

Economic Research and Analysis

Prepared for

WestbrookWorks

September 2009



Introduction and Overview

PolicyOne Research has conducted research and analysis on behalf of WestbrookWorks in order to study whether the proposed rezoning of the Five Star Industrial Park is the right step at this point in time, for the City's Economic Development interest.

PolicyOne Research and Biscaye Consultants were collaborators for the Strategic Economic Development Plan & Process, City of Westbrook, completed in March 2007. For that project, Jim Damich of PolicyOne partnered with Nancy Forrester of Biscaye Consultants for work with the City to conduct an Economic Summit among business and citizen leaders. The purpose was to determine how best to engage stakeholders in the process of economic development and foster a community-wide partnership to plan for and implement economic and community development in the City.

Based on the Summit results PolicyOne and Biscaye updated the City's Economic Development Model, Vision and Goals, and presented a set of suggested next steps in the continuing process of realizing a long-term strategic economic development plan. This led the City to adopt a new collaborative model for economic development and to create the Westbrook Development Collaborative, a new partnership among business, citizen leaders, policymakers, and staff to guide and advocate for economic development implementation.

This report presents a summary of findings of the research as well as examines the economic benefits of rezoning the Five Star Industrial Park. The sources for the analysis include:

- The City of Westbrook 2000 Comprehensive Plan;
- The Strategic Economic Development Plan & Process Final Report dated March 9, 2007;
- The Westbrook City Council meeting minutes from 2006;
- A recent survey of business leaders, including members of the WestbrookWorks coalition, conducted in support of the present research;
- & other material collected by PolicyOne Research because of its relation to the City's future economic and community development.

The WestbrookWorks coalition has stated their commitment to the City's efforts over the past few years to finalize a revised and updated long-term vision and goals for economic development. The interpretation of WestbrookWorks' philosophy is conceptually supportive of this new economic development vision for the City: The organization's objective is to create a sustainable environment that allows Westbrook and the Five Star Industrial Park to attract and grow companies that are consistent with the Economic Development Vision of Westbrook - companies that provide the jobs and investment for Westbrook's future economy.

Summary of Findings

Based on the review of the economic development related resources:

- 2007 Strategic Economic Development Plan & Process Final Report (March 9, 2007)
- 2000 Comprehensive Plan
- Occupational Cluster Definitions
- TIF Related Aspects
- Statistical Data about the Five Star Industrial Park
- Survey of Businesses Members currently resident in the Five Star Industrial Park, including members of WestbrookWorks, and Other Relevant Qualitative Information

we conclude that the following four pieces of information support the recommendation by the City Administration and City Council to re-zone the Five Star Industrial Park:

- The 2007 Economic Development Vision process underscored the City's future direction, to "...develop and implement strategies and recommendations for targeted economic and business development sectors. In particular and based on the City's economic assets, the city will develop strategies for the following targeted sectors: Bioscience/biotech; precision manufacturing; information technology; finance and business services; office; service economy; arts and cultural economy; energy and environmental related industry; retail – around exit 48, Route 302, and the Downtown" (page 2, March 9, 2007 report).
- The 2006 Economic Development Vision captured important concepts about change in the section *Future Land Use and Quality of Life*: "The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence" (page 16, March 9, 2007 report).
- Among the recommendations and observations that emerged from the 2007 Economic Summit work, including both the pre-summit and summit phases, was a practical vision: "The Industrial Park needs to go to the next phase and have the amenities that were initially envisioned, including trails, sidewalks, transportation, and day care. It needs to have more of a campus feel. The City should develop an identity for that Park" (page 24, March 16, 2007 report).
- The 2000 Comprehensive Plan outlined planning goals for Industrial/Commercial Expansion: the Planning goals outlined in the plan include development that should be "...high-quality business office or industrial space that is planned in a campus-like atmosphere that permits full development while protecting the environmental qualities of the properties" (chapter 8, page 15, 2000 Comprehensive Plan).

Based on the above, we also conclude that if quarrying and asphalt plant operations are permitted, then new business attraction and growth and expansion of targeted businesses, and the City's vision for the Park will not be realized to its fullest potential.

Analysis of Sources

2007 Economic Development Vision Process

The City conducted an Economic Summit in 2006 and another in 2007. For the second initiative, an effort facilitated by PolicyOne Research and Biscaye Consultants, approximately 40 individuals were interviewed in advance of the Summit. The interviewees were either residents of Westbrook, employees of organizations based in Westbrook, business owners, or elected or appointed officials. The interviews and an accompanying survey were designed to create discussion about the City's recent and future economic development and comprehensive plans.

The final report about this work, Strategic Economic Development Plan & Process Final Report, is dated March 9, 2007 and is available on the City's web site at

<http://www.westbrookmaine.com/vertical/Sites/%7BF1389B70-C0B0-4C93-B586-8D1A7C04281B%7D/uploads/%7BCC253E21-8EE8-453E-BFF8-71A2CC15AD6E%7D.PDF> .

Several themes in the report address the concept of a philosophically changing economic development landscape. The report talks about the *Economic Development Planning Process* and the City's incorporating "...a new model for economic, business, and community development based on collaboration with citizens, businesses, and stakeholders. This model will be characterized by ownership of the process among all parties involved, sharing of information, and networking. The City will also develop processes and systems for adopting, monitoring, and planning economic development over the long-term so that the city can be consistent with long-term goals and visions that increase the likelihood for significant success over time" (page 1). The formation of the WestbrookWorks coalition aligns with this initiative by bringing together both business owners and neighboring residences under a common cause to assist in the rezoning of this park to fulfill a vision expressed by the City.

Further, the 2007 vision looks to "develop and implement strategies and recommendations for targeted economic and business development sectors. In particular and based on the City's economic assets, the city will develop strategies for the following targeted sectors: Bioscience/biotech; precision manufacturing; information technology; finance and business services; office; service economy; arts and cultural economy; energy and environmental related industry; retail – around exit 48, Route 302, and the Downtown" (page 2). The rezoning of this park is being supported by both IDEXX and Artel, two local biotech firms currently resident within the proposed rezoning district.

The 2007 vision also focuses on continuing to "develop and integrate plans for specific areas of concern/focus, making sure that the efforts are integrated into an overall economic development plan and vision including Westbrook Industrial Park..." (page 2). The Five Star Industrial Park was first created in the early 70's. This proposed rezoning will define the future expansion potential of the area and help protect many of the existing businesses from the potential negative impact of non-compatible uses moving into the area.

With respect to *Community Marketing, Communications, and Networking*, the new vision states "Furthermore, Westbrook will foster information sharing and networking among the economic and community development stakeholders so that its marketing and communications efforts can be bolstered by widespread support and participation" (page 1).

In the area of *Economic and Business Development – Land Use, Planning, and Zoning*, the new vision moves to "Maintain an atmosphere that attracts business to locate and expand in the City of Westbrook by continuing to implement a comprehensive plan through proactive zoning ordinance." The 2006 Economic Development

Vision had underscored these concepts in Future land Use and Quality of Life: “The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence” (page 16). The effort to rezone this area is a proactive measure to protect the businesses which exist today and ensure continued growth of compatible businesses in the area.

In the 2007 Economic Summit, The City took steps to develop and implement a new model of economic development, one “...based on citizens, business, and stakeholders collaborating together to drive economic and community development. Each stakeholder has a unique leadership role to play, and this needs to be fostered and supported by the City. Done effectively, this process goes beyond creating “consumers” of economic and community development and progresses to the creation of advocates” (page 7).

Among the tasks recommended in the final report are research, analysis, and development of strategies supported by the Community-at-large for “...retaining, expanding, and attracting business within targeted economic sectors/industries” (page 8). This proposed rezoning initiative supports the continued growth of the industrial park by prohibiting non compatible business expansion in the area. While this does not guarantee similar growth of the businesses in the park it does remove the potential obstacle of business incompatibility expressed by the WestbrookWorks coalition.

Among the 2007 findings in the area of *Infrastructure, Transportation, and Technology*, the ideas and recommendations and observations that emerged from the pre-summit and summit work included the practical vision: “The Industrial Park needs to go to the next phase and have the amenities that were initially envisioned, including trails, sidewalks, transportation, and day care. It needs to have more of a campus feel. The City should develop an identity for that Park” (page 24). The rezoning of this park will help accomplish this goal by promoting the continued growth of businesses within this park. The revenues realized through the existing TIF agreement will provide means to improve the infrastructure of the park without significant burden to the taxpayers within the City.

Further similar recommendations emerged related to *Residential Development, Affordable Housing, and Neighborhoods*: “Residential development needs to be balanced with commercial development and the neighborhoods allowed to grow and not be encroached upon. Neighborhoods represent future cultural, civic, and financial investment in the City. Community character must be maintained” (page 25).) The WestbrookWorks coalition is made up of many residences in the area, including the Birdland residential neighborhood, most of whom have either joined the coalition or signed a petition opposing the further development of the quarry operation on Spring Street.

As a result, revisions to the 2006 vision were incorporated into the 2007 vision goals: “The City of Westbrook will adopt and implement strategies that recognize the importance of its traditional, established neighborhoods, and balance this with commercial and industrial development needs” (page 26).

The 2007 Vision Goals were not formally adopted by vote of the Council, although the report was posted on the City’s web site and the Westbrook Economic Collaborative formed to incorporate Community-at-large and business voices into the planning for future economic development as though the 2007 vision were in place.

2000 Comprehensive Plan

Westbrook's most recent update to the Comprehensive Plan in 2000 focused in several sections on vision related concepts that support the concept of the current re-zoning proposal:

- Chapter 8: Land Use Patterns
- Chapter 11: Policy Statements
- Chapter 12: Future Land Use Plan

A copy of each section of the City's 2000 Comprehensive Plan is available on the City's web site at http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={2AFB11A0-724E-45F9-82B0-C5258793FCF5}&DE=.

The plan divided Westbrook into a series of fourteen (14) *Character Areas*, one of which is the *County Road Industrial District* that includes the Five Star Industrial Park. Planning goals outlined in the plan include development that should be "...high-quality business office or industrial space that is planned in a campus-like atmosphere that permits full development while protecting the environmental qualities of the properties" (Chapter 8, page 15). The proposed rezoning of the area aligns with this objective.

The plan also developed a series of land use policies to provide a framework from which "...future planning and management decisions" (chapter 11, page 1) could be made by the Planning Board and City Council. The Economic Development and Land use Patterns sections outline the goal of strengthening and expanding Westbrook's economic base "...in a manner that generates non-residential tax dollars and provides local employment opportunities." (chapter 11, page 4), while also establishing "...a well-balanced land use pattern that sustains the economic, institutional, and cultural role of the urban core while meeting the current and future needs of Westbrook citizens in a manner that is cost-effective, equitable, environmentally-sound, and sensitive to the City's visual and cultural character" (Chapter 11, page 12).

The plan's *Future Land Use Plan* – termed a "Blueprint for 2007" (Chapter 12) notes the zoning conflicts that exist when "...industrial or commercial development has evolved around residential development on a case by case basis. In either case, abutters end up being angry. If the City wishes to reserve industrial lands, then the properties should be zoned accordingly. If that results in the devaluation of adjacent residential property, then that property should be allowed a change in zoning use to permit a broader array of activities. Where possible, the City should have performance standards in place that are strong enough to permit the industrial/commercial use while protecting the quality of life of the adjacent residential property" (Chapter 12, page 1). This proposed rezoning addresses a current zoning conflict and ensures the residential environment is maintained and protected from the negative impacts of a quarry operation.

Further problems already exist "...since the initial development of the County Road Industrial areas. Residents owning housing units along Spring Street...have long complained about increasing traffic, noise, truck exhaust, and the encroachment of industrial uses in the RFC zone. These intrusions will only be exacerbated by the completion of the Airport Turnpike Exit build-out of the surrounding industrial parks" (Chapter 12, page 10).

Occupational Cluster Definitions

Although Westbrook's heritage as a paper manufacturing giant has been in a process of evolution for a considerable number of years, there remain 'blue collar versus white collar' lines that are drawn at least in historical regard of 'who' the new Westbrook is in comparison to who the 'old' Westbrook was. The blue collar versus white collar emotionally charged distinction does not apply today when one uses a more current definition of occupations, such as the one used by the State of Maine for Economic Incentive Reporting. These occupational cluster definitions include 5 categories:

1. Executive, Professional, and Technical
 - Executive, administrative and managerial
 - Professional specialty
 - Technicians and related support
2. Administrative Support, Including Clerical
3. Sales and Service
4. Agriculture, Forestry and Fishing
5. Maintenance, Construction, Production and Transportation
 - Mechanics, installers, repairers
 - Construction trades and extractive
 - Production
 - Transportation and material moving

Businesses within the proposed rezoning area represent over 2500 employment positions in a variety of occupational categories. It is clear that there are plenty of jobs at all of the locations in the Five Star Industrial Park and in the area that cross all occupational categories.

TIF Related Aspects

The City's economic development plan has resulted in three TIFs in the Five Star Industrial Park. D&G Machine (1998), Calpine (2000), and IDEXX (2006) have accounted for significant organizational growth and expansion of infrastructure. In relation to the proposed re-zoning, there are several aspects of the TIF program that have an impact on the current issues. Although the City has been making investments and supporting policy that are consistent with the proposed re-zoning, there is no evidence of other industrial development plans that have been inconsistent with the proposed re-zoning until the particular case of a proposed expansion of the quarrying operation. Although the Comprehensive Plan and the 2007 Strategic Economic Plan Vision clearly take steps to increase the presence at the Five Star Industrial Park of a 'campus-like atmosphere' and to grow the bioscience and biotech sector, the timing of the proposed quarry expansion has highlighted the need to pursue the proposing rezoning.

The Five Star Industrial Park was originally conceived back in the early 70's as an industrial park. It was not conceived as a high end business park. With the area evolving over time and businesses like D&G Machine, Olympia Sports, IDEXX, Artel, and other businesses, the park began to change and has become a more technically and electronically oriented development. Changes to upgrade the business park began to happen (source: from conversation with Matthew Eddy, Former Director of Economic and Community Development, City of Westbrook, June 10, 2009)

The Economic Benefits of Re-Zoning the Five Star Industrial Park

Business Members of WestbrookWorks coalition employ a total of 1,870 (Data source: WestbrookWorks). Based on existing property values and acreage, the types of businesses in the proposed rezoning district that

are in keeping with the City’s Vision represent a significantly higher existing economic use than quarrying activities (see Table 1). A comparison of total property taxes paid per acre shows that Pike Industries paid \$1,024 per acre, while the comparable total for all the other companies within the proposed rezoning companies is \$8,293 per acre. Chart 1 depicts the significance of these differences graphically.

Table 1:

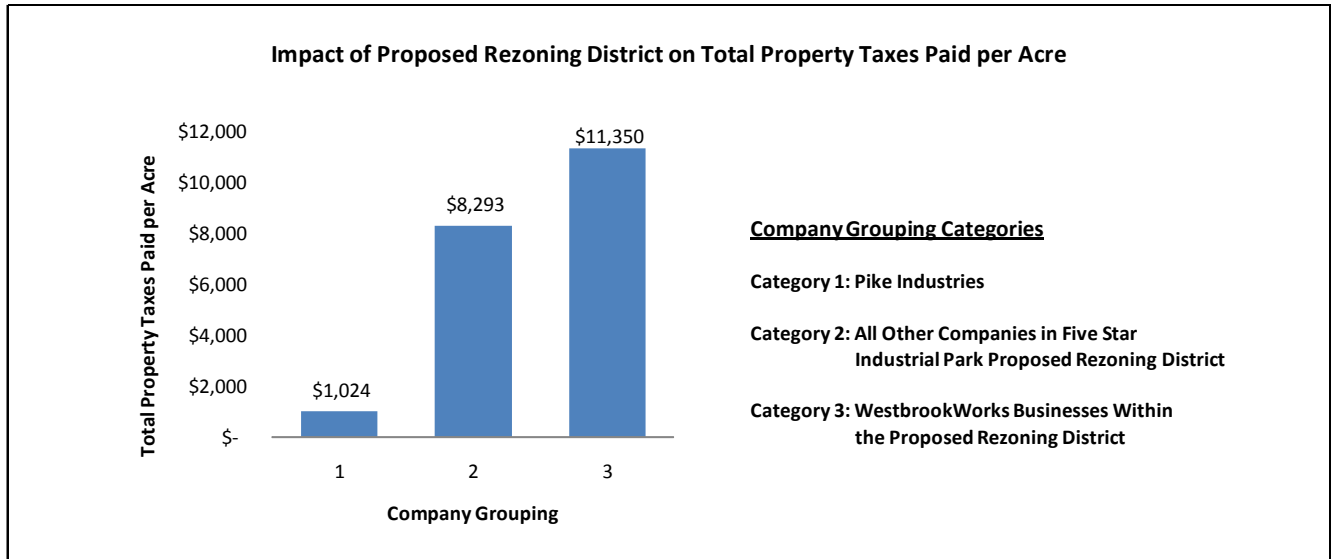
Economic Data on Existing Businesses					
Company Grouping	Total Acreage	Total Property Valuation	Total Property Valuation per acre	Total Taxes Paid	Total Property Taxes Paid per Acre
Pike Industries	140.49	\$ 9,322,700	\$66,358	\$ 143,849	\$ 1,024
All other Companies in Five Star Industrial Park Proposed Rezoning District*	192.50	\$ 103,463,800	\$537,474	\$ 1,596,446	\$ 8,293
WestbrookWorks Businesses Within the Proposed Rezoning District	67.76	\$ 49,841,800	\$735,564	\$ 769,059	\$ 11,350

Source: Prepared by PolicyOne Research with data from the following: Acreage and Valuations, City of Westbrook Assessing Department; Taxes, City of Westbrook Finance Department.

* Includes: BSP Transport, Building Supplies, CCB, Cintas, Commercial Warehouse, D&G Machine, Fine Motors, HVAC, Kitchen Concepts, Native Maine, NTC Northeast Consulting, Olympia Sports, Otis, Planet Dog, Pratt Abbot, Remstar, Roadway, SIGCO, Stone Projects, Transform It, UPS/Prime, World Depot, Yellow Freight, ARTEL, Bisson, Creative Office Pavilion, E.S. Boulos, and IDEXX. Excludes: Pike Industries, Smiling Hill Farms, Calpine, Maine Credit Union League, and WPXT-TV/WPME-TV. Pike Industries is not representative of the kinds of businesses typical of the Vision for the Park. Smiling Hill Farms, Maine Credit Union League, and WPXT-TV/WPME-TV are not businesses within the proposed rezoning district. Calpine is a unique business in the sense that we are unlikely to see another similar company located within the proposed rezoning district. It has been excluded as a data outlier.

WestbrookWorks members within the proposed rezoning district include: ARTEL, Bisson, Creative Office Pavilion, E.S. Boulos, and IDEXX.

Chart 1:



A similar comparison of existing excise taxes paid and acreage shows the same result, i.e., the types of businesses in the proposed rezoning district that are in keeping with the City’s Vision represent a significantly higher existing economic use than quarrying activities (see Table 2). A comparison of total excises taxes paid per acre shows that Pike Industries paid \$252 per acre, while the comparable total for all the other companies within the proposed rezoning companies for which we have excise tax data is \$652 per acre.

Table 2:

Economic Data on Existing Businesses: Excise Taxes Paid			
Company Grouping	Total Acreage	Total Excise Taxes Paid	Total Excise Taxes Paid Per Acre
1. Pike Industries	140.49	\$ 35,385	\$ 252
2. A portion of companies in Five Star Industrial Park proposed rezoning district for which we have excise tax data*	111.23	\$ 72,566	\$ 652
3. A portion of the WestbrookWorks businesses within the proposed rezoning district for which we have excise tax data**	62.46	\$ 13,256	\$ 212

* Includes Artel, CCB, Cintas, D&G Machine, E.S. Boulos, HVAC, IDEXX, Kitchen Concepts, Native Maine, Pratt Abbott, Roadway, and SIGCO.

** Includes Artel, E.S. Boulos, and IDEXX.

Data source: Acreage, City of Westbrook Assessing Department. Taxes, City of Westbrook Finance Department.

Using the data in Table 1, PolicyOne applied the property taxes generated per acre for each of the three development categories (Pike, Companies in Rezoning District excluding Pike, and WestbrookWorks members) to estimate the future property tax potential of lots within the park that are currently not developed or will potentially be redeveloped. As indicated in Table 3, there are currently 44.64 acres within the proposed rezoning area that are either not developed or are likely to be re-developed.

Table 3:

Future Development Potential- Acreage for Potential Future Development or Redevelopment Within Proposed Re-Zoning Area			
Lot	Address	Acres	Owner
005B000*006*	Eisenhower Drive	11.98	IDEXX
005B000*002*	Eisenhower Drive	3.4	Greg Desmet
005B000*035A	Bradley Dr	1.8	City of Westbrook
005B000*013*	10 Pershing Way	1.9	D&G Machine
005B000*015*	0 Pershing Way	3.8	Grondin Properties
005B000*016*	0 Pershing Way	0.65	Grondin Properties
001*000*001*	0 Spiller Dr	2.08	City of Westbrook
004*000*305*	22 Spiller Dr	2.38	City of Westbrook
004*000*310*	30 Spiller Dr	1.71	City of Westbrook
004*000*301*	31 Spiller Dr	3.25	City of Westbrook
004*000*302*	65 Spiller Dr	2.13	City of Westbrook
004*000*303*	91 Spiller Dr	3.43	City of Westbrook
004*000*309*	119 Spiller Dr	3.47	City of Westbrook
Total Acreage - Undeveloped		41.98	
Redevelopment Space Available			
005B000*017*	15 Eisenhower Dr	2.66	Cintas
Total Acreage - Undeveloped & Redevelopment Potential		44.64	

As indicated in Table 4 and Chart 2, if that acreage is developed in a manner that is consistent with companies currently in the 5-Star Industrial Park re-zoning area excluding Pike, the estimated annual property taxes paid on the 44.64 acres would be \$370,210. This represents \$324,502 more than the amount of taxes if the parcels were developed in a manner that was consistent with Pike Industry uses. If the acreage is developed in a manner that is consistent with WestbrookWorks member companies, the estimated annual property taxes paid on the 44.64 acres would be \$506,653 or \$460,946 more than the amount of taxes if the parcels were developed in a manner that was consistent with Pike Industry uses. Clearly, re-zoning of the park represents a higher potential fiscal gain to the City

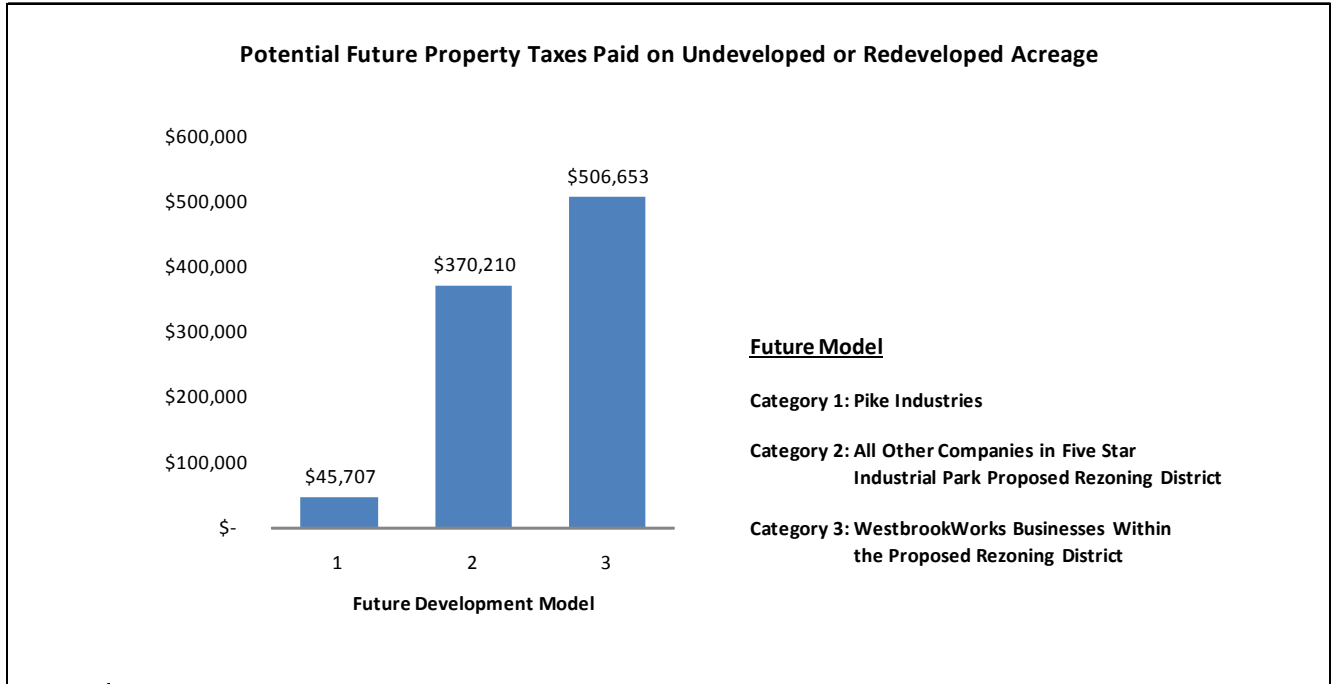
Table 4:

Impact of Future Development Potential- Acreage for Potential Future Development or Redevelopment Within Proposed Re-Zoning Area				
Future Development Model	Estimated Property Taxes Paid per Acre	Total Acreage w/ Development & Redevelopment Potential within Rezoning Area	Potential Property Taxes Paid if Developed or Redeveloped	Amount of Positive Impact in Excess of Pike Model
1. Pike Industries	\$ 1,024	44.64	\$ 45,707	
2. All Other Companies in Five Star Industrial Park Proposed Rezoning District*	\$ 8,293	44.64	\$ 370,210	\$ 324,502
3. WestbrookWorks Businesses Within the Proposed Rezoning District	\$ 11,350	44.64	\$ 506,653	\$ 460,946

* Excludes Pike Industries, Smiling Hill Farms, Calpine, Maine Credit Union League, and WPXT-TV/WPME-TV. Pike Industries is not representative of the kinds of businesses typical of the Vision for the Park. Smiling Hill Farms, Maine Credit Union League, and WPXT-TV/WPME-TV are not businesses within the proposed rezoning district. Calpine is a unique business in the sense that we are unlikely to see another similar company located within the proposed rezoning district. It

Data source: Acreage and Valuations, City of Westbrook Assessing Department. Taxes, City of Westbrook Finance Department.

Chart 2:



Survey of Businesses Members of WestbrookWorks and Other Qualitative Information

A narrative summary of individual survey results is included. This draft report identifies survey respondent by organization. All of the respondents reported a positive experience in Westbrook and in the Park in relation to support from the City. To provide context for understanding the economic significance of the WestbrookWorks Coalition, Table 5 provides estimated employment and sales data for each of the members for which data was available from Tower Publishing.

Table 5:

Employment and Sales of Members of WestbrookWorks				
Company Name	Description	Employee Count	Estimated Sales	
Artel Inc	MEASURING & ANALYZING INSTR MFRS	(20-49)	(\$1.0M - \$2.5M)	
Bisson Moving & Storage	MOVING & STORAGE	(20-49)	(\$2.5M - \$5.0M)	
E S Boulos Company	CONTRACTORS-ELECTRICAL	(100-249)	(\$5M - \$10M)	
IDEXX Laboratories Inc	BIOLOGICAL PRODUCTS-EX DIAGNOSTIC	(1,000+)	(\$20M - \$50M)	
Maine Credit Union League	CREDIT UNIONS	(100-249)	(\$2.5M - \$5.0M)	
Smiling Hill Farm	DAIRY PRODUCTS	(10-19)	(\$1.0M - \$2.5M)	
WPME - TV Channel 35	TELEVISION BROADCASTING STATIONS	(10-19)	(\$0.5M - \$1.0M)	
WPXT Fox 51-TV	TELEVISION BROADCASTING STATIONS	(10-19)	(\$1.0M - \$2.5M)	

Source: Tower Publishing

- Back in 1991, the availability of the building within the park to support the continued growth of IDEXX was the primary reason for locating in the Five Star Industrial Park. Since moving into the park, IDEXX has continued to grow and in 2006 IDEXX choose to become a property owner with the park. This commitment to the area was based on the vision expressed by the City to promote the further development of the Park to promote further development of similar businesses within the Park. The 65 acre parcel which IDEXX currently resides and the 12 acre parcel of property located along Eisenhower Drive which IDEXX also owns provides ample growth potential for the company for the foreseeable future. If we believed the vision expressed by the City would not have realized we may not have made the commitments to the area. The Company’s future growth opportunities may be influenced by the outcome of the proposed rezoning effort. We are interested in seeing the City fulfill its vision to create a high tech business park which attracts new attractive low impact businesses and retains the current businesses within the Park. (IDEXX)
- It was the expectation that the Park would continue to evolve over time. Company assumed that [the improved] amenities to the Park would attract more employee-dense businesses that would leverage their location in the park as an employee benefit to induce and attract high-quality personnel. Company expects to see more businesses in the future that employ a robust mixture of manufacturing/ R&D / back-office/ and administrative workers in campus-like settings that exploit the amenities of the neighborhood. An asphalt plant and associated large-scale quarry are at odds with company’s expectations that its customers have with the rural image it projects and the clean, environmentally sustainable processes it champions to produce our products. [Although not located in

the park,] company would not have located in the Park if there had already been an asphalt plant. (Smiling Hill Farm)

- Both proximity to transportation and the City's economic development vision for attraction of and growth in high-value-added science-based businesses and evolving the Park into a "business park" with similar requirements were primary reasons for locating in Five Star Industrial Park. Company is surprised by the apparent hesitancy by the City in its commitment to pursue its previously expressed vision. Company's vision for the Park was along the lines of the City's vision: better lighting, safer walking, increasing employment density including additional technology businesses and the beneficial effects of such a "cluster". Company will curtail expansion plans and cannot remain in an area with regular blasting, dust and asphalt emissions or similar nuisance impacts. Company would never have considered locating here if there had been an asphalt plant. (Artel)
- Available and appropriate building suitable to our needs was the primary reasons for locating in the park. Company plans to stay here and grow and like the direction the park has been going – a well kept property, a high end industrial park. Company would have located in the Park if there had already been an asphalt plant and don't see Pike's plans having much effect on its business. (D&G Machine)
- Company located in Five Star Industrial Park because of good business climate and proximity to transportation. Long term vision for the Park is good mix of office and light manufacturing. Severe traffic problems might occur if Pike expansion goes through. Company would have to have seen the impact of an asphalt plant before locating in the Park. (E.S. Boulos Company)
- Available and attractive space as well as access to greater Portland markets served by the company were primary reasons for locating in the park. Experience has met company's expectations. Although property value would probably be adversely impacted, company's business plans to expand market share probably would be unaffected by Pike's proposed expansion as long as truck traffic was planned for and managed. Company would have to have seen the impact of quarrying and asphalt plant operations before locating in the park. (Bisson Transportation)
- Potential sale of Lot 5 in the Five Star Industrial Park to Toddle Inn was impacted by the possible expansion by Pike. The property was under contract and the buyer retracted the offer because of the plans. "The truth is, if the quarry operator is allowed to expand in this area of the city, I do not see any potential for office or business prospects, and I have been told by my real estate broker that even industrial operators will be difficult to find...allowing a quarry to expand not only affects my property, but most of the other parcels of land in the 5 Star Park" (5-11-2009 letter from Vicki Brown, Lot 5 property owner).
- Proximity to transportation as well as the tranquil and serene setting and the City's vision for the park and the surrounding area were the motivating reasons for locating on Old County Road, 1,250 feet from the Pike pit. The City's elected and appointed officials described a vision in 1999 as "a gateway to the city that creates a positive first impression of Westbrook...an area that they wanted to build up with high-tech, bio-tech and other "light" types of businesses....in a scenic, rural setting." The vibration and noise from blasting and the truck traffic will force the organization to move to a new location. The organization cannot co-exist with extraction industries and would not have located in the area if the site had already been developed for quarrying and an asphalt plant. (WPXT-TV, WPME-TV, New Age Media)