

March 6, 2021

Michael Mullins  
100 Mt. Battie Street  
Camden, ME 04843

**BY EMAIL**

Mr. Jeremy Martin  
Planning and Development Director  
c/o Code & Planning Office  
PO BOX 1207  
Camden, ME 04843

Re: TANNERY PARK PROPOSAL SUPPLEMENTAL QUESTIONS AND ANSWERS

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Dear Jeremy,

Thank you for the opportunity to follow up on the recent Select Board presentation and subsequent questions and comments that have been submitted to the Town. The following section consists of Questions and Answers to those questions.

QUESTION 1

“The Mullins/Eco Village proposal requires the \$250,000 “purchase” price be used as the Town’s match for a River Restoration grant that the Town must apply for. What happens if the grant request is denied? Will there be some language in the purchase and sale agreement that covers that? If the grant is not received does the developer use the \$250,000 for river restoration? Or does the deal die?”

ANSWER 1

The Cranesport submission proposes that the purchase price go towards a match for the Five Star river program, for the purpose of the cleanup and restoration of the riverbank into improved habitat. This is our proposal but it’s the Town of Camden’s decision whether to pursue the grant program.

QUESTION 2A

“How does Mr. Mullins know creatives will choose to rent space rather than work out of their residence?”

ANSWER 2A

My experience running a multi-tenant industrial building on Mt. Battie Street and working with entrepreneurs is the basis for my confidence in the market for these spaces. The tenants at ‘Cranesport Garage’ at 100 Mount Battie Street all have uses that don’t fit in a home occupation space; eg the spaces rented are 1200, 2,500, and 3,000 square feet. So my expectation is that we would attract a similar

demographic of entrepreneurs with small ventures that are ready to move out of the proverbial garage and into larger and more flexible space.

#### QUESTION 2B

“@\$6/sq ft, 20x30ft would cost \$3600 not \$300. How should that mistake be corrected?”

#### ANSWER 2B

Commercial rents are quoted in dollars per square foot per year, not per month. So, a 600sf workshop would be \$3,600 per year / 12 Months = \$300 per month as the entry price point.

#### QUESTION 2C

“What if we don’t get the five stars grant?”

#### ANSWER 2C

I tend to think this site very closely meets the criteria for the program. However, if not used for matching grant funds, the Town would be able to use the funds as it sees fit.

#### QUESTION 2D

“Does Mr. Mullins have the funds to proceed with the project?”

#### ANSWER 2D

I believe that I do. However further I included a letter of financial support from a local bank for a number that exceeds the loan amount I would pursue. I would not use more than 50% loan to value.

#### QUESTION 2E

“Is there any possibility of adding living space in a second-floor loft for artisans to reside on site?  
– would be a strong feature

#### ANSWER 2E

It would be possible to build second floor units for artisans / craftspeople. One of the limiting factors / considerations is that a resident may take an indefinite pause from their work, and one would have to think about whether to tie residency to commercial activity and vice versa. Alternatively, the units could be live-work (a single home/occupation). I will admit I don’t have experience with live/work units. For example, I don’t know whether that clientele prefers to rent vs buy.

I suppose the more pressing consideration is my mind is that I would want to see a regular rotation in and out. As these would be affordable/subsidized industrial spaces, I expect over-subscription and perhaps a wait list at times. Also, for the purpose of dynamism, we would want to make sure we are serving the right uses. I would not want to see many of the units used for storage or for seldom used hobbies.

Many artist-in-residence programs address the question of rotation by offering short-term (often seasonal) access and keep the focus on a specific project at hand. This relates to your next question, but

we would need a residency policy that aligned with the operational mission of an industrial incubator. This would have to be worked out.

#### QUESTION 2F

“Who/what entity would manage the completed property?”

#### ANSWER 2F

My company, Cranesport LLC of Camden would manage the property and I would manage the leasing myself.

#### QUESTION 2G

“Can a public toddler playground be incorporated into the development design?”

#### ANSWER 2G

It could be, but it is not part of the program. As an industrial area, most of the space is dedicated to that use and pop-up marketplaces. Young families are welcome at such events, but in terms of the day to day happenings, with deliveries and all manner of work going on during non-market times, I think there are other places for a playground that would be better suited.

#### QUESTION 2H

“What considerations are incorporated in the constructions for energy efficiency for electricity and for heating? Will solar PV capacity be incorporated? Will the barn south-facing roofs support solar PV?”

#### ANSWER 2H

That is a good question. The workshops are designed for (1) affordability, and (2) flexibility. With that in mind, the HVAC and infrastructure – hoods, vents, lighting will be very generic at the outset with the intention that specific users will have specific requirements. For instance, we could build a very tight workshop, with high insulation and energy efficiency, but then if a couple comes in who are roasting coffee beans, or doing maple sugaring, the shop would be unbearably hot, requiring more expensive (and energy consuming) ventilation and air conditioning to run the place, even in the winter. That’s just one example, but suffice it to say, there are some uses that really benefit from high performance environmental conditioning (commercial kitchens), but there are others that are better off with a drafty building and crack-the-window ventilation methods. Which are also a lot cheaper.

As to solar PV, it’s possible but we don’t have large roofs, which is usually a key factor in the cost-effectiveness of such solutions.

### QUESTION 3A

“With all the experience Mullins has in low cost housing development, why didn't he pitch an affordable housing plan instead of an entrepreneurial development? “

### ANSWER 3A

Good question! Thank you. I thought a lot about this. What's special about the tannery site is that it's close to town and Meg Market, and it is also highly visible. It's also contaminated (although I've seen far worse).

So my thinking has been as follows – (i) it's easier to implement commercial/industrial on contaminated sites because the rules are more forgiving, so that's a tilt away from residential although not insurmountable because of grants and tax credits. (ii) the tannery is a high visibility, and also has 'centrality' in the neighborhood, which is why it would also be a great park. or a great location for an Inn. As a new urbanist, this site presents a special opportunity to anchor a neighborhood center. Housing would be fine, but the use I have planned would draw people into this part of town and cause them to mix in a way that affordable housing would not. I have a personal side-mission, which is to foster what I call an Entrepreneurial Economy. I have felt that a subtle obstacle is that as time goes on, production, and 'making' are thought of as something that happens 'somewhere else'. For me, the opportunity to create a vibrant maker park in the middle of a neighborhood center is a rare opportunity to bring the maker economy front and center into peoples' awareness. Visibility leads to awareness and awareness brings understanding and appreciation. This is the x-factor that is why I would not want to hide this project away in an industrial zone somewhere. There is a social purpose here which is to connect the public with makers and small, ground up entrepreneurship. This was not an entrepreneurial idea looking for a site. This is very much a concept flowing directly from the site.

I have a vision of Camden as a place where things happen, where stuff is made and people come together to forge new ideas and ventures. And my mission is to create specialized places to support that. That is not to say it would be a mistake to dedicate the site to affordable housing, which is very much needed. If the calculus for the Town is that housing is paramount, that could lead to a drift wherein Camden becomes more and more of a bedroom community. And that's ok too. I expect the competing proposals the tannery to create a dialogue within Camden about what the Town's development priorities are, and also about what should go where, which is the land planning side of things.

### QUESTION 3B

”What happens if they don't receive the Urban Waters Restoration Grant?”

### ANSWER 3B

Plan A would be to apply again the next year. I think if it's a compelling project, it would eventually be funded. Oftentimes grant sources will give guidance if that's the case. But if not, it's really up to the town how they spend the purchase price. They might use it to build affordable housing.

### QUESTION 3C

”It seems the \$500K water grant can only be used for river habitat improvement, including the banks. Is that right? Could funds be used for say constructing a foot bridge across the river?”

#### ANSWER 3C

Another good question. My understanding of the Five Star program is that it's for restoration (fixing) watershed resources adversely affected by urban development. If there is a case that the Rawson Ave Bridge for example as an urban feature adversely impacts the river, perhaps a case can be made. It seems logical to me that a footbridge that allowed the removal of the Rawson bridge for example would make sense. However, I don't know the exact eligibility rules. But it's a great idea.

#### QUESTION 3D

"Math on page 33 "Projected base rents of \$6 per square foot, or \$300 per month for a 20 by 30 workshop" doesn't add up. Is the monthly a typo and should have been \$3600/month or is the square foot rent a typo?"

#### ANSWER 3D

The convention in commercial leasing is to quote annual rents per square foot. So, a 4,800 square foot commercial building offered at \$10psf would be \$48,000 per year. And that would work out to \$4,000 per month.

In our case, the base rent would be \$6 times 600 square feet, or \$3,600 per year. Divided by 12, that's \$300 per month.

#### QUESTION 4

"Would the town/Cranesport be willing to stipulate the town has a right of first refusal on the barn/pavilion/public restrooms?"

#### ANSWER 4

If this is for leasing purposes, that would be possible. That being said, the way things are planned in advance, some things need to be booked out. But I'm certain a reasonable leasing process can be managed that balances this.

#### QUESTION 5A

"Is it possible to require native plants for any landscaping, no matter which proposal wins?"

#### ANSWER 5A

Good question for the Town!! I have not given much thought to this. I was planning on keeping what is there. Where restoration is called for, I think the river consultants would have specific recommendations.

#### QUESTION 5B

“Runoff and water/flood control?”

#### ANSWER 5B

We would be subject to MEDEP rules regarding stormwater and impacts. Where this is already an impervious site, I’m not sure what that means. I have presumed for the purpose of my submission that the evaluation is based on ‘net impact’. Which means if anything, our proposal may be zero impact (no additional runoff). That is separate from the Town’s issue of flood storage capacity. With liquid contamination under the site, infiltration/flood absorption is probably not an option. That stuff has to be kept covered. I don’t think the use of this site will make meaningful contributions to flood control for that reason, no matter what is done.

#### QUESTION 5C

“With the affordable apartment building and Mullins proposal, they’re suggesting public use of private property. How does that work? Ice rink, playground. Would they be open at will? Liability? Stipulations? Probably many things I haven’t thought of?”

#### ANSWER 5C

Good question. Events would be scheduled and posted/advertised. We would have insurance as appropriate for our ‘open to the public’ uses. This is not uncommon. Private users hosting an event may be required to purchase separate event insurance.

#### QUESTION 5D

“Is there a demand/need for this type of space? Was any market research done?”

#### ANSWER 5D

Yes absolutely. I run an incubator space on Mt. Battie Street, in an old MBNA garage. All of the users there would like to expand, if they could. That’s because the space is affordable. That’s really the secret here. If you offer lower rent for efficient space, you won’t have a problem filling it. I am regularly approached by interested tenants, all through word of mouth. I have already fielded inquiries for space at the Tannery ‘should it happen’. There is interest out there.

#### QUESTION 5E

“Did they talk to the Farmers’ Market? That doesn’t seem like the best place to locate it—where will the vendors park to unload and load and where will they keep their vehicles during the market?”

#### ANSWER 5E

Yes, I had a meeting with the operators of the Farmer’s Market, but that was prior to my submission, before I revealed details to anyone. I have not approached them because I don’t want to put them in the situation of being in the middle of the politic here. The scenario in the renderings shows ‘pushcarts’ in the plaza, and parking in back. In practice, we would rent the space to the market and they would decide what goes where. But they will be able to drive up onto the plaza, if they wish to use it that way.

QUESTION 5F

“Why pave over the current site of the FM? Why not leave it where it is on the grass? Anyone who’s attended the market much prefers the grass as opposed to a paved area.”

ANSWER 5F

I suspect there are different models. The market in Belfast is indoors, at least in part. The central feature of this proposed market is the barn. Presumably, many vendors would be in there and this would extend their season. But your point is well taken.

QUESTION 5G

“In this proposal almost the whole property is paved or otherwise covered by impermeable materials (the existing slabs).”

ANSWER 5G

The site is largely paved/covered and that is intentional. Due to soil contamination, much of the site must be capped. For this reason, we leave all the concrete slabs in place, and asphalt parking (conveniently) serves as a cap. The use of the site is more intense, because we are trying to get a sufficient number of workshops to (a) make the place vibrant, and (b) help cover the fixed costs and subsidize the farmer’s market barn.

QUESTION 5H

“How many parking places? Handicapped spaces? Who will maintain it? Management company? Rental Agent? Snow removal, trash pickup, road maintenance, grounds and building maintenance?”

ANSWER 5H

Parking and HC spaces will conform with ADA and local zoning. There are details on workshops, parking, etc. in a table in the proposal we submitted. Cranesport, LLC is a commercial real estate business I operate in Camden, and it will manage this property using vendors we use for our other properties.

QUESTION 5I

“Definition of light industrial; what does “industrial ecovillage” mean? What does the “eco” mean?”

ANSWER 5I

Good question! Eco refers to two things – first we have a ‘minimally invasive’ development plan that involves as little site disturbance as possible. Second, all the materials used in construction are

natural (where possible) and locally sources (where possible). For example, we will use post and beam construction from local forest and fabricated locally.

Light industrial I believe relates to the proportion of capital to labor. Heavy industry involves disproportionately large capital investments (think of a steel mill). Light industrial would mean less and lighter equipment, and more manpower (in relation).

#### QUESTION 5J

Use and disposal of toxic substances—dyes, chemicals, etc by tenants

#### ANSWER 5J

The occupancy of each workshop would be governed by a lease, and the lease would contain terms, rules, and regulations. We would not permit dumping for example. Generally, industrial substances are regulated, and it is prohibited to put these materials down the drains. We would review the planned uses and have a conversation with potential tenants about what materials and processes they use, and whether they are compatible with other uses at the property.

#### QUESTION 5K

“Building orientation to take advantage of passive solar?”

#### ANSWER 5K

Not necessarily. We are using a rectilinear, ‘traditonal’ urban design for the purpose of creating intuitive human spaces and visual cues around movement and direction, and to feature civic architecture. Passive solar orientation would not be conducive to the kind of urbanism we are implementing.

#### QUESTION 5L

“How soon could he resell?”

#### ANSWER 5L

I suppose this could be subject to discussion, but if the Town is not providing subsidy in our case, I would not presume there would be a lot of restrictions. Borrowing on this project will be full recourse, with no public support. Lenders (and borrowers) look for economic flexibility in that situation.

#### QUESTION 5M

“Is there a way to assure they stay affordable? For how long?”

#### ANSWER 5M

My answer on this would be similar to the answer above (5L) regarding deed limitations. In the event the project did not work out, it would be a financial hardship if the property could not be repurposed. Similarly, a lender will want to know they could foreclose and sell/repurpose. This is the hard reality of commercial property development. Projects do go under sometimes. While it’s never any one’s intent, the interest of all parties will be to try to make the site work but sometimes it happens.



QUESTION 5N

“More info about possible retail.”

ANSWER 5N

There is the potential for retail on the buildings facing Washington Street. While it is not the best retail location in Camden, it may make sense for lower volume sales that are appurtenant to the industrial use (selling one’s maple syrup brandy bottled in the workshop, etc.).

QUESTION 5O

“Noise, odor and light pollution.”

ANSWER 5O

The project would conform to the Town’s regulations for the commercial zone that presently exist. But more generally, we would manage the occupancy to balance the uses and make sure they are not incompatible with the other uses such as the Farmer’s Market.

QUESTION 5P

“CEDAC has suggested a possible living/studio arrangement. How would that work given the construction? “

ANSWER 5P

It is certainly permissible from a code standpoint, but integrating housing would increase cost, substantially. Whatever utilities exist on the upper floor would pass through the lower, structure would be more expensive, and there would be code e.g. fire separation issues triggered by adding housing.

QUESTION 5Q

“Also the proposal states that these units would be temporary for the tenant, until the business supposedly outgrows the space. What’s to prevent the tenant from living in the space illegally?”

ANSWER 5Q

The lease/rental agreement entered into by the landlord and tenant would allow commercial use and would not allow anyone to live in the workshops.

QUESTION 6A

P 5—“In 2014, a majority of Camden voters supported commercial and business uses for the site, as opposed to preserving it as a park and open space.” This is true, but the vote was very close. He neglects to mention that.

## QUESTION 6B

P 6—"There will be an educational component..." Explain.

## ANSWER 6B

As with the 2017 MET proposal, I am planning for this facility to host education events in the area of entrepreneurship/startups as well as technical subjects – such as CNC, additive manufacturing, green building, and the like.

## QUESTION 6C

P 7--Why is it described as being across the street from the Mt View Cemetery? It isn't—it's across from houses

## ANSWER 6C

I think if you look at the satellite images on google maps, what you will see is that the bulk of the tannery parcel is across Washington Street from the bulk of the Mountain View Cemetery. And I think that's the reason it's described that way, in terms of the locus of the site.

## QUESTION 6D

P 12—what does "placemaking" mean?

## ANSWER 6D

My answer would be that placemaking is an interdisciplinary effort to create places of meaning to people, through a combination of good (i) urban planning, (ii) urban design, (iii) street furnishings, (iv) architecture, and (v) programming (activities).

## QUESTION 6E

Who pays for the customization? The tenant? If so, that's an improvement at no cost to the owner that the tenant likely can't take along when they vacate.

## ANSWER 6E

Tenant improvements is the industry convention for modifications to a space required for a specific end user. Depending on the structure of the offer, many landlords will set an asking rent (say \$18 per square foot) and offer a budget for tenant improvements, aka 'TI' (say \$10 per square foot). While rent is quoted in annual terms, TI 'allowances' as they are called are quoted as a one-time and up-front expense by the landlord on behalf of the tenant.

So for example, a landlord might offer a prospective tenant \$15 per square foot plus \$10 per square foot in tenant improvements. For a 10,000 square foot building, that means the

annual rent would be \$150,000, or \$12,500 per month, plus \$100,000 in 'free' tenant improvements.

If the costs exceed the TI allowance, the balance is subject to negotiation. Sometimes the tenant will pay the overage. Sometimes it will be added in the form of additional rent over the life of the lease.

In the case of Tannery Park, rent will be quoted at the lowest number possible, with no TI allowance. If a tenant needs specific improvements, generally I will let them perform them themselves (subject to written approval of methods and materials). Or, I will fund them if the tenant pays some additional amount. For instance, one of my tenants, a startup automotive restoration company wanted a paint booth. We made a deal where I purchased the booth, they installed it, and they paid the same base rent for the additional space.

In my experience, the landlord (property owner) can borrow at a lower rate than commercial tenants, so I try to finance and make the improvements and ask say, an additional dollar in annual rent per square foot.

Some improvements are general and accretive to the building, eg someone puts down a concrete floor. Others, say a penetration through the wall for a vent fan, may not survive long because the next tenant needs to put a window there, for example. This is all part of the lease negotiations that happen between landlords and tenants.

#### QUESTION 6F

"There will be an educational component to the Tannery Park and opportunities for partnerships with local institutions." Please explain.

#### ANSWER 6F

Please see Answer 6B above. There will be educational programming consistent with the mission of the development to support entrepreneurship and the make community. Partnerships with local institutions would mean say, working with a local boatbuilding school to run a workshop on steam-forming wood members.

#### QUESTION 6G

Did they talk to anyone to see if there's an interest? CIFF? The library? Anybody?

#### ANSWER 6G

This proposal was kept 'under wraps' until the time of its submission. That being said, I have relationships with some local institutions, and for example following the MET proposal I had specific conversations with interested parties including institutions.

#### QUESTION 6H

P 14--“Facilities and utilities to support the Farmer's Market.”—what utilities?

#### ANSWER 6H

The farmers’ market would benefit from having restrooms, as well as water for cleanup. Propane connections will be available, as well as electricity for vendors offering coffee, or other food items, or running a freezer or something.

#### QUESTION 6I

How big is the bathroom facility? Available year round to anyone? Who maintains it?

#### ANSWER 6I

While we don’t have an exact size of the restroom facility, it would probably be sized to support the needs of the workshops’ tenancies. It would probably have hours of operation, and would be available when the workshops are open, which would be daily. It would be maintained by a contractor hired by the property manager.

#### QUESTION 6J

Who deals with trash and recycling?

#### ANSWER 6J

The property manager would contract with local service companies for cleaning, plowing, exterior maintenance, trash removal and whatnot in common areas. Workshop tenants would make their own arrangements for waste removal and recycling appurtenant to their operations.

#### QUESTION 6K

P 16—“A common market”—what does that mean?

#### ANSWER 6K

For me, a common market means a local market open to the public for daily purchases from an assortment of independent vendors. A farmer’s market is a type of common market.

#### QUESTION 6L

Moveable seating—how long until it's stolen?

#### ANSWER 6L

In my experience running a commercial building in Camden, nothing has been stolen. Not to say that it couldn't happen.

#### QUESTION 6M

P 18—"The proposed purchase price for the Tannery Park property is \$250,000, earmarked as a local match for the Five Star and Urban Waters Restoration Grant Program... " So the town doesn't retain the purchase price???

#### ANSWER 6M

The submission can be best understood as a RFP 'proposal', in which the Town puts out a call for ideas, and asks what respondents would do with the site. It is proposed that the \$250,000 would go towards a matching grant with the Five Stars Rivers program. However, that is up to the Town, as to what it would do with it. Use of those funds as a match for a grant to restore the river is our proposed use of the funds. We proposed a purchase price of \$250,000 and that the purchase price would be used to pursue matching grant funding.

#### QUESTION 6N

"Eligible projects approved by NFWF receive a 100% matching grant. If approved, it would provide \$500,000 in funding to restore this heavily impacted section of the Megunticook River." So the \$500,000 comes from \$250,000 from the town plus the matching grant?

#### ANSWER 6N

The NFWF program will give half the cost. So, if the Town applied for \$500,000 worth of work, NFWF would contribute \$250,000 if the Town contributed \$250,000.

#### QUESTION 6O

P 20—Year-round farmers' market—building is unheated; if the building is going to be a permanent Farmers' Market, how can it also be used for events such as a wedding?

#### ANSWER 6O

The farmer's market operates one or two days a week, and vendors break down their displays when it closes. On those off days, and evenings, the building would be available for other programming.

QUESTION 6P

Ice skating rink—who builds it, maintains? Hours? Fees?

ANSWER 6P

The ice rink will be built by Cranesport, LLC, and maintained by our staff, or outside contractors. We would buy or rent chiller equipment. Perhaps volunteers would help keep it shoveled. The hours, and costs if any for skate rental would have to be determined.

QUESTION 6Q

P 22—how probable?

ANSWER 6Q

I am not clear on the question here.

QUESTION 6R

P 26—Photo shows interior that is completely finished—is this how they would look when rented or are they rougher?

ANSWER 6R

The workshops would be post and beam, with wood or composite paneling at the outset. Each tenant would have its own requirements, and so the interior would look very different depending on what their needs are. Some may install drywall/plaster. We will try to be flexible with what they want to do on the inside.

QUESTION 6S

“Village Green” = grandiose; ditto Gateway Green P 27—drawing shows dormers?

ANSWER 6S

I am not sure I understand the question here. The submission includes elevations showing typical workshops. They would be subject to modification according to the specific needs of the tenants, so there may be some variation. The drawings would be drafted in greater detail for the planning board if the project moves forward.

QUESTION 6T

Where are vendors' vehicles? Customer parking? Tenant parking? Is there enough parking?

#### ANSWER 6T

The farmer's market organizers would play a role in determining where vendors park vs where customers park. In the rendering, it's shown with pushcarts in the plaza area. Alternatively, it might be set up with tables, or vendors might drop a trailer in this area.

Probably the exact configuration would be a function of how many vendors are present. If it's only a few vendors, they can park and set up a table behind their vehicle or trailer.

It's my understanding that there is sufficient parking under the Town's zoning as well as what is reasonable and practical.

#### QUESTION 6T

Bathroom building blocks view to river touted on a previous page.

#### QUESTION 6U

P 32—"utility sharing"—what is that?

#### ANSWER 6U

In some instances, utilities are shared, for example if there is one internet connection that is shared.

#### QUESTION 6V

P 33—"specialized experience in supporting small businesses on the part of the sponsor." What is this?

#### ANSWER 6V

I presently operated a 10,000 square foot building in Camden dedicated to small industrial tenants. I also operate a coworking facility in Boston. In the past, I was the founder and I ran a business competition for tech startups called Lean Startup Challenge that taught entrepreneurial skills. Prior to that, I was a program coordinator for Startup Leadership, a training program for tech entrepreneurs.

#### QUESTION 6W

P 38—“In the Park’s utility plan, utility lines are reused, and connections made before the cap is placed,” What does this entail? Connections to the individual units? Connections to what? “helical piles”

#### ANSWER 6W

The tannery site has existing underground utilities from the old Apollo tanners. These lines would be reused and extended to serve the workshops, barn, and restroom buildings. Each building would be connected to these services for future use.

#### QUESTION 6X

P 46—“The Big Barn will also provide additional options for companies, freelancers, and startups to find a shared place to work. This building will have flexible sized spaces that we envision working for a variety of small businesses.” Someplace else he suggests the barn for a year round FM and event space.

#### ANSWER 6X

The barn is a flexible space, that can be used for a farmer’s market on Wednesday, for a conference/meeting space on Thursday, and for a play on Friday. The intention here is to support a variety of community uses at affordable cost, TBD.

#### QUESTION 6Y

What are “induced impacts”?

#### ANSWER 6Y

I’m not sure I understand the question.

#### QUESTION 6Z

P 47—“landscaping near the river”—what does this mean? It should be left in as natural a state as possible.

#### ANSWER 6Z

Portions of the site including near the river will be capped. These areas will need to be vegetated, unless used for parking, trails, etc. some areas of the riverbank contain industrial solid waste, and as part of the restoration process, the areas will be landscaped.



#### QUESTION 6AA

P 63—how many of these proposals have come to fruition; what kind of track record? In a screenshot taken from this website: <https://www.camdentannerypark.com/> which supports Cranesport's proposal for the Tannery property.

#### ANSWER 6AA

The past projects listed in the background section have been implemented, to my knowledge. But one would need to ask that question to each of the team members.

#### QUESTION 6AB

I'm just wondering where the vendors' vehicles are parked? I don't know if the rendering is to scale, but it certainly seems more aspirational than accurate.

#### ANSWER 6AB

Please refer to Answer 6T above. The rendering is drawn using an axonometric view of the site plan. From that standpoint, it is 'accurate', however it will scale differently than the base plan.

#### QUESTION 7A

Can you design for partial conversion to residential use over time?

#### ANSWER 7A

You could certainly convert these buildings. The dimensions are suitable for housing. That being said, ground floor residential is not permitted in this district. So, we would need to look at adding additional floors. This is doable but would increase the cost of the project due to technical considerations (footings, utilities, fire codes, etc). So, it would compromise the main objective of this proposal, which is to create affordable industrial spaces. For that reason, we did not propose adding any residential.

#### QUESTION 7B

Project is in the floodplain. How much is being budgeted to meet federal flood insurance costs?

#### ANSWER 7B

That's a good question. We do not have a detailed budget and have not obtained insurance quotes. However, it's not my understanding that insurance is cost prohibitive here.

## QUESTION 8A

In the Cranesport proposal there is heavy emphasis on the Megunticook River Restoration Project and brook trout fishing. Two of the six resumes included in the proposal are professionals with water expertise unrelated to the property. When contacted, one of these consultants confirmed that their contribution to the project will be exclusively related to the river, not the larger property. The other consultant has not responded to inquiries.

The Cranesport offer includes payment to the town of \$250,000 to go exclusively to the River Restoration Project, to be match by grants solicited by the Town. Does this bind the town to fund the River Restoration Project? What if they don't secure funding? Is the town obligated to use the consultants listed in the Cranesport proposal, or would they be free to solicit their own consultants? What liabilities are hidden in this arrangement?

## ANSWER 8A

The development proposes a purchase price of \$250,000 and goes on to propose that the funds be used to obtain a matching grant to restore the riverbank after industrial solid waste was recently discovered and studied. It's ultimately the Town that would have to decide whether to apply for the grants, and if so, for how much to apply. The town could apply for \$50,000 in funding, or \$1m. My objective here is to make the Town aware of the grant program, and to share my interest in restoring the river.

The Town would be able to use its own consultants, however the Town already has engaged the same consultants to evaluate the Megunticook River. So they are the same people for now.

I can't say what liabilities exist. Like any grant opportunity, or any environmental initiative, the Town would be well served to study the program and its requirements before making a decision.

## QUESTION 8B

While it is a laudable goal to restore the river and promote brook trout fishing, should it be a primary focus of the development of the Tannery property? (which is separate from the River Walk and therefore technically does not even abut the River.) The River Restoration effort described in the Cranesport proposal seems to have nothing to do with developing the property in general and may just add complexity and unwarranted "strings attached" to the deal. If the town wants to pursue river restoration, it should do so as a distinct separate endeavor, not tied to the development of this property

## ANSWER 8B

In fact, the river bank is a part of the tannery property. There is a Riverwalk easement, however since it's the same parcel, any development plan would have to explain the impacts to

the river. This would be a requirement, for example working within range of the river, of environmental approvals.

For the sake of efficiency, the remediation of the site and implementation of the VRAP 'voluntary response action plan' already begun by the Town would be completed just once, and consider all work/disturbance across the site.

Further, the development of this parcel benefits from proximity to the river. The river is an attraction to the same families that might attend the farmer's market, and part of this proposal is enhancement of the fly fishing in the river, as an attraction for the town.

The proposed remediation of the entire site is offered as a Net Benefit. This is an alternative framework for environmental permitting I have advocated, which suggests that development could be evaluated on the basis of providing a (positive) net benefit, meaning the environmental impact is 'negative'. Development of the Tannery Park proposal would lead to a net improvement of the environment, as proposed.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'M J Mullins', with a long horizontal flourish extending to the right.

Michael J. Mullins