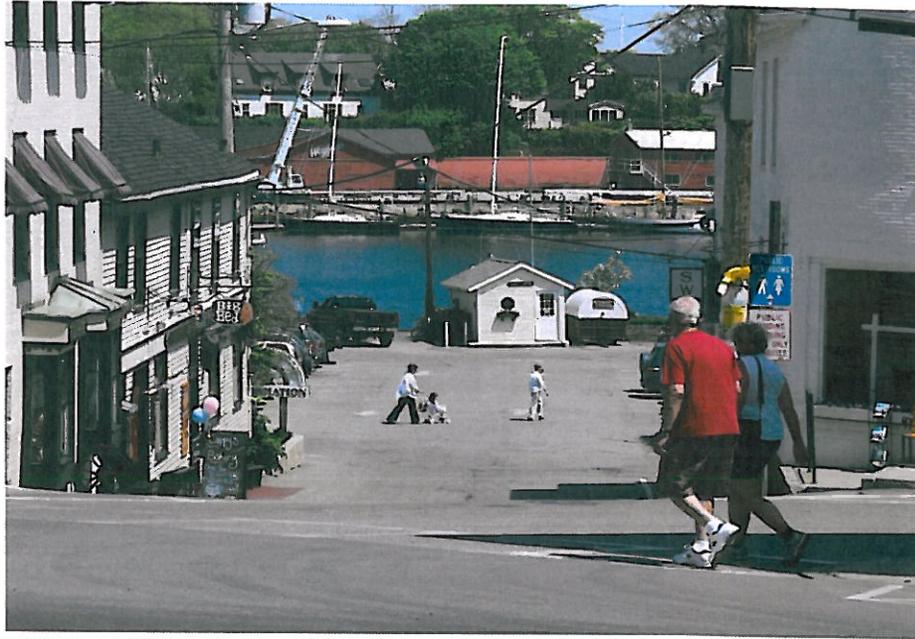
Long term/on-going: Ensure Camden's Town government is a high performing and effective organization

1. Establish Goals: Municipal Management - Board – Committees Complete by January 2012
2. Explore regionalization of Fire/Police Spring 2012
3. Explore energy savings for town-owned property June 2012



Attachment #3

Excerpts from the Walkability Workshop



- The Public Landing emphasizes the view of the Harbor Masters Shack. It could have a greater place for the eye to come to rest. The Harbor Master's shack is not the most attractive terminating vista. The backs of the buildings should be emphasized as a great place to live, shop, see, and anchor. The parking lot is only a 2 on a scale of 1 - 10 and deserves to be a 10. The parking lot should not be an asphalt deck. It does not need to have a wide entry and have a beautiful walkway. Have a landscape architect class redesign this place as a great project.
- At the Public Landing, make sure not to make it cutesy. It must be real. The parking lot is our front porch and should be great.
- In the alley next to the Village Restaurant, the pedestrian traffic sign is not needed. Create a barrier, if needed, without an ugly sign. Put a piece of art in instead, or a bench. Consider a railing on either side or down the center to assist walkers. A nautical rope perhaps, built into the side.
- At Atlantic Ave, the width is 14 feet at the opening, which is fine. The curb extensions are good at the Route 1 corner. Measure how wide places are that you are in love with and replicate them.
- The library on a scale of 0-10 is a 10. It is an act of love. You worked with your terrain. It is an incredible example of good work.
- The library seating areas are fantastic.

Walkability Audit – Thomaston and Camden, Maine

Dan Burden's Top ACTION ITEMS for Camden

1. Honor traffic on U.S. Route 1, but don't baby it. Set and achieve target speed for 20 mph inside of gateways.
2. Build attractive gateways:
 - a. Rt 1/Elm Street at Union Street
 - b. Rt 1/Main Street at High and Mountain Streets
3. Add more on-street parking
 - a. Near post office (Chestnut)
 - b. On Washington Street
 - c. At the Mechanic Street corner
4. Use back-in angled parking (starting on a side street).
5. Plant 1,000 trees.
6. Consider a mini-roundabout for Main/Elm/Mechanic/Commercial intersection.
7. Create a visual terminus on the public landing.
8. Rebuild, reconstruct the working waterfront parking area and walk.



Attachment #4

Excerpts from the Camden Downtown Master Plan

Chapter 2 Streetscape, Circulation & Parking Funding Strategies & Action Items

There are two approved 20-year Tax Increment Financing (TIF) Districts within the village - Business Highway Municipal Development and Town of Camden Downtown Municipal Development – which were adopted by a Town Meeting vote on February 23, 2010. These are municipal TIFs in which the increase revenues accrue to the Town for public improvements, and not to private investors or private property owners. In addition, the Town can incur debt to facilitate building or facilities improvements and/or public infrastructure improvements through the issuance of municipal bonds with the TIF revenues set aside in a development sinking account pledged for the relief or payment of the indebtedness. The advantage is that the Town would not have to wait for sufficient TIF revenues to accrue over time before undertaking the riverfront improvements. Helpful to the cause is the fact that TIF revenues from the neighboring Business Highway Municipal Development TIF can be used to financially support the Downtown Municipal Development Program investment plan activities.

Action & Funding Strategies

Policy & Partnerships

- Action Item – Negotiate preliminary shared parking agreements between the town and select property owners
- Action Item – Initiate zoning and policy changes related to off-street parking requirements.
- Action Item – Work with the business community to simplify "identity" districting of downtown into River District, Harbor District, and Central District or others that can be coordinated with wayfinding.
- Early Win - Mark bike routes and sharrows; install route signage.
- Early Win - Install bike racks downtown.
- Action Item – Develop a parking overflow strategy in collaboration with event and conference organizers
- Early Win – Create a Parking & Transportation website

Action & Funding Strategies

Survey, Design & Engineering (Next Steps):

- Action Item – Hire an environmental design consultant to prepare a comprehensive signage & wayfinding design for Camden. Budget: \$20,000 - \$25,000.
- Action Item – Update existing topographic data for the downtown to include areas encompassing the defined streetscape improvements projects. Budget TBD.
- Action Item - Engage a consultant to prepare Design Development Plans for the Gateways and Downtown Center Hub projects. The Design Development Plans will be utilized for funding applications and will serve as the basis for future bid documents once the projects are funded. Budget: \$20,000 - \$25,000.
- Action Item – Engage a consultant for Schematic Design services related to the Public Landing redevelopment project. The Design Development Plans will be utilized for funding applications and will serve as the basis for future bid documents once the projects are funded. Budget: \$10,000 - \$15,000.

Chapter 4 Summary

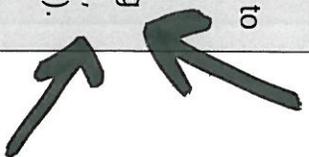
Citizen Participation

Many Opportunities for Participation and High Engagement

This master plan was guided by significant input from many sources, including meetings with the Downtown Plan Working Group and interviews with many Downtown Business and Property Owners who shared their thoughts and interest. In particular there were multiple opportunities for Citizen Participation, which fostered an unusually high degree of engagement. Camden's consensus that "a *thriving downtown preserves a sense of place and promotes the economic well-being of its residents.*" allowed citizens to productively focus on HOW to revitalize downtown, rather than ineffectively debate WHETHER downtown should be improved.

The Master Plan purposefully followed an iterative process of: sharing information - listening to feedback – adjusting – sharing new and revised information – listening to new feedback etc. Specific concepts were "tested" with the Working Group, then after guidance, presented to citizens for feedback. The following outlines and describes the process.

Nov 22, 2011	<p>Work Group Meeting #1</p> <ul style="list-style-type: none"> • Working Meeting, 21 attendees • Agenda: Introductions; Study Area; Goals & Objectives; Work Plan; Questions; Early Streetscape Information; Early Economic Information; Closing
Jan 11, 2012	<p>Work Group Meeting #2</p> <ul style="list-style-type: none"> • Working Meeting • Agenda: <u>Part 1</u> – Setting the Stage; <u>Part 2</u> – Activity to Date (Buildings, Economics, Streetscapes); <u>Part 3</u> – Master Plan Web Site; <u>Part 4</u> – Community Meetings • 80 citizens, business owners, property owners, town officials, and other interested parties attended this meeting at the Camden Opera House. • Agenda: <u>Introduction</u> - What, Why, Where, Who When; <u>Part 1</u> – Laying the Foundation; <u>Part 2</u> - Large Group Feedback; <u>Part 3</u> - Activity to Date; <u>Part 4</u> - Small Group Discussion; <u>Part 5</u> - Small Group Reporting. • <u>Top Hopes</u> - 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, generating consistent activity in town, establishing a college campus, supporting green energy opportunities, identifying and attracting businesses locals want and need, focusing on a movie theater, reexamining parking including signage, making the downtown more pedestrian friendly including the public landing, improving streetscapes, incorporating technology (e.g. GPS, Google maps, smartphone apps). • <u>Top Concerns</u> - 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,
Jan 26, 2012	<p>Public Forum #1</p>



	<p>economic/business development atmosphere for businesses, rush to change character of town, dark houses/neighborhoods, poor lighting, evening activities, employer/employee parking in "prime" spaces, pedestrian safety, high rents, keep schools in town, signage including clarity and aesthetics, reliance on tourist economy, better uses of town owned properties, heavy traffic, insufficient activities for young people, zoning.</p>
Feb	<p>Public Online Survey</p> <ul style="list-style-type: none"> • See below
Feb 21, 2012	<p>Work Group Meeting #3</p> <ul style="list-style-type: none"> • Working Meeting • Agenda: <u>Part 1</u> – Where We Stand; <u>Part 2</u> – Review Forum #1 & Survey; <u>Part 3</u> – New Activity; <u>Part 4</u> – Forum #2
March 14, 2012	<p>Public Forum #2</p> <ul style="list-style-type: none"> • Location - Knox Mill Complex, 95 attendees • Agenda: <u>Part 1</u> – Recap, Forum #1 & Survey; <u>Part 2</u> – Updates & Recent Activity; <u>Part 3</u> – Small Group Discussion; <u>Part 4</u> - Small Group Reporting • Topics – Streetscape, Curb Extensions, Crosswalks, Gateways, Parking, Pay for Parking, River walk, Signage, Year-round jobs, Public Landing, Zoning, Opera House 21st Floor, Youth, Farmer's Market.
March 27, 2012	<p>Work Group Meeting #4</p> <ul style="list-style-type: none"> • Working Meeting • Agenda: Review 90% Draft Report
April 17, 2012	<p>Select Board Presentation</p> <ul style="list-style-type: none"> • The Select Board will be given a presentation of the Downtown Master Plan during their regularly scheduled meeting on 04/17/2012. This will be given by the consultant team and members of the Downtown Master Plan Work Group. • The presentation will be open to the public as part of the Select Board's agenda but will not necessarily be considered a public hearing as this will be a first unveiling of the Downtown Master Plan; the public will not have had an opportunity to sufficiently review the Plan in advance of the Select Board meeting. The Select Board will have the ability to accept the plan in its entirety that evening or schedule a subsequent, public hearing for members of the public to voice their input before deciding whether to accept the Plan as written. • The ultimate goal will be for the Select Board to accept a version of the Downtown Master Plan so that it can be used primarily by Town staff as a guidance document for implementing the recommendations contained within. • The meeting will be open to the public and likely held in the Camden Opera House. It will also be broadcast live on Time Warner Channel 22.



- Elm Street – Union Street Intersection: The Union Street and Elm Street intersection is particularly confusing to out-of-towners and dangerous. The through-moving traffic from Union Street is counter-intuitive and difficult to anticipate. Traffic patterns are completely unclear and only made more confusing by the posted signage.
- Washington Street – Mechanic Street Intersection: A similar traffic pattern at the corner of Washington and Mechanic Streets is equally confusing and dangerous as it is unclear that traffic heading into town from Washington Street has the right-of-way. While this intersection treatment is intended to accommodate emergency vehicles from the nearby fire and police station, this type of traffic could be accommodated in other, safer ways.



Image: View looking north at the intersection of Union and Elm Street. The traffic pattern at this intersection and the signage is confusing.



Image : Typically congested traffic within the center of Camden’s downtown. The area is marked by the intersection of five streets.

- Downtown Center Hub - The downtown center of Camden is marked by a confusing four-way intersection connecting Main Street to Mechanic Street to the west and Bay View and Commercial Streets to the east. A number of factors make this intersection particularly troublesome. Mechanic Street intersects Main Street at an acute angle. The required turning radius and added turning lane widen the paved roadway considerably, severely compromising pedestrian safety at the crossing of Mechanic Street. The “death lane” of traffic attempting to take a left across Route One and curbside parking along the intersection adds to the chaos and safety issues. Traffic movement at Bay View and Commercial Streets is complicated by limited visibility, topography, the awkward intersection alignment of the two streets, and the narrow travel lanes. Vehicle activity to and from the public landing is not well supported by the road or intersection configuration.



Make Improvements To Bay View Street

Provide wayfinding signage at the intersection of Main and Bay View Street to direct people to the Harbor District shops and restaurants. Consider branding the Harbor District to establish a unique identity that will serve to draw visitors to this area of the downtown. Tie this identity to the wayfinding program and especially the River-to-Harbor Walk.



Images, left to right: View down Bay View Street showing the loading zone for the Postal Service to the right; Concept for the Bay View streetscape improvements, which include recommendations for reducing curb cuts to improve sidewalk continuity.



1 Improve The Public Landing Alley And Commercial Streets

Consider future renovations to the Public Landing alley and Commercial Street in association with the schematic design project for Public Landing redevelopment. Improvements to the pedestrian alley might include special paving, lighted bollards, plantings and signage. Consideration will need to be given to access points to the buildings, stairways, service and utility areas. Assess the viability of a shared pedestrian-vehicle travel-way along Commercial Street and other opportunities to enhance the safety and environment of this pedestrian connection. Treatment of Commercial Street will ultimately respond to the treatment of the Public Landing and the balance of parking and open space.

Consider Parking Changes Along Sea Street

Ask the Parking Committee to consider temporarily restricting curbside parking to the west side of Sea Street during the busiest summer months in order to provide adequate road width for emergency vehicle access and Wayfarer-related commercial traffic. Survey residents and property owners to better understand their needs and concern related to parking and traffic on Sea Street. Monitor the street through the peak season to determine on-street parking needs and evaluate the appropriateness of resident and permit parking to alleviate congestion. Alternate traffic patterns should also be evaluated if parking cannot be restricted during summer months, but the impacts on other residential areas should be understood before implementing changes.



sense of security in both men and women. Improvements to pedestrian circulation routes and the parking lots themselves is therefore an important factor in raising their level of use and convincing drivers that these off-street lots offer a safe and good alternative to curbside parking.



Implement The River-To-Harbor Walk And Park Improvements

- River-To-Harbor Walk:

Over recent years, the River Walk idea has gained increasing support from City officials and community members. In 2011, CEDAC, EDD, the Chamber of Commerce and various committees supported the River Walk as a high priority within the Strategic Economic Development Action Plan, stating that "River walk along the Megunticook River is a key piece of the tourist accommodation factor, as well as moving visitors from the deep downtown to other parts of the community. It represents a key element in the eco-tourism/visitor experience that should expand reasons for visitors to stay longer in Camden."



Images, left to right: Graphic showing the proposed River-to-Harbor Walk route; Custom Riverwalk sign denotes river heritage of Newport, Kentucky.

The walk plays an integral role in achieving the stated goals for economic development because it leverages Camden's spectacular natural, scenic and cultural assets to showcase the town's exceptional quality of life and unique sense of place, both of which are key factors for attracting businesses, workers, residents, and tourists. Connectivity and public open space are two important considerations of the River-to-Harbor Walk. These recommendations include a pedestrian connection between Harbor Park and the Public Landing as well as creation of a small park space on Mill Pond adjacent to the Knox Mill.



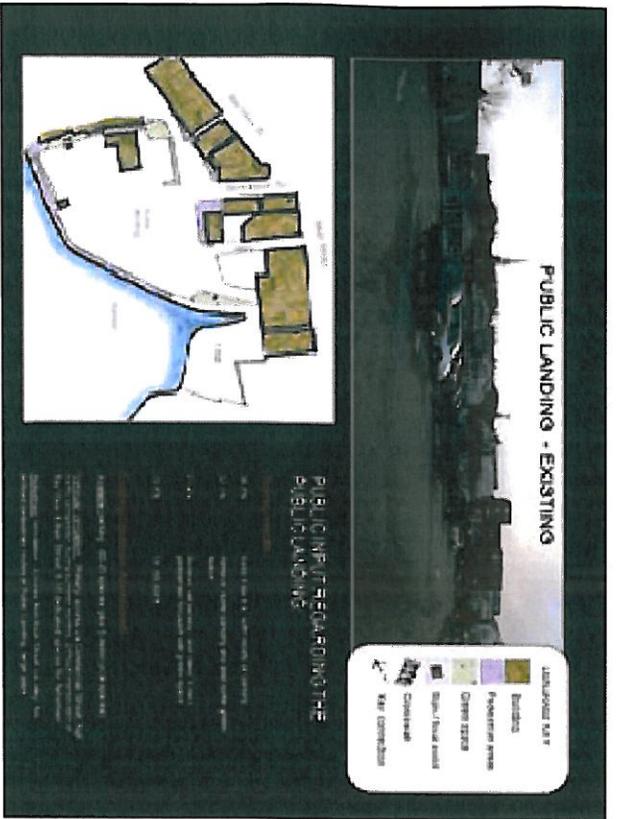
- **Mill Pond Park:**
Development of the Mill Pond Park, a joint project between the Town and property owner, would introduce a wonderful new public natural space and community asset to a lesser visited part of the downtown along the River-to-Harbor Walk. Park development is also complimentary to the other activities and uses on site and nearby, such as the farmers' market and residential housing.



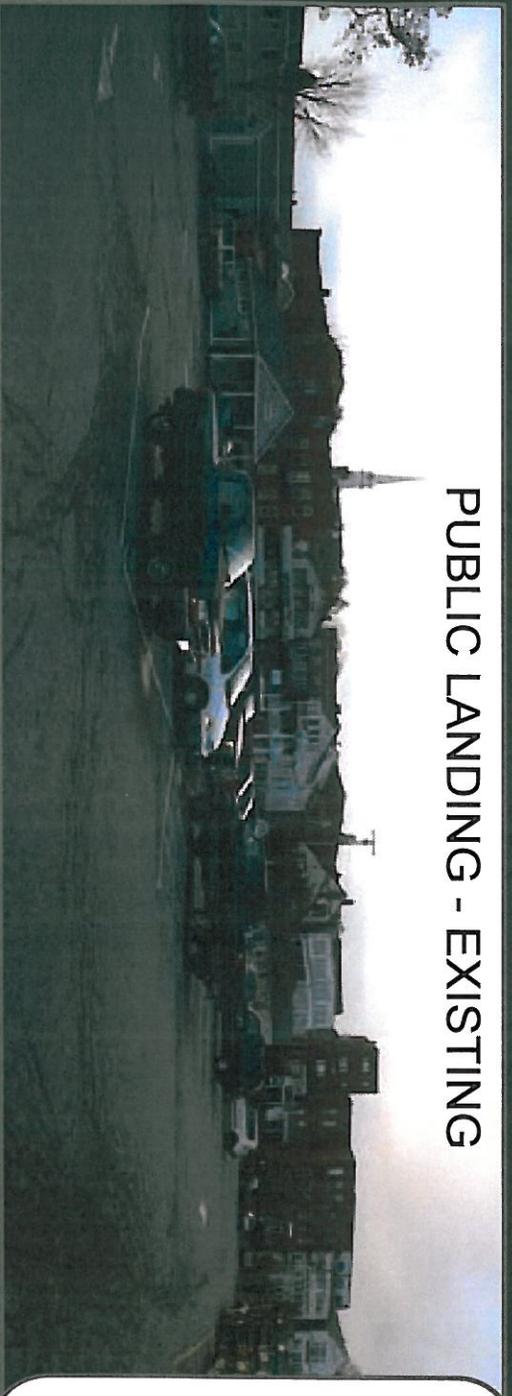
Images, left to right: View of Mill Pond looking toward the Knox Mill building; Concept sketch for a new public open space and trails at Mill Pond. See Supplemental Report for more details.

- **Public Landing:**
The Master Plan outlines conceptual redevelopment scenarios for the Public Landing, which demonstrate various ratios between parking and pedestrian/open space, but it does not go so far as to make specific design recommendations. CEDAC's "Economic Vision for Camden" includes a more pedestrian friendly landing to improve the appeal of the downtown. Changes proposed included limiting parking, "greening" measures and limited vehicle access. Goals outlined in the Strategic Economic Development Action Plan supported more functional aspects of the harbor as a place to visit by water and land. These ideas and others, such as a bridge between Harbor Park and the Public Landing, should be further investigated through a comprehensive schematic design process that includes significant coordination and outreach with Town working committees, business and property owners, waterfront users, the Harbor Master, Chamber of Commerce and members of the general public to find workable solutions for the Public Landing. There has been much discussion of the need for parking at the Public Landing, which may be mitigated somewhat by the initiation of the integrated parking management strategies proposed by the Master Plan. Traffic patterns and access, restroom facilities, alleys, service and utility provisions, views, accessibility, waterfront uses and needs, and the Chamber of Commerce building will also be important considerations.





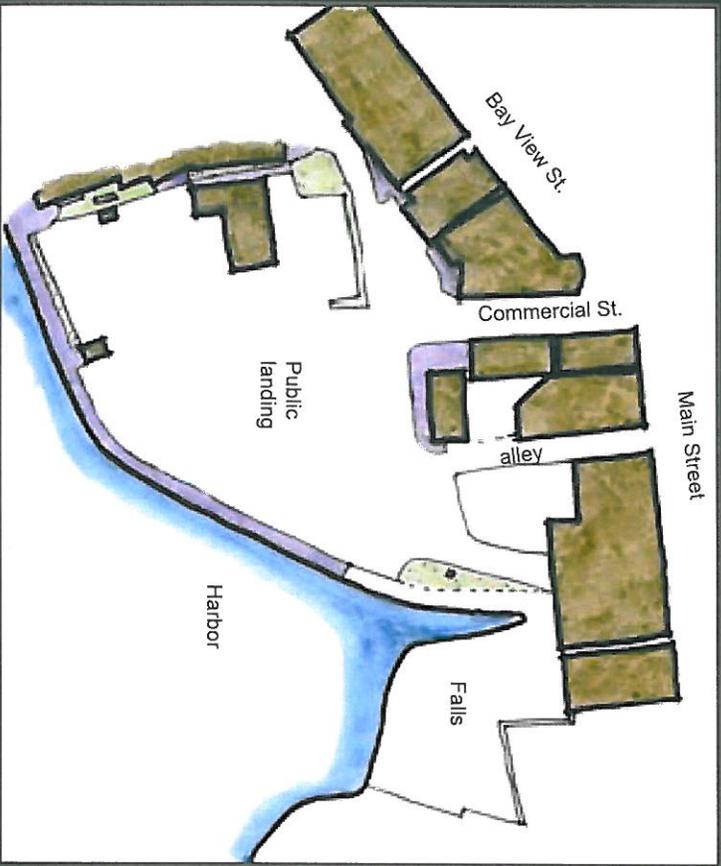
Images, left to right: Existing conditions assessment of the Public Landing; Concept Diagrams showing alternate approaches to land-use at the Public Landing. The recommendations call for an outreach and design effort for the redevelopment of the facility. Refer to the Supplemental Report.



PUBLIC LANDING - EXISTING

DIAGRAM KEY:

-  Building
-  Pedestrian areas
-  Green space
-  Sign / focal point
-  Crosswalk
-  Key connection



PUBLIC INPUT REGARDING THE PUBLIC LANDING:

Survey results:

- 36.0% Keep it as it is, with mostly all parking
- 32.1% Remove some parking and add some green space
- 21.4% Remove all parking and make it more pedestrian focused with green space
- 10.4% I'm not sure

Existing Conditions Assessment

Available parking: 80-85 spaces (plus 5 motorcycle spaces)

Vehicular circulation: Primary access via Commercial Street; high traffic congestion during summer months. Difficult intersection at Bay View & Main Street; 8-10 dedicated spaces for fishermen

Pedestrian circulation: Access from Main Street via alley. No defined pedestrian routes at Public Landing; large gaps

APPROACHES:

The diagrammatic sketches indicate various approaches to Public Landing redevelopment

**APPROACH A
MINIMALIST APPROACH**

Improved pedestrian circulation routes; Added green space along boardwalk; Retain 65% of existing parking.

**APPROACH B
BALANCED APPROACH**

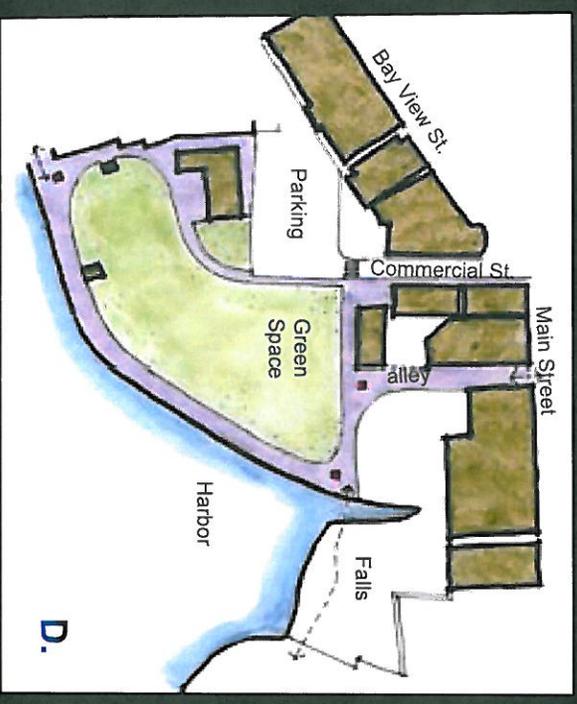
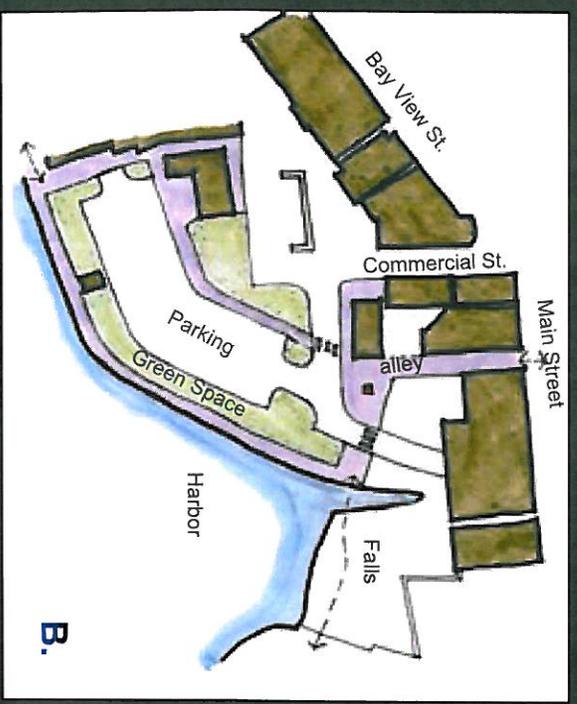
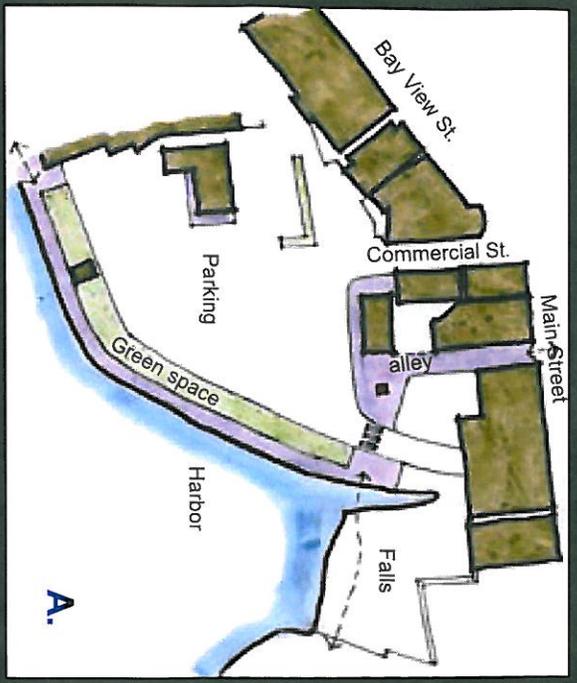
Improved pedestrian circulation routes; Added green space along boardwalk & interior; Reconfigure & retain 55% of existing parking.

**APPROACH C
BALANCED APPROACH**

Improved pedestrian circulation routes; Large green space; new restrooms location; Retain 40% of existing parking.

**APPROACH D
VISIONARY APPROACH**

Greatly improved pedestrian circulation routes, including bridge to Harbor Park; Central green space; Retain 10% of existing parking.



RECOMMENDATION: Create a vision for the future of the Public Landing through a comprehensive stakeholder & public outreach and schematic design process.

12. There is currently public parking on the public landing down by the harbor. Which of the following do you think would be the best use of this space?



		Response Percent	Response Count
Keep it as is, with mostly all parking		36.0%	111
Remove some parking and add some green space		32.1%	99
Remove all parking and make it more pedestrian focused with green space		21.4%	66
I'm not sure		10.4%	32
answered question			308
skipped question			24

13. Another issue raised was about a movie theater for Camden. Do you think this is an important goal for the town?

		Response Percent	Response Count
Yes		55.8%	169
Maybe		25.4%	77
No		18.8%	57
answered question			303
skipped question			29

Attachment #5
Letters of Commitment and Support

Office of:
Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



Town Office
P.O. Box 1207
29 Elm Street
Camden, Maine 04843
Phone (207)236-3353
Fax (207)236-7956
<http://www.camdenmaine.gov>

September 26, 2012

Matthew Nixon
Maine Coastal Program
Maine Department of Conservation
93 State House Station
Augusta, ME 04333-0022

RE: Shore and Harbor Planning Grant: Camden Public Landing

Dear Mr. Nixon,

Please accept this letter as a confirmation that the Town of Camden has set aside funds for the required non-federal match towards our application for the "Best Uses of Camden Harbor's Public Landing" project through the Shore and Harbor Planning Grant Program. The Town of Camden commits \$5,000 from the town's Economic Development Reserve Fund account, conditional on a successful award by your office.

If you have any questions, feel free to contact me at pfinnigan@camdenmaine.gov or (207) 236-3353.

Sincerely,

Patricia A. Finnigan
Town Manager

PAF/sro

John French made a motion to deny the application by Colin Sullivan Stevens of Camden for a Hawking and Peddling License on the Public Landing. Martin Cates seconded the motion. It was unanimously approved.

9. **New Business**

A. Authorize the Town Manager to submit a Maine Coastal Program Planning Grant Application to develop a Master Plan for a pedestrian walkway (River to Harbor Walk)

Brian Hodges detailed the two planning grant applications under consideration. He said that one grant would be to create a plan for a River to Harbor Walk running from Shirttail Point Park to Camden Harbor. The other, he said, would be to create a plan for the Public Landing to determine whether the current design is its best use. Hodges noted that both projects are connected to recommendations contained within the Downtown Master Plan. He also said that the Downtown Network Board had unanimously supported the idea of submitting planning grants for these projects at their September 10th meeting.

Hodges told the Board that each of the Maine Coastal Program Planning Grant applications would be for \$15,000, and each would require a Town share of \$5,000, totaling \$20,000 for each planning project. Hodges proposed that the match for the River to Harbor Walk Plan be supported by the Sidewalks and Pathways Reserve Fund, and that the Town's share of the Public Landing planning grant be funded by the Economic Development Reserve Fund.

Donald White made a motion to authorize the Town Manager to submit a grant application to the Maine Coastal Program to develop a River to Harbor Walk plan. John French seconded the motion.

French suggested that the residents of the Knox Mill be kept apprised of the riverwalk development.

The motion was unanimously approved.

B. Authorize the Town Manager to submit a Maine Coastal Program Planning Grant Application to develop a Master Plan for the Public Landing

(The details of this grant proposal were outlined by Brian Hodges in conjunction with Item A.)

Donald White made a motion to authorize the Town Manager to submit a grant application to the Maine Coastal Program for a master plan for the Public Landing. James Heard seconded the motion. It was unanimously approved.

C. Consideration of the FY 2013 Snow Bowl budget

Jeff Kuller told the Board that the last ski season had been a challenging one for the Snow Bowl, ending with an operating deficit following the worst snow year in two decades. He said that the good news, however, was that there was a \$100,000 fund balance on the books to offset the +/- \$79,000 deficit.

Office of:
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Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



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Sept 26, 2012

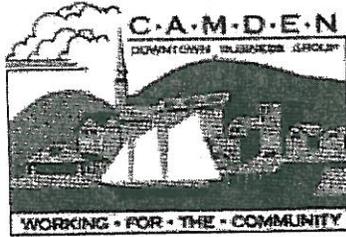
To Whom It May Concern:

The Camden Harbor Committee supports the concept of determining the best uses of Camden's Public Landing and this application for grant funds to have a formal plan created. The seven members Committee, appointed by the Camden Select Board, is advisory to Camden's Harbormaster, Town Manager, Planning Board, and Select Board on all matters pertaining to the Harbor. Many of the activities taking place within Camden Harbor are directly impacted by the Public Landing and vice versa. As a result, we are very interested in discussions involving the Public Landing.

We have followed the formation of the recently completed Downtown Master Plan and have this topic as an ongoing agenda item. Our own Harbor Master Plan involves making improvements to the existing infrastructure between the Public Landing and Harbor by way of piers, ramps, and docks. It is a natural correlation to see what possible improvements could be made to the Public Landing, as it would bring more users into and around the Harbor. We welcome the interest being generated around this potential Plan and look forward to being an active participant in its discussion and formation. We have a successful history of collaborating with Town staff on various projects related to our mission. All parties have found this strong relationship generates a more efficient and effective end result.

Regards,

Gene McKeever
Chair, Camden Harbor Committee



September 20, 2012

Dear Members of the Shore and Harbor Planning Grants Program Review Committee:

This letter is in support of Best Uses of Camden Harbor's Public Landing planning grant application.

On behalf of the Camden Downtown Business Group (CDBG), an active association for nearly 25 years of over 70 businesses representing the full range of employers in this service center, I write in support of Camden's matching funds application to conduct a study of the best use of its Public Landing, at the head of the Harbor from Penobscot Bay and first sight of the Harbor from land. This prominent parcel of land could be considered the actual heart of Camden. It is truly where the Mountains Meet the Sea, the longtime motto and logo of Camden.

Camden recently completed its Downtown Plan, and the Plan's consultants recommended that as a next step, Camden contract for a plan for the Public Landing that would explore what would make it more welcoming for businesses, residents and visitors. One acerbic observer noted that the Public Landing was Camden's front porch, but that Camden treated it as if it were its backyard!

I would be remiss if I didn't mention that the look and use of the Public Landing has been part of on-going discussions in Camden for some time. The Public Landing is currently the site for the Camden office of the Penobscot Bay Chamber of Commerce, the public toilets, free parking, hot dog/ice cream stand and the Harbor Master's shack. If change will ultimately occur, it first needs to have a thorough assessment conducted by a neutral consultant and include the opinions of all the Landing's stakeholders.

The Camden Downtown Business Group, which has as its mission to create and maintain an economically viable and vibrant downtown year-round, has been integral in the doings of Camden for nearly 25 years. CDBG, along with other business-related groups, lobbied successfully for the full-time economic development position now occupied by Brian Hodges and has been an active participant in the development of the recent Camden Downtown Plan.

I ask that you decide favorably on behalf of Camden's application for a study plan of its Public Landing. Should the study plan be funded, I can assure you that it will not sit on a shelf.

Sincerely,

Oscar Verest, Chair
Camden Downtown Business Group

Office of:
Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



Town Office
P.O. Box 1207
29 Elm Street
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<http://www.camdenmaine.gov>

September 26, 2012

Dear Members of the Shore and Harbor Planning Grants Program Review Committee:

This letter is provided in support of Camden's Planning Grant application for the redesign and re-envisioning of Camden's Public Landing. The letter is from CEDAC (Community & Economic Development Advisory Committee). The committee was created by the Camden Select Board in January, 2009 *"To identify and recommend to the Select Board strategies, policies and projects that will provide sound economic development and a stronger sense of community"*.

Camden's Public Landing is a focal point of community, where the downtown meets the harbor. Currently, it consists mostly of an asphalt covered parking area that needs to be crossed somehow to reach the docks. Around the edges are located public restrooms, chamber of commerce building, and the harbor master's office, along with a partial boardwalk along the harbor, and frontage on the river where it falls into the harbor. This situation has more and more been seen as a missed opportunity, that this area could be much better utilized and become more welcoming and pleasant.

The goals described in this application are supported by recommendations included in the recently adopted Downtown Master Plan for Camden, and been a part of our State-approved Comprehensive Plan for well over a decade. This project will greatly improve pedestrian access and safety as well as encourage activity day and night year-round in our downtown area, as a pedestrian-friendly place on the harbor. Receiving these funds will go a long way in helping us achieve our goal of improving Camden's economic AND community vibrancy

CEDAC consists of five regular members and two alternates appointed by the Select Board, drawn from a wide spectrum of Camden residents. For the reasons described above, CEDAC strongly supports the objectives of this grant application and hope you will give it serious consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Peter T. Gross". The signature is fluid and cursive, written over the printed name below.

Peter T. Gross, AIA
Chair, CEDAC