

**C**omprehensive  
**E**conomic  
**D**evelopment  
**S**trategy

**2009-2010  
Annual Report**

**For the Androscoggin Valley  
Economic Development District**

AMENDED DECEMBER 18, 2009

Prepared by:  
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AMENDED December 16 - 2009



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## I. EXECUTIVE SUMMARY

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The Community Economic Development Strategy (CEDS) establishes the economic development, transportation, and community planning direction for the Androscoggin Valley Economic Development District which includes Androscoggin, Franklin, and Oxford Counties. The 2009 CEDS serves as an update to the CEDS submitted in 2008. The CEDS is a strategic plan for sustaining the economic development, transportation, and community planning direction for the AVCOG region communities. It is an evolving document that also serves as the agency work program.

The U.S. Department of Commerce, Economic Development Administration provides annual funding to the Androscoggin Valley Council of Governments (AVCOG) to support development programs designed to stimulate business investment which results in job creation or retention for unemployed and underemployed people in the District.

The major issues affecting economic development, transportation and community planning are highlighted below.

### 1. **Economic Development**

- ◆ Business Assistance - There continues to be a need for, and expansion of, the present business assistance programs which include one-on-one small business counseling and educational workshops/seminars. Establishment of new business financing programs and the expansion and promotion of existing programs is also necessary to meet the needs of western Maine businesses.
- ◆ Infrastructure Development - Public infrastructure (water, sewer, electric, gas, telecommunications/broadband, rail, airports, roads and cultural facilities) must be improved and expanded to support new business investment. The movement of goods/services and mobility of residents via the road network is critical to the health of the local/regional economy. Community assistance will continue to be available to access federal and state funding to improve and expand public infrastructure.
- ◆ Community Assistance- Community assistance will continue to be provided to help communities build local capacity and maintain existing regional, local and multi-town economic development strategies. AVCOG will continue to provide assistance to member communities to meet their information/resource needs and will continue to promote the Western Maine Region in tourism and as a good place to do business.
- ◆ Regional Cooperation/Economic Development Partnerships- Developing the regional capacity to analyze and implement appropriate strategies to deal with changes in the demographics of the region is a priority. AVCOG will continue to encourage and foster region wide planning, projects and programs. There is also a need for existing economic development and business assistance providers within the region to work collaboratively on relevant projects. AVCOG recognizes the unique opportunities that can occur when different organizations pool their resources and talents together on projects. AVCOG will work toward strengthening relationships with regional, statewide, and out-of-state organizations particularly through the statewide Mobilize Maine initiative. Mobilize Maine is a grassroots initiative facilitated by Maine's six regional Economic Development Districts (EDDs) to develop a statewide locally driven asset based development strategy to implement quality of place principles.

- ◆ Improvement in the Business Climate - The business climate in the State of Maine continues to be an impediment to economic development. AVCOG will continue to identify issues of importance to communities and businesses and communicate their concerns through various statewide committees, forums, and printed material.

## **2. Transportation**

Improvement of Transportation Systems- There is a need to develop a cost-effective, environmentally sound, multi-modal transportation network serving the region and linking it to the national transportation network. AVCOG will coordinate with its Transportation Committee to study and promote improvements to the transportation systems and to undertake modal studies in Androscoggin, Franklin and Oxford counties. AVCOG will coordinate its work with the Androscoggin Transportation Resource Center (ATRC), which is the federally designated Metropolitan Planning Organization for the urbanized planning area of Auburn, Lewiston, Lisbon and part of Sabattus.

## **3. Community Planning**

- ◆ Comprehensive and Land Use Planning - There is a continued need for development of community comprehensive plans and land use ordinances to ensure the efficient allocation of resources and provision of municipal services. AVCOG will continue to work with communities in the development and maintenance of comprehensive plans and land use ordinances.
- ◆ Natural Resource Management - The protection of critical natural resources for use and enjoyment by future generations is important for all communities to consider in planning activities. AVCOG will assist municipalities to identify critical natural resources and develop methods to efficiently use and protect them.
- ◆ Environmental Quality - The compliance with federal and state laws and regulations for the protection of the public's health is critical for all communities. AVCOG will provide technical assistance to communities and businesses in the areas of water pollution, waste disposal and water supply.

The general goal of AVCOG will be to coordinate and integrate the delivery of the agency's programs and services to support the direction of the CEDS.

**COMMUNITY AND PRIVATE SECTOR PARTICIPATION: CEDS**

The 2009 CEDS report involved input from two General Assembly/Sub-Regional Policy Advisory Committee (SRPAC) forums; one held in September, 2008 and one in the Spring of 2009. The General Assembly is comprised of two representatives from each of AVCOG's member towns and counties. The SRPAC includes the general assembly and additional individuals from the private sector, workforce development and other organizations and interested individuals. The three tables on the following pages provide a listing of the membership representatives, including affiliation. The following outlines the forums held over the last year.



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## **II. INTRODUCTION: CEDS PROGRAM AND PROCESS**

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### **ANDROSCOGGIN VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROGRAM**

The Comprehensive Economic Development Strategy (CEDS) was enacted in 1998 as part of the Economic Development Administration Reform Act, this strategy replaces the Overall Economic Development Program. The purpose of the CEDS is to “establish a process that will help create jobs, foster more stable and diversified economies, and improve living conditions.” The goal of the CEDS process is to facilitate the planning process for the region by generating a locally based blueprint for economic growth and development - the CEDS Report. The CEDS Report is developed with input from community and business representatives from each of the three counties in the AVCOG region. This is the 2009 annual update of the 2007 five year CEDS.

### **THE CEDS REGION**

The Androscoggin Valley Council of Governments (AVCOG) is a voluntary membership organization for communities located within Androscoggin, Franklin and Oxford Counties. Currently 50 communities and two counties, representing 98% of the region's population, are members. The AVCOG region was designated as an Economic Development District, with Lewiston-Auburn as its designated Economic Growth Center, in 1976 by the Economic Development Administration. Based on measures of economic distress, each county within the region was designated as a redevelopment area.

AVCOG is governed by its General Assembly, whose members are appointed by their communities. The members of the Executive Committee are selected from the General Assembly according to rules established in the by-laws. Twelve members are appointed by their communities; the balance includes AVCOG's immediate past president, member county representatives, and others as named by the president. The Executive Committee functions as the District CEDS Committee to review the information contained in this report and to establish District economic development priorities.

### **COMMUNITY AND PRIVATE SECTOR PARTICIPATION: CEDS**

The 2009 CEDS report involved input from two General Assembly/Sub-Regional Policy Advisory Committee (SRPAC) forums; one held in September, 2008 and one in the Spring of 2009, with additional input obtained at Planning Day November, 2008 and through direct contact and information solicitation. The General Assembly is comprised of two representatives from each of AVCOG's member towns and counties. The SRPAC includes the general assembly and additional individuals from the private sector, workforce development and other organizations and interested individuals. The three tables on the following pages provide a listing of the membership representatives, including affiliation. The following outlines the forums held over the last year.

# ANDROSCOGGIN COUNTY SUB-REGIONAL POLICY ADVISORY COMMITTEE MEMBERS

Roland Miller  
City of Auburn  
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*Director of Community Services,  
AVCOG Executive Committee*

David Hediger  
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Elizabeth Dube  
121 Pond Road  
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Manager*

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*Community Appointed Representative*

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P. O. Box 167  
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## The Androscoggin Valley Region CEDS Vision Statement

The vision for the region demonstrates the desire to balance the natural resources and rural character of the tri-county while increasing opportunities for the younger generation to remain in the area. This is evident in the various activities in the region associated with workforce development, laborforce activity and training programs. Several initiatives regionally and statewide focus on these issues. The work plan and the regional projects reflect the sentiments that are described in the vision statement below:

Our shared vision for the tri-county area is a place of quality and natural beauty that offers an excellent residential and business environment with a healthy and stable economy that meets the varied and changing needs of the region. To that end the region will have:

- adequate infrastructure (i.e. telecommunications and transportation) to support economic development;
- quality job opportunities;
- educational opportunities for all ages;
- strong partnership between communities;
- bustling downtowns;
- suitable development in all parts of the region;
- high environmental quality; and
- youth opportunities

The tri-county will be a place where people can live and prosper and want to spend their whole lives!

## STAFF SUPPORT

The responsibility for the CEDS Report and other economic development programs lies with the agency's Economic Development Division. The Economic Development Division, which is supported with funding from the U.S. Economic Development Administration, combines planning and direct service programs to help maintain and strengthen the economic vitality of the region. A fundamental goal of these efforts is to insure that AVCOG's communities are viable places for area residents to live and work.

Direct staff support is provided to the CEDS Planning Process by the Economic Development Planner, who also coordinate general planning projects such as area development strategies and sector-specific strategies for key regional industries. The Development Planner manages the regional data center and provides technical assistance to communities for various public finance programs such as Community Development Block Grants and provides technical assistance for Economic Development Administration public works grants and specialized research studies. The Economic Development Specialist provides support for work program activities associated with tourism and business attraction activities as well as local development projects.

AVCOG has an extensive Business Assistance Program, including management counseling, financial packaging and marketing. The Finance Director administers two EDA capitalized Revolving Loan Funds, a Rural Economic and Community Development Intermediary Relending Program (IRP), SBA 504 Certified Development Program, SBA Microlending program and prepares applications for other state and federal business financing programs. Two loan officers underwrite AVCOG direct loan programs as well as provide underwriting and/or loan servicing services for local development corporations and municipalities. Two business counselors, funded by the U.S. Small Business Administration and the State, provide intensive one-on-one technical assistance to area businesses in developing sound business plans, accounting and product pricing systems, as well as provide general marketing and exporting assistance to small businesses. The business assistance staff together deliver a variety of training seminars throughout the year.

AVCOG has an extremely qualified and experienced staff available to administer and implement EDA Planning Grant activities. A detailed staffing plan of AVCOG's economic development team is described below:

*Executive Director/Economic Development Division Director:* Robert J. Thompson, M.S. Resource Economics, B.S. Chemistry, St. Lawrence University. Joined AVCOG in November 1992 and is responsible for administration of all of AVCOG's programs and staff. Formerly Development Director, City of Lewiston.

*Economic Development Planner.* Amy M. Landry, MBA, Southern New Hampshire University; B.S. Business Administration concentration Management, Bryant College, joined AVCOG in 1996. Responsibilities include coordinator of Androscoggin Valley Economic Development District Comprehensive Economic Development Strategy (CEDS) program and the agency overall work plan; assistance with all related EDA programs and projects within the tri-county; general economic development planning assistance such as local development strategies and special projects; Community Development Block Grant Program technical assistance coordinator; and Data Center-Census Bureau Affiliate coordinator.

*Economic Development Specialist.* Dina Jackson, B.S. Business Administration, concentration in Marketing, Bentley College, joined AVCOG in November 1999. Responsibilities include business attraction marketing, internal marketing and public relations, and direct marketing assistance to businesses. Staff support to the Maine Lakes and Mountains Tourism Council and assistance with other tourism related initiatives throughout the region. Previous experience includes Director of Business Development for the State of Maine Department of Economic and Community Development.

*Finance Director:* Greg Whitney, B.S. Business Administration/Accounting, University of Maine. Joined AVCOG in 1997. Responsible for overall financial administration of AVCOG, including overseeing all loan operations staff, loan servicing, cash management and portfolio management. Prior to holding this position, he had thirteen years banking experience and six years economic development/finance experience and was formally a loan officer with AVCOG (August 1993 to April 1995).

*Loan Officer:* Edward Dox, BA University of Maine. Joined AVCOG in 2004. Responsible for underwriting Loan Programs offered at AVCOG. Over twenty years experience in underwriting commercial loans, tax credits, and equity investments.

*Loan Officer:* Jane Mickeriz, B.S. Business Administration, Husson College, M.S. Education, University of Maine. Joined AVCOG in 1996. Responsible for underwriting Loan Programs offered at AVCOG. Previously provided business counseling services through the Maine Small Business Development Center (SBDC) program.

*MSBDC Business Counselor:* Greg Gould, MBA concentration in Financial Management, B.S. Marketing both from the University of Rhode Island. Joined AVCOG in Augusta 2001. Provides business counseling services through the Maine Small Business Development Center (SBDC) program. Counseling includes business/market planning, financial planning, internal management, loan packaging and workshop/seminar production.

*MSBDC Business Counselor:* Rose Creps, MBA Global Business Administration and B.S. Accounting both from Southern New Hampshire University. Joined AVCOG in September 2007. She previously worked as a financial consultant and an accounting manager. Aside from her financial expertise, she has significant experience in training and education. Rose provides counseling including business/market planning, financial forecasting and cash flow budgeting, internal management, loan packaging and workshop/seminar production.

*Physical/Environmental Planning Division Director:* Fergus P. Lea, B.S., M.S. Civil Engineering, Tufts University. Joined AVCOG in 1976. Oversees AVCOG's Physical/Environmental Planning Division. Among other responsibilities, Lea acts as a liaison with environmental agencies on development projects in AVCOG's District. Also coordinates environmental review activities for AVCOG. As a certified Professional Engineer, his expertise is essential in infrastructure considerations of Projects.

*Transportation Division Director:* Donald W. Craig, B.A. History, Chapman College, M.A.E. Education, Chapman College, M.P.A. Public Administration, Golden Gate University. Joined AVCOG in 2002. Responsible for AVCOG's transportation planning, including planning activities for the Metropolitan Planning Organization (MPO) that comprises four communities and approximately 76,000 people. Works directly with Maine Department of Transportation, the Federal Highway Administration, the Federal Transit Administration, and the Environmental Protection Agency on all transportation issues in the region.

## **MONITORING AND EVALUATION PROGRAM**

The Executive Committee of Androscoggin Valley Council of Governments functions as the District CEDS Committee to review the information contained in the CEDS report and to establish District economic development priorities.

From an administrative standpoint, the Economic Development Planner is responsible for providing progress reports regarding CEDS Work Plan to the Executive Committee, semi-annual progress reports to the Economic Development Administration (EDA) and periodic progress reports to the General Assembly. These reports chronicle economic development activity within the District and provide detailed updates about AVCOG's progress in meeting the goals, objectives and strategies as outlined in the CEDS Report. Performance measures have been established for the goals and objectives for the workplan and are reviewed and modified on an annual basis. *(See Section IV for the 2008-2009 WorkPlan Report)*



### III. BACKGROUND

#### Analysis of Economic Sectors

Androscoggin, Franklin and Oxford Counties, located in western Maine, include 4,429 square miles covered with significant natural resources (woods, fields, mountains, lakes, and rivers). There are 80 communities located within this tri-county area with a total estimated population of 193,475 in 2008.

Fifty years ago, one out of every two jobs in Maine was in the manufacturing sector. Based on 2008 non-farm wage and salary employment data, that figure has now fallen to around 13% of total employment. During the 1990's Western Maine remained very highly concentrated in the traditional, mature industries such as leather, textiles, apparel and wood products with 25%-35% of the job base in these very industries that are being the hardest hit by global markets. Service producing jobs now make up 80% of the tri-county's employment.

#### Demographic, Socioeconomic & Laborforce Characteristics Androscoggin • Franklin • Oxford Counties

#### POPULATION CHARACTERISTICS

Western Maine was among the slowest of Maine counties in population growth from 1990-2000, Androscoggin lost population while Franklin and Oxford gained less than 5%. There has been modest growth in all three counties from 2000 to 2008 of 2.8%. Oxford County is estimated to have grown 3.5%, Androscoggin 2.9% and Franklin 1.3%. The growth in older workers, those age 45-64 is significant while there was a decrease in younger workers, those age 35-44.

Tri-County Population						
	2008	2006	2004	2002	2000	% Change
Androscoggin County	106,877	107,552	107,125	105,186	103,869	2.9
Franklin County	29,857	30,017	29,856	29,861	29,487	1.3
Oxford County	56,741	57,118	56,423	55,819	54,826	3.5
<b>Tri-County Total</b>	<b>193,475</b>	<b>194,687</b>	<b>193,404</b>	<b>190,866</b>	<b>188,182</b>	<b>2.8</b>

Source: US Census Bureau, Population Estimates Program

Tri-County Population by Age				
Age Group	2000	2005-2007 Estimate	# Change	% Change
Under 5	10,531	10,877	346	3.3
5-19	39,893	36,751	(3,142)	-7.9
20-24	10,863	12,243	1,380	12.7
25-34	22,767	23,190	423	1.9
35-44	31,036	27,961	(3,075)	-9.9
45-54	27,003	30,468	3,465	12.8
55-64	17,983	23,338	5,355	29.8
65-74	14,352	14,239	(113)	-0.8
75-84	9,870	8,973	(897)	-9.1
85+	3,717	3,569	(148)	-4.0
<b>Total</b>	<b>188,015</b>	<b>191,609</b>	<b>3,594</b>	<b>1.9</b>

Source: U.S. Census Bureau, 2005-2007 American Community Survey

#### EMPLOYMENT & INDUSTRY CHARACTERISTICS

- Dominance of non-manufacturing versus manufacturing employment in the tri-county area in 2008: service providing was 80% of total non-farm employment including: trade, transportation & utilities (21%), finance insurance and real estate (5%), professional & business services (9%), education & health services (29%), leisure & hospitality (10%), and other services (2%).
- Goods producing makes up 19.8% of total employment with manufacturing 13.4% and construction 5.5%.

#### Employment Projections (Source: Center for Business and Economic Research)

- Employment projections to 2025 indicate that the total private non-farm wage employment in the tri-county will increase by 16.5% or by 14,558 jobs.
- Manufacturing is expected to decrease 21% or 3,528 jobs, while non-manufacturing is expected to increase 25.4% or about 11,000 jobs.
- Most of the job growth is expected in the service sector which should grow about 50% adding an additional 10,000 jobs.

#### Natural Resource Based Businesses:

##### Lumber/Wood Products Manufacturing (Source: Maine Department of Labor)

- In the tri-county wood products manufacturing employed approximately 1,534 people in 48 businesses in 2008, down from 2,157 people in 63 business establishments 2004.
- Average annual employment in manufacturing wood products in the tri-county by county in 2008: Androscoggin 446; Franklin 920;and Oxford 168.

##### Paper Manufacturers: New Page Rumford, Verso Paper, Jay, Masonite Corporation (Division of IP), Lisbon Falls. (Source: Maine Pulp and Paper Association)

- NewPage, Rumford: Coated printing, and publishing papers, market pulp. Employs 1,000
- Verso, Jay (Andro mill) and Bucksport: Magazine and catalog papers, popcorn bags, security paper, market pulp. Employs 1,800 (1,000 in Jay)
- Wausau Paper, Jay closing June 2009.
- Employs approximately 25% of all the pulp and paper industry workers in the State of Maine
- Combined payroll of \$265 million dollars
- Spent \$121 million dollars locally and \$282 million statewide
- Capacity to produce 32% (or over 6,100 tons/day) of the total State of Maine pulp and paper product.

Maine is the 2<sup>nd</sup> leading papermaking state and produces as much pulp and paper as ever 7,800 people employed. The average salary is \$60,000 and statewide payroll is \$511 million with 5-7 times job creation multiplier. The paper industry is 4.1% of Gross State Product and 60 to 80% of the property tax base in most mill towns.

#### Agriculture

(Source: 2007 Census of Agriculture)

- There are 1,311 farms in Western Maine. 545 in Oxford County, 388 in Franklin County and 378 in Androscoggin County.

- Total cropland in acres is 54,950 with 41,457 harvested. The market value of agriculture products sold in the three counties is \$119million with \$68million in Androscoggin, \$42million in Oxford and \$8 million in Franklin.

#### Retail Sales Androscoggin Economic Summary District: Retail Sales

(Source: Maine State Planning Office; District includes Lewiston-Auburn, Lewiston-Auburn Suburban, Paris, Rumford, Farmington, Livermore and Rangeley.) \*Note: Consumer Retail Sales is taxable retail sales to consumers. Total Retail Sales includes consumer retail sales plus special types of business-to-business sales and rentals where the tax is paid directly by the buyer (such as commercial or industrial heating oil purchases).

- For the years 2003 through 2008, total consumer retail sales grew 5.53%. Building supply sales grew 10.6%, followed by restaurants 20%, lodging 26.3%, food store sales 17.9%, general merchandise 3.3%, other retail sales 2%, and auto and transportation sales decreased 7.8%
- From 2007 to 2008, total retail sales decreased by 2.47%. Lodging was the only category to see an increase of 3.26% over the last year. Building sales decreased 8.9%, followed by auto and transportation sales 6.5%, general merchandise 2%, restaurants sales 1.21%, other retail sales .77% and food store sales .14%.
- In 2008, the Lewiston-Auburn metro area made up 55.8% of total retail sales in the Androscoggin Economic Summary District followed by Paris area 11.4%, Farmington area 10.1%, Rumford area 9.4%, Lewiston-Auburn suburban area 6.1%, Rangeley area 4.4% and Livermore Falls area 2.9%.

#### Tourism

The region encompasses 3 of the 5 largest lakes and 4 of the 5 largest mountains in the State of Maine.

- The large majority of visitors to the region came to savor its unique 'lakes and rivers' and wilderness experience. They nonetheless also partake of the state's diverse offering of tourism experiences and especially exploring small towns and villages and shopping.
- 70% visited lakes & rivers; 54% visited small towns/villages; 49% went shopping; 43% visited wilderness areas; 25% visited beaches/oceans; 25% visited a scenic byway; 22% ate lobster; 22% explored the natural environment; 17% visited a museum/science exhibit and 15% went to an ocean beach.
- Most visit in the winter and summer seasons which fits with the region's strong outdoors and ski trip segments.
- Most stay an average of 4.5 nights in Maine and 3.6 nights of these nights are spent in the region itself.
- Visitors come from New England predominantly and especially Massachusetts.
- Maine Lakes & Mountain is visited on approximately one-in-five of all Maine day and overnight trips.
- It receives 6.0 million Day trips, 1.4 million overnight trips on which 1+ nights are in the region itself, and another 0.5 million overnight trips to the state on which the traveler spends some time or passes through the Lakes & Mountains-- a majority three-quarters of those who spend time in the region are also prompted to overnight in the region.
- As many as six-in-ten of the Lakes & Mountain visitors strongly agree that the state has excellent opportunities for sports & recreation. The list includes both cold and warm weather activities and those engaged in on land and water.
- More than 50% of those surveyed though the area was great for mountain/off road bicycling, great river rafting, good for hiking/backpacking, excellent mountain climbing and excellent hunting. 50% or less thought the region had excellent snow skiing/snowboarding, great canoeing/kayaking, beautiful scenery, good for viewing wildlife/birds and not too crowded.

- Visitors rate their experience in Western Maine well beyond the U.S. Norm. It provides a superior and unique experience for adults and children, in a worry-free atmosphere, with a bounty of sports & recreation opportunities.

(Source: Longwoods Report 2003 Travel Year: A Travel & Tourism Report Covering Maine's Lakes & Mountains Region)

Defense Dependence (concentrated in Southern Androscoggin County)  
Brunswick Naval Air Station (BNAS) (Source: Maine Dept of Labor.)

On July 19, 2005, BRAC Commissioners voted 8 to 1 to put BNAS on the base closure list. The base employs 2,700 full-time Navy personnel, 1,300 reservists and 702 civilians. The previous realignment plan had only targeted 61 civilians for layoffs. The Navy said it spends about \$211 million locally each year. The BRAC Commissioners voted 7-2 to close the facility on August 24. The Base is expected to close by 2011.

- BNAS consists of 3,300 acres, two runways, and a full complement of aircraft and personnel support services and facilities.
- Civilian workers connected to BNAS can be considered in three categories: federal civilian employees (approximately 550) engaged in support of the military personnel; contractors (approximately 100 workers) engaged in maintaining the buildings, grounds, and equipment; and private vendors (approximately 60) supplying fast food, banking, educational, and retail services.
- 12% of civilian workers live in Androscoggin County

In December 2007, members of the Brunswick Local Redevelopment Authority (BLRA) approved the master plan for the 3,200-acre base, which is set to close in 2011. The master plan calls for a hotel, college campus, housing and office space, among other features. The BLRA has turned the plan over to the Midcoast Regional Redevelopment Authority, which will market the site to future tenants.

The squadrons in Brunswick are set to leave by December 2009. The Midcoast Regional Redevelopment Authority (MRRA) is actively marketing the base as a first-class business park with IT capabilities not available anywhere else in the state. There are over 700 base housing units that have been purchased by a private local buyer which was MRRA had bid on. The MRRA now hopes to purchase the land that the units sit on which is owned by the Navy in order to be able to influence the development of that property. Direct impact associated with the closure in the tri-county region are minimal but secondary impacts maybe larger.

Bath Iron Works

- Bath Iron Works has gradually downsized its work force in the last two years to a level today of about 5,600. There is continued concern over production gaps anticipated by Bath Iron Works in the next five years. A recent visit from Defense Secretary Robert Gates said Bath Iron Works would have plenty of work for years to come. Gates said his new budget calls for all three of the Navy's next-generation DDG-1000 destroyers to be built at BIW rather than to be split between BIW and Northrop Grumman's Ingalls shipyard in Mississippi which was part of previous proposals. Secretary Gates also indicated that BIW would also have opportunities to continue building the DDG-51, Arleigh Burke-class destroyers.
- 9% of BIW workers live in Androscoggin County

Maine's Exporting (Source: New England Indicators, Federal Reserve Bank of Boston)

- From March 2005 to March 2006, Maine's total merchandise exports grew 17.6% third highest among all New England states. US total merchandise exports grew 14.2%, NE Total grew 10.2%, CT grew 19.4, RI grew 18.4%, NH 14.5%, MA 6.9% and VT decreased 2.8%
- Computer & electronics and the paper industry grew the most with computer & electronics growing 41% and paper growing 9.2% from March 2005 to March 2006.
- Maine exports largely go to three locations Canada, Malaysia and Singapore. Exports to Maine's largest export destination, Canada, grew 7.7%, while exports to Malaysia rose 113%, and Singapore declined by 78.1%.

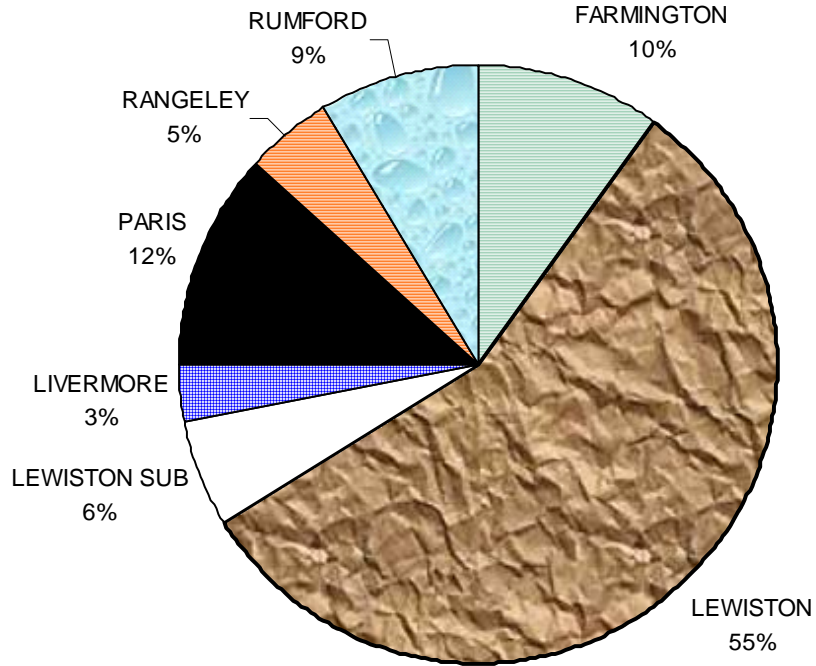
**Tri-County Job Loss**

County	2005	2006	2007	2008	2005-2008 Job Loss
Androscoggin County	153	179	204	316	852
Franklin County	57	67	57	107	288
Oxford County	186	153	203	323	865
<b>Total Tri-County</b>	<b>396</b>	<b>399</b>	<b>464</b>	<b>746</b>	<b>2,005</b>

Industry Sector	2005-2008 Job Loss
<b>Construction</b>	<b>91</b>
<b>Manufacturing</b>	<b>1339</b>
Paper Manufacturer	324
Paper Products Manufacturer	7
Plastic and Metal Products Manufacturer	273
Wood Products	381
Shoe & Textile	209
Home Manufacturing	145
<b>Services</b>	<b>577</b>
Utilities	21
Call Center	29
Education & Health Services	175
Financial	44
Other	89
Retail and Tourism	219

\*This is not a complete list. It is based only on reported joblosses.

**Androscoggin Economic Summary District  
2007 Retail Sales**



<b>Top 5 Maine Exports by Industry (in thousands) (\$USD)</b>					
	<b>Total Merchandise Exports</b>	<b>Computer &amp; Electronic Products</b>	<b>Transportation Equipment</b>	<b>Forestry Products</b>	<b>Fish &amp; Other Marine Products</b>
2001	\$1,812,455	\$347,088	\$79,684	\$186,913	\$148,977
2002	\$1,973,060	\$535,435	\$101,234	\$185,441	\$166,456
2003	\$2,188,413	\$605,223	\$164,441	\$184,866	\$181,322
2004	\$2,432,218	\$674,842	\$327,309	\$197,078	\$177,016
2005	\$2,309,788	\$690,230	\$102,831	\$200,711	\$185,160
2006	\$2,626,614	\$830,547	\$122,425	\$199,761	\$178,213
2007	\$2,742,370	\$913,979	\$185,706	\$150,011	\$174,693
<b>Top 5 Total Exports from Maine (in thousands) by Country (\$USD)</b>					
	<b>Canada</b>	<b>Malaysia</b>	<b>China</b>	<b>Japan</b>	<b>Korea*</b>
2001	\$846,320	\$132,668	\$34,284	\$74,852	
2002	\$791,082	\$167,616	\$48,236	\$85,908	
2003	\$821,041	\$236,716	\$78,307	\$93,005	
2004	\$827,138	\$338,618	\$112,885	\$84,552	
2005	\$900,512	\$364,620	\$101,336	\$87,514	
2006	\$922,204	\$673,323	\$152,561	\$128,581	\$111,885
2007	\$890,723	\$723,404	\$139,182	\$118,685	\$118,483

\*Korea moved to the top five replacing Singapore

## HOUSING CHARACTERISTICS

Median home prices and the number of homes sold in the tri-county both increased over the last four years. However, the median price in Androscoggin County stayed the same from 2006 to 2007 while the median price in Franklin and Oxford Counties increased slightly. The data below includes all single family, condos and mobile homes.

**Median Home Prices – All Homes**

FY	Androscoggin Median Home Price	Franklin Median Home Price	Oxford Median Home Price
2003	\$120,500	\$85,000	\$93,950
2004	\$129,950	\$109,250	\$115,000
2005	\$147,750	\$127,000	\$129,900
2006	\$155,000	\$124,750	\$135,000
2007	\$155,000	\$135,000	\$139,000
2008	\$146,500	\$119,450	\$133,000

Source: Maine State Housing Authority

**Tri-County Housing Stock**

County	Total Housing Units	Units Built 2000-06	Units Built 1990-99	Units Built 1980-89	Units Built 1970-79	Units Built 1960-69	Units Built 1950-59	Units Built 1940-49
Androscoggin								
All Units	44,197	2,169	4,838	5,841	6,092	4,191	3,917	3,183
Owned	28,811	2,156	3,980	4,164	4,284	2,847	2,668	1,813
Rented	15,386	13	858	1,677	1,808	1,344	1,249	1,370
% of All Units		5%	11%	13%	14%	9%	9%	7%
Franklin								
All Units	12,344	796	1,459	1,978	2,473	980	691	543
Owned	9,530	779	1,220	1,476	1,944	817	548	352
Rented	2,814	17	239	502	529	163	143	191
% of All Units		6%	12%	16%	20%	8%	6%	4%
Oxford								
All Units	24,022	1,923	3,153	3,407	3,781	1,940	1,529	1,315
Owned	18,903	1,913	2,802	2,584	2,908	1,603	1,205	873
Rented	5,119	10	351	823	873	337	324	442
% of All Units		8%	13%	14%	16%	8%	6%	5%

### 2008 Housing Affordability

Area	Year	Affordability Index	Median Home Price	Median Income	Income Needed to Afford Median Home Price	Home Price Affordable at Median Income	Households Unable to Afford Median Home Price
Androscoggin County	2003	0.9	\$120,500	\$39,036	\$43,266	\$108,718	23,764 (55.0%)
	2004	0.86	\$129,950	\$39,452	\$45,859	\$111,794	25,096 (57.6%)
	2005	0.8	\$147,750	\$40,954	\$51,009	\$118,626	27,333 (61.5%)
	2006	0.77	\$155,000	\$42,126	\$54,473	\$119,865	28,466 (62.9%)
	2007	0.79	\$155,000	\$43,165	\$54,461	\$122,851	28,345 (61.3%)
	2008	0.84	\$146,500	\$43,149	\$51,518	\$122,702	27,012 (59.2%)
Lewiston	2008	0.66	\$133,500	\$33,111	\$50,338	\$87,812	10,966 (68.6%)
Auburn	2008	0.82	\$138,500	\$41,709	\$50,587	\$114,194	6,053 (59.7%)
Lisbon	2008	0.8	\$150,000	\$43,872	\$54,631	\$120,459	2,508 (63.5%)
Poland	2008	0.96	\$173,000	\$58,626	\$61,064	\$166,092	1,125 (52.1%)
Turner	2008	1.39	\$135,000	\$60,998	\$44,011	\$187,106	636 (30.2%)
Sabattus	2008	0.93	\$151,000	\$51,309	\$55,294	\$140,117	1,041 (54.8%)
Greene	2008	0.97	\$172,500	\$56,867	\$58,855	\$166,674	906 (51.9%)
Livermore Falls	2008	1.68	\$59,500	\$36,405	\$21,608	\$100,244	370 (27.0%)
Mechanic Falls	2008	0.83	\$149,450	\$42,772	\$51,626	\$123,820	832 (60.5%)
Durham	2008	0.87	\$230,475	\$68,110	\$78,470	\$200,046	958 (60.0%)
Livermore	2008	1.17	\$135,500	\$51,759	\$44,198	\$158,679	383 (41.5%)
Leeds	2008	0.99	\$122,000	\$42,341	\$42,661	\$121,084	425 (50.1%)
Minot	2008	0.89	\$207,500	\$60,305	\$68,054	\$183,872	580 (58.9%)

Area	Year	Affordability Index	Median Home Price	Median Income	Income Needed to Afford Median Home Price	Home Price Affordable at Median Income	Households Unable to Afford Median Home Price
Oxford	2003	1.14	\$93,950	\$36,545	\$32,192	\$106,655	10,063 (43.8%)
County	2004	0.94	\$115,000	\$36,868	\$39,373	\$107,683	12,439 (53.3%)
	2005	0.88	\$129,900	\$38,123	\$43,510	\$113,817	13,345 (56.5%)
	2006	0.88	\$135,000	\$39,445	\$44,733	\$119,040	13,515 (56.2%)
	2007	0.88	\$139,000	\$40,409	\$46,047	\$121,981	13,854 (56.7%)
	2008	0.92	\$133,000	\$40,933	\$44,314	\$122,852	13,138 (53.9%)
Rumford	2008	1.24	\$77,450	\$33,101	\$26,748	\$95,846	1,138 (38.6%)
Norway	2008	0.76	\$129,000	\$33,419	\$43,945	\$98,102	1,337 (61.9%)
Paris	2008	1.01	\$123,750	\$41,993	\$41,586	\$124,962	1,082 (50.0%)
Oxford	2008	1.21	\$115,000	\$48,822	\$40,469	\$138,738	610 (38.8%)
Mexico	2008	1.51	\$60,000	\$33,107	\$21,981	\$90,369	446 (33.7%)
Fryeburg	2008	0.82	\$146,000	\$38,470	\$47,109	\$119,225	882 (62.3%)
Dixfield	2008	1.94	\$61,750	\$45,298	\$23,291	\$120,095	258 (22.7%)
Bethel	2008	0.52	\$207,000	\$36,729	\$71,198	\$106,785	1,001 (84.3%)
Buckfield	2008	1.01	\$129,600	\$45,094	\$44,540	\$131,213	361 (48.1%)
Hiram	2008	0.89	\$138,250	\$39,500	\$44,228	\$123,470	337 (56.1%)
Otisfield	2008	1.68	\$108,000	\$57,073	\$33,955	\$181,529	150 (23.5%)
Denmark	2008	0.6	\$270,000	\$50,104	\$83,635	\$161,752	388 (75.9%)
Hartford	2008	0.88	\$149,500	\$42,891	\$48,861	\$131,234	252 (57.0%)
Greenwood	2008	1	\$135,500	\$46,023	\$46,121	\$135,213	186 (49.2%)
Newry	2008	0.73	\$252,500	\$56,429	\$76,951	\$185,160	105 (67.9%)

Area	Year	Affordability Index	Median Home Price	Median Income	Income Needed to Afford Median Home Price	Home Price Affordable at Median Income	Households Unable to Afford Median Home Price
Franklin County	2003	1.17	\$85,000	\$34,393	\$29,357	\$99,579	5,202 (43.1%)
	2004	1	\$100,500	\$34,613	\$34,565	\$100,641	6,223 (50.9%)
	2005	0.84	\$127,000	\$35,930	\$42,752	\$106,734	7,267 (59.3%)
	2006	0.89	\$124,750	\$36,766	\$41,465	\$110,614	6,948 (56.3%)
	2007	0.84	\$135,000	\$37,547	\$44,866	\$112,977	7,405 (59.6%)
	2008	0.97	\$119,450	\$38,370	\$39,699	\$115,451	6,493 (51.9%)
Farmington	2008	0.8	\$115,625	\$31,472	\$39,236	\$92,746	1,784 (59.9%)
Jay	2008	1.59	\$92,000	\$48,090	\$30,157	\$146,708	617 (30.4%)
Wilton	2008	1.2	\$90,750	\$38,750	\$32,384	\$108,591	754 (42.8%)
Kingfield	2008	0.88	\$115,500	\$33,776	\$38,376	\$101,656	275 (56.4%)
Rangeley	2008	0.57	\$220,000	\$42,583	\$74,202	\$126,253	379 (76.2%)
Carrabassett Valley	2008	0.73	\$229,900	\$50,588	\$68,914	\$168,763	124 (64.5%)

Source: Maine State Housing Authority Homeownership Facts -Sources: Claritas 2003 - 2008

*\*An index of less than 1 means the area is generally unaffordable – i.e., a household earning area median income could not cover the payment on a median priced home (30 year mortgage, taxes and insurance) using no more than 28% of gross income.*

As indicated in the chart below the 2008 affordability index shows that the median home prices in the region are generally unaffordable. An index of less than 1 means the area is generally unaffordable – Androscoggin County was the most unaffordable at .84 followed by Oxford at .92 and Franklin .97. 59% of households in Androscoggin County were unable to afford the median home price, 52% in Franklin County and 54% in Oxford County.

## EDUCATIONAL ATTAINMENT 2005-2007 3-YEAR ESTIMATES\*

### Androscoggin County

Population 18-24 Years	Less than high school graduate	High school graduate (includes GED)	Some college or associate's degree	Bachelor's degree or higher
9,536	15.50%	29.10%	50.80%	4.60%
4,810	17.30%	28.50%	51.90%	2.40%
4,726	13.70%	29.70%	49.60%	6.90%

Population 25 Years and Over	Less than 9th grade	9 <sup>th</sup> -12 <sup>th</sup> grade No Diploma	High school graduate (includes GED)	Some college, No Degree	Associate's Degree	Bachelor's degree	Graduate or professional degree	Percent high school graduate or higher	Percent bachelor's degree or higher
72,782	7.40%	9.40%	39.40%	18.20%	8.40%	12.20%	5.00%	83.20%	17.20%
34,607	7.30%	11.30%	39.10%	18.20%	8.20%	10.60%	5.30%	81.40%	16.00%
38,175	7.50%	7.70%	39.70%	18.10%	8.60%	13.70%	4.70%	84.80%	18.40%

### Franklin County

Population 18 to 24 years	Less than high school graduate	High school graduate (includes GED)	Some college or associate's degree	Bachelor's degree or higher
3,625	10.60%	44.40%	38.60%	6.50%
1,622	14.70%	50.70%	32.70%	1.90%
2,003	7.20%	39.20%	43.30%	10.20%

Population 25 years and Over	Less than 9th grade	9 <sup>th</sup> -12 <sup>th</sup> grade No Diploma	High school graduate (includes GED)	Some college, No Degree	Associate's Degree	Bachelor's degree	Graduate or professional degree	Percent high school graduate or higher	Percent bachelor's degree or higher
20,237	3.30%	9.60%	35.50%	16.70%	8.20%	17.50%	9.30%	87.10%	26.70%
9,850	3.80%	10.30%	36.70%	17.10%	7.10%	14.90%	10.00%	85.90%	25.00%
10,387	2.80%	9.00%	34.30%	16.30%	9.20%	19.80%	8.50%	88.20%	28.40%

## Oxford County

Population 18 to 24 years	Less than high school graduate	High school graduate (includes GED)	Some college or associate's degree	Bachelor's degree or higher
4,237	18.70%	44.50%	30.80%	5.90%
2,075	20.40%	50.80%	26.90%	1.80%
2,162	17.10%	38.40%	34.60%	9.90%

Population 25 years and Over	Less than 9th grade	9 <sup>th</sup> -12 <sup>th</sup> grade No Diploma	High school graduate (includes GED)	Some college, No Degree	Associate's Degree	Bachelor's degree	Graduate or professional degree	Percent high school graduate or higher	Percent bachelor's degree or higher
40,273	4.40%	7.70%	45.40%	17.00%	9.30%	10.90%	5.30%	87.90%	16.20%
19,315	4.90%	8.40%	44.80%	17.30%	8.10%	10.70%	5.70%	86.70%	16.50%
20,958	4.00%	7.00%	45.90%	16.70%	10.50%	11.10%	4.90%	89.00%	16.00%

Source: US Census Bureau, American Community Survey\*Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. For more information visit <http://www.census.gov/acs/www/Downloads/ACS/accuracy2005-2007.pdf>

## INCOME AND POVERTY

Tri-County income is below the state and national average. 2005-2007 median household income estimates show Androscoggin County was 85% of the national average, while Franklin County was 78% and Oxford County was 74%.

### Median Income 2005-2007 (In 2007 Inflation-Adjusted Dollars)

	Households	Families	Married-Couple Families	Nonfamily Households
United States	50,007	60,374	71,187	30,350
Maine	45,211	55,346	63,125	25,787
Androscoggin County	42,725	51,660	59,955	24,095
Franklin County	38,975	46,439	53,959	21,917
Oxford County	37,175	46,658	51,280	22,165

**US Census Bureau, American Community Survey 3-Year Estimates\*** Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. <http://www.census.gov/acs/www/Downloads/ACS/accuracy2005-2007.pdf>

### Poverty Status 2005-2007

	Population for whom poverty status is determined	Under 18 years	Related children under 18 years	18 to 64 years	65 years and over
<b>Androscoggin County Total</b>	<b>102,344</b>	23,997	23,640	63,943	14,404
<b>Below Poverty Level</b>	<b>16,538</b>	6,120	5,763	8,340	2,078
<b>% Below Poverty level</b>	<b>16.20%</b>	25.50%	24.40%	13.00%	14.40%
<b>Franklin County Total</b>	<b>28,717</b>	5,890	5,789	18,642	4,185
<b>Below Poverty Level</b>	<b>4,311</b>	1,164	1,063	2,793	354
<b>% Below Poverty level</b>	<b>15.00%</b>	19.80%	18.40%	15.00%	8.50%
<b>Oxford County Total</b>	<b>55,324</b>	11,813	11,738	35,437	8,074
<b>Below Poverty Level</b>	<b>8,616</b>	2,436	2,369	5,131	1,049
<b>% Below Poverty level</b>	<b>15.60%</b>	20.60%	20.20%	14.50%	13.00%

**US Census Bureau, American Community Survey 3-Year Estimates\*** Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. <http://www.census.gov/acs/www/Downloads/ACS/accuracy2005-2007.pdf>

## **Economy and Industry**

### **Lewiston/Auburn MSA**

The Lewiston-Auburn MSA includes the following communities: Auburn, Buckfield, Greene, Hartford, Hebron, Leeds, Lewiston, Lisbon, Livermore, Mechanic Falls, Minot, Poland, Sabattus, Sumner, Turner, and Wales. Both the unemployment rate chart and the non-farm wage and salary employment chart are based on this new MSA definition.

The following table outlines sectorial employment for the L/A MSA for 2008 (the latest available data). Highlights on employment by sector follows:

- Total employment in the MSA was 48,702 up 3.65% from 46,989 in 2005. 18.4% goods producing jobs, 81.6% service providing jobs.
- Manufacturing accounted for 6,032 or 13.6% of the jobs in LA MSA
- Retail Trade accounted for 6,255 jobs 13% of employment.
- Transportation and Utilities make up 20% of service jobs, education and health services 20%, professional and business services 10%, leisure and hospitality 7%, finance, insurance and real estate 6.6%, and information jobs 1.5%. \*totals do not equal 100% because some categories are subcategories of a larger sector.

Over the year, the Lewiston/Auburn MSA closely mirrored the State of Maine's unemployment rate. Unemployment was highest at 5.6% in February 2008 and was at it's lowest in August 2007 at 4.2%. Lewiston-Auburn's unemployment rates have remained at or below the State average for the last twelve months but was above the US average from December to May of 2007 and the first part of 2008. In February 2008 the LA rate was 5.6% comparable to the state rate of 5.8%.and US rate of 4.8% (Please refer to the chart below.)

The L/A MSA is separated for retail sales data collection into an urban (Lewiston, Lisbon and Auburn) and a suburban area. From 2003 to 2007, Lewiston-Auburn's total retail sales increased 2.4%. The largest gain in retail sales was lodging at 7.3%, followed by restaurants at 5.8%, building supply 5.3%, food stores 2.3%, general merchandise 1.3%, and auto stores 0.9%. Other retail sales decreased 2.1%.

The Lewiston-Auburn Suburban Area includes Durham, Greene, Leeds, Mechanic Falls, Minot, New Gloucester, Poland, Sabattus, Turner, and Wales. For the LA Suburban area, total retail sales grew 2.5% from 2003 to 2007, with the largest gain in restaurant sales 7.4%, followed by general merchandise 7.1%, food stores 6.3%, and other retail 4.6% while there were losses in building supply sales 4.6% automotive sales 2.5%, and lodging 2.5%.

<b>Lewiston-Auburn MSA NonFarm Wage and Salary Employment</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>% Change 05-08</b>
<b>Total All Industries</b>	<b>46,989</b>	<b>47,709</b>	<b>48,759</b>	<b>48,702</b>	<b>3.65%</b>
<b>Goods Producing</b>	<b>9,447</b>	<b>6,464</b>	<b>9,084</b>	<b>8,955</b>	<b>-5.21%</b>
Construction	2,834	2,884	2,651	2,562	-9.60%
Manufacturing	6,382	6,248	6,069	6,032	-5.48%
<b>Service Providing</b>	<b>37,543</b>	<b>38,245</b>	<b>39,675</b>	<b>39,747</b>	<b>5.87%</b>
Transportation/Utilities	9,798	10,029	10,541	10,538	7.55%
Information	785	779	920	935	19.11%
Finance, Insurance, Real	3,158	3,259	3,235	3,191	1.05%
Professional and Business	4,873	4,919	5,169	5,180	6.30%
Education & Health Services	13,031	13,205	13,793	13,871	6.45%
Leisure and Hospitality	3,437	3,611	3,624	3,609	5.00%
Other Services	1,116	1,125	1,080	1,080	-3.23%
Public Administration	1,345	1,318	1,314	1,342	-0.22%

insert LA unemployment

**Insert LA sales (2)**

## Farmington LMA

The Farmington LMA includes all Franklin County communities (except for Carthage). Also included is the Androscoggin County town of Livermore Falls, the Kennebec County towns of Fayette and Vienna and the Somerset town of New Portland and Central Somerset Unorganized territory. The northern portion of Franklin County is dependent upon manufacturing for employment, but also tourism because of significant natural resources (i.e., mountains, lakes, etc.). Highlighted below is employment by sector for 2005.

- Total employment in the LMA was 12,667 a decrease of 8.14% from 13,790 in 2003, 24% goods producing jobs, 58.5% service providing jobs and 17.8% government jobs.
- Manufacturing jobs account for 16% of the jobs.
- Retail trade made up 14% of all service producing jobs in the LMA.
- Transportation and utilities make up 17% of service jobs, education and health services 15%, leisure and hospitality 15%, finance, insurance and real estate 3.6%, professional and business services 4.6%, and information jobs 0.72%.

<b>Farmington LMA NonFarm Wage and Salary Employment</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>% Change 05-08</b>
<b>Total All Industries</b>	<b>13,085</b>	<b>12,672</b>	<b>12,461</b>	<b>12,461</b>	<b>-4.77%</b>
<b>Goods Producing</b>	<b>3,235</b>	<b>3,044</b>	<b>3,038</b>	<b>2,937</b>	<b>-9.21%</b>
Construction	849	775	821	780	-8.13%
Manufacturing	2,144	2,070	2,012	1,970	-8.12%
<b>Service Providing</b>	<b>9,850</b>	<b>9,628</b>	<b>9,423</b>	<b>9,524</b>	<b>-3.31%</b>
Transportation/Utilities	2,350	2,323	2,310	2,283	-2.85%
Information	94	96	105	108	14.89%
Finance, Insurance, Real Estate	560	460	423	411	-26.61%
Professional and Business	510	603	608	645	26.47%
Education and Health Services	3,716	3,575	3,449	3,500	-5.81%
Leisure and Hospitality	1,957	1,906	1,856	1,887	-3.58%
Other Services	269	268	267	287	6.69%
Public Administration	394	396	405	403	2.28%

As illustrated by the chart below, although the unemployment rate for the Farmington LMA follows the State pattern, it experienced higher unemployment than both the State and US for all months from March 2006 to February 2008. During this period unemployment was highest in January and February 2008 at 6.8%. Over the last two years, the lowest unemployment rates occurred in September and October 2006 at 5.1%. For most months the Farmington LMA unemployment rate in was 1% or more higher than the state average. As of February 2008 the LMA rate was 6.8% the state's was 5.8% while the US rate was 4.8%.

Overall, from 2003 to 2007, total retail sales increased 2.1% in the Farmington area, which includes Avon, Chesterville, Farmington, Industry, New Sharon, New Vineyard, Phillips, Strong, Temple, Weld and Wilton. The largest gain was in building supply sales at 6.6%, followed by other retail sales at 5.6%, restaurants 3.5%, and general merchandise 1.6%. Sales decreased in lodging by 2%, food stores by 0.4% and auto stores by 0.3%.

Franklin County also includes the Rangeley ESA and Livermore ESA. The Rangeley ESA saw an 3.0% increase in total retail sales from 2003 to 2007. The largest gain was in food stores 9.1%, followed by building supply sales 4.6%, other retail 4.4%, general merchandise 3.4%, restaurant 3.8% and lodging 2.5% while auto store sales decreased 16%. The Livermore ESA total retail sales increased 1.3% the largest gain was in lodging 34.5%, followed by restaurant 4.0%, auto stores 3.6%, building supply 2.6%, food stores 0.8%. General Merchandise decreased 12.7% and other retail sales 5.0% during this period.

insert Farmington unemployment  
Retail Sales

**insert Rangeley sales**  
**Livermore sales**

## Bridgton/Paris LMA

Formerly the Norway-Paris LMA the Bridgton-Paris LMA includes the following additional communities based on revised LMA definition: Bridgton, Harrison, Stoneham, Waterford and So Oxford Unorganized. Minot, Buckfield, Hebron and Sumner are no longer included in this LMA. Because of the additional communities the numbers are for 2004 are higher than previous years which skews the data. The table below reports the employment by industry sector breakdown for the Bridgton/Paris LMA in 2006.

- Total employment in the LMA was 9,758 in 2006, 20% were goods producing jobs, 65% service providing jobs and 15% government jobs.
- Manufacturing accounts for 13% of jobs.
- Retail trade made up 17% of all service producing jobs in the LMA.
- Transportation and utilities make up 20% of service jobs, education and health services 22%, information jobs 1%, leisure and hospitality 10%, other services 3%, professional and business services 6% and finance, insurance and real estate 4%.

The Bridgton-Paris LMA includes the communities of Bridgton, Harrison Norway, Otisfield, Oxford, Paris, So. Oxford Unorganized, Stoneham, Waterford, and West Paris. The Bridgton-Paris unemployment rate was above the state's rate for most months from March 2006 to February 2008. The unemployment rate was highest in February 2008 at 7.6% and was lowest in August 2006 at 4.3%. As of February 2008 the Bridgton-Paris rate was 7.6% while Maine was 5.8% and US at 4.8%.

The Paris retail sales area includes Albany Township, Buckfield, Greenwood, Hartford, Hebron, Norway, Otisfield, Oxford, Paris, Sumner, Waterford, West Paris, and Woodstock. From 2003 to 2007 total retail sales increased 0.3%. Other retail sales increased 7.3%, lodging 6.0%, food stores 1%, restaurants 0.9%, building supply sales 0.4%. General merchandise decreased 1%, and auto stores decreased 0.3%.

<b>Bridgton-Paris LMA NonFarm Wage and Salary Employment</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>% Change 05-08</b>
<b>Total All Industries</b>	<b>9,727</b>	<b>3,762</b>	<b>9,753</b>	<b>9,523</b>	<b>-2.10%</b>
<b>Goods Producing</b>	<b>2,006</b>	<b>1,966</b>	<b>1,793</b>	<b>1,595</b>	<b>-20.49%</b>
Construction	596	647	598	579	-2.85%
Manufacturing	1,357	1,280	1,153	975	-28.15%
<b>Service Providing</b>	<b>7,721</b>	<b>7,797</b>	<b>7,960</b>	<b>7,928</b>	<b>2.68%</b>
Transportation/Utilities	1,880	1,961	2,072	1,988	5.74%
Information	108	99	100	106	-1.85%
Finance, Insurance, Real Estate	414	396	391	361	-12.80%
Professional and Business Services	521	565	585	662	27.06%
Education and Health Services	3,137	3,174	3,228	3,301	5.23%
Leisure and Hospitality	993	944	960	957	-3.63%
Other Services	313	308	275	217	-30.67%
Public Administration	355	350	349	336	-5.35%

insert bridgton unployment  
paris retail sales

## **Rumford LMA**

During the 1980's and 90's, the economy of the Rumford LMA remained stagnant. The paper mill in Rumford which dominates the local economy could no longer be counted on for expansion, even as mechanization raised output. Consequently this LMA lost population during the 1980's and 90's in contrast to what was occurring in two neighboring communities, Bethel and Newry, located within this LMA. Tourism in these two communities has grown during the 1980s and early 1990s to become the leading employer in this area.

The table below reports the non-farm wage and salary employment by economic sector for the Rumford LMA. This LMA includes the Towns of Greenwood and Woodstock and lost the community of Canton. Listed below are employment comparison highlights.

- Total employment in the LMA was 7,518 a decrease of 3.6% from 7,800 in 2003. 25% goods producing jobs, 56% service providing jobs and 19% government jobs.
- Manufacturing made up 21% of all good producing jobs in the LMA.
- Retail Trade made up 13% of service providing jobs.
- Leisure and hospitality makes up 19% of service jobs , transportation and utilities 15%, education and health services 13%, other services 3%, finance, insurance and real estate 2%, and professional and business services 3%.

The Rumford LMA monthly unemployment rate remained well above the State and US unemployment rate. From March 2006 to February 2008, the unemployment rate in this labor market area remain significantly higher than the state and US for all months. The unemployment rate peaked at a high of 8.1% in May 2007 and was lowest at 6.5% in March 2007. Since April 2006 the unemployment rate has bene 2 to 3 percent higher than the US, and was over 2% higher than the State rate in all but 6 of the last 24 months. The peaks in unemployment occur during the transition months of April/May and November/December. This is due, in part, to seasonal employment fluctuations in the tourism industry. As of February 2008 the rate was 6.8% in the LMA, while the state was 5.8% and the US was 4.8%.

The Rumford retail sales area includes the towns of Andover, Bethel, Byron, Carthage, Dixfield, Gilead, Grafton Township, Hanover, Mason Township, Mexico, Milton Township, Newry, Peru, Riley Township, Roxbury, Rumford, and Upton. Total retail sales have increased 3.0% from 2003 to 2007. The greatest increase was in building supply sales 7.6% followed by general merchandise and lodging both 5.6%, food store sales 2.3%, other retail 1.9%, restaurant 0.7%. Auto store sales decreased 0.1%.

<b>Rumford LMA NonFarm Wage and Salary Employment</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>% Change 05-08</b>
<b>Total All Industries</b>	<b>7,615</b>	<b>7,520</b>	<b>7,554</b>	<b>7,339</b>	<b>-3.62%</b>
<b>Goods Producing</b>	<b>2,094</b>	<b>2,056</b>	<b>2,023</b>	<b>1,929</b>	<b>-7.88%</b>
Construction	360	373	385	379	5.28%
Manufacturing	1,626	1,577	1,536	1,452	-10.70%
<b>Service Providing</b>	<b>5,522</b>	<b>5,464</b>	<b>5,532</b>	<b>5,410</b>	<b>-2.03%</b>
Transportation/Utilities	1,323	1,303	1,258	1,252	-5.37%
Information	41	43	48	43	4.88%
Finance, Insurance, Real Estate	183	179	171	167	-8.74%
Professional and Business Services	191	218	215	238	24.61%
Education and Health Services	1,904	1,857	1,945	1,841	-3.31%
Leisure and Hospitality	1,441	1,423	1,454	1,426	-1.04%
Other Services	210	208	206	213	1.43%
Public Administration	227	232	234	230	1.32%

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rumford sales

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## **IV. 2008-2009 GOALS, OBJECTIVES & STRATEGIES REPORT**

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### **EVALUATION**

The Androscoggin Valley Council of Governments CEDS process is guided by the overall vision for the Western Maine region and the goals and objectives of the agency work program. Performance measures are established to evaluate whether and to what extent the goals and objectives of the CEDS are being met. This is accomplished through numeric and/or quantitative measurement as well as qualitative measurement. These performance measures will be applied to A) the CEDS process B) the objectives of the work program and C) status of project development.

**Evaluation Criteria:** To determine “how we are doing” the committee reviews the measures annually and rates the effectiveness of the efforts toward achieving the CEDS goals and objectives. The CEDS committee will use the following criteria to assess the progress toward achieving the desired objective.

#### **Rating:**

- 5 = Goal Achieved/Exceeded: Activity has exceeded quantitative measure.
- 4 = Very Good: Activity met the quantitative measure
- 3 = Satisfactory Progress: Progress has been made by an increase in the number clients served or projects and programs implemented.
- 2 = Needs Improvement: Limited to no progress made on increasing in the number clients served or projects and programs implemented.
- 1 = Not adequately addressed

### **A. CEDS PROCESS EVALUATION**

The agency holds two to three General Assembly forums per year which includes a broad representation of local elected officials (including SRPAC members), state representatives and partnership agencies at the state, regional and local levels. The forums include workshops and seminars in a particular focus area with invited guests to provide information on topics that are relevant to Western Maine. Each general assembly will focus on one of three areas economic development, community planning and transportation. Staff will also attend any special meetings that focus on activities identified in the work program to allow for greater information sharing as part of the CEDS process including attendance at meetings of other agencies to present information and solicit feedback. Two indicators were established to evaluate whether the CEDS process is all inclusive and provides the necessary information to effectively develop the CEDS.

### **QUALITATIVE MEASURES**

- Improve percent increase in general assembly meeting attendance.
- Increase the number of workshops and informational sessions provided through the general assembly meetings and increase special meeting attendance on work related issues.

### **QUANTITATIVE MEASURES**

- Target attendance at each General Assembly meeting at 60.
- Target 5 informational workshops for the year.

**Evaluation Rating: Progress on CEDS Process =3.5 (General Assembly Meetings attendance was less than 60; Planning Day attendance above 60; 18 informational session were held at 3 forums)**

During the period July 2008 to June 2009 there were two general assembly meetings held, each with a particular focus including informational workshops.

- September 2008: 55 people attended.
- November 2008: 70+ people attended
- April 2009: 46 people attended

During the 2008-2009 year there were two general assembly meetings held as mentioned above as well as the annual planning day which general assembly members are invited to attend. Each meeting focused on transportation, community planning and economic development. As part of the process, there are segments that provide useful information to attendees in order to relay new initiatives and discuss new issues that will directly impact the region. This structure allows CEDS participants to be aware of changes at the state, regional and local levels and accordingly make recommendations on regional priorities and action plan items.

**September 2008:** The General Assembly forum focused on regional initiatives and included presentations on several regional multi state initiatives. The following initiatives we presented and discussed.

Regional Initiatives

- Joe Short, Program Director Northern Forest Center - Sustainable Economy Initiative
- Gregory Nadeau, Deputy Commissioner for Policy, Planning and Communications MaineDOT - Northeast CanAm Connections, Integrating the Economy and Transportation
- Pete Didisheim, Advocacy Director, Natural Resources Council of Maine;
- Representative Stacey Fitts, Member, Utilities and Energy Committee, House of Representatives - Finding Common Ground for a Common Purpose

Bringing It Home to Western Maine

- Richard Barringer, Professor of Public Policy, Muskie School of Public Service -Report of the Governor's Council on Maine's Quality of Place, A New Maine Investment Strategy
- David Herring, Executive Director - Maine Huts & Trails
- Kate Williams, Executive Director - Northern Forest Canoe Trail

**November 2008::** Planning Day included five sessions on and use and planning issues of importance to Western Maine. The following topics were presented:

Land Use Law/Shoreland Zoning/Comprehensive Plan Rules In Review - This workshop reviewed recent legislative changes to State land use laws, provide an update on the shoreland zoning changes that need to be adopted by July 1, 2009 and discuss the implications of the new comprehensive plan review rule.

Subdivision Road Design and Inspection - The design of new roads in subdivisions has to consider topography, drainage, safety and aesthetics. This workshop reviewed what factors go into good subdivision road design and options for inspection during their construction.

Sensible Transportation Policy Act Rules - In September, provisional rules to implement the Sensible Transportation Policy Act were adopted. The rules not only control transportation decisions by the MaineDOT, but also by municipalities. Communities that collaborate in their planning using the Rules will be eligible for transportation planning assistance and other transportation investment incentives. This workshop focused on implications of community collaboration on local and regional planning.

Small Wind Energy System Regulation - More and more residential windmills are being erected as energy prices soar. Some communities have found local ordinance height standards limit the placement of such systems while others have found ordinances do not address impacts on neighboring properties. This workshop reviewed small wind energy system design and options for local regulation.

Hillside and Ridgeline Development - Locations that provide views of distant landscapes are attracting residential development. The ridges and sides of hills and mountains are replacing lake shores as prime locations to build. Development in these locations can bring both environmental and aesthetic concerns. The workshop looked at ridgeline and hillside development trends, planning considerations and options for local regulation.

**April 2009:** The General Assembly focused on Western Maine's Economic Agenda. Several initiatives and projects were discussed focusing on economic development in Western Maine. The following activities were presented and discussed.

Updates, Northern Border Regional Commission and Quality of Place: LD 1389

Mobilize Maine - Statewide Economic Development Initiative  
James Haguwood and Mark Madsen, ViTAL Economy Alliance

"Maine on Paper" Report - William Cohen, Communications & P.A., VERSO

Maine Lakes and Mountains Tourism Council- Dina Jackson review of current and projected regional promotion activities

Route 26 and Route 27 State Scenic Byways - Rebecca Kurtz presentation on current byways initiatives

This meeting also included updates on priority projects: Strategic projects updates for the Regional Capital Plan and local infrastructure project listing updates were discussed. Project solicitation was completed prior to the meeting. Communities were given the opportunity to provide information on new projects and update the status of existing projects included in the CEDS.

**GOAL 1: Support economic vitality of the region's businesses.**

**Qualitative Measures:**

- Maintain the amount of debt and equity available to expanding and mature enterprises.
- Increase in dollars available to finance business investments.
- Number of businesses/clients served through the Maine Small Business Development Center (SBDC) counseling program, through one on one technical assistance and workshops.

**Quantitative Measures:**

- Target to close 5 loans under the SBA Micro-Lending program per year.
- Increase capital available to lend
- Target to close a total of 15 loans under RLF, IRP, FAME and RBEG programs
- Provide technical assistance to a minimum of 350 businesses or individuals wishing to start a business, and offer at least 20 workshops.

**Evaluation Rating: Goal 1 Progress 2008-2009 = 4** (closed 5 microloans; 6 loans under RLF, IRP, FAME; applied for additional IRP funds; provided business counseling to 348 businesses; 21 workshops were held)

**Objective: Maintain and expand sources of public and private subordinated debt and equity for new, expanding, and mature enterprises.**

**Strategy (priority):** Continue to operate the two Economic Development Administration (EDA) revolving loan funds and the Rural Development (RD) Intermediary Relending Program (IRP).

**Performance:** From April, 2008 to March, 2009 staff closed three loans totaling \$97,000. These loans leveraged \$165,000 in other financing and created or retained 21 jobs.

**Strategy (priority):** Serve as the intermediary for business financing through two Statewide programs: State Defense Revolving Loan Fund/Marketing Technical Assistance; and the State Finance Authority of Maine (FAME) Revolving Loan Fund.

**Performance:** Staff promoted these loan programs and technical assistance services through trade show participation, speaking engagements and proactive calls at local commercial banks. Under FAME, staff closed loans totaling \$143,000 to three area businesses. These loans leveraged \$570,000 in other financing and created or retained 10 jobs.

**Strategy (priority):** Implement the SBA Microlending program for the under served areas in the District. The program includes expanded technical assistance for small businesses.

**Performance:** Staff closed loans totaling \$79,500 to five businesses. These loans leveraged \$58,000 in other financing and created or retained 18 jobs. Approximately 1,450 hours of technical assistance was provided to approximately 270 clients during the past 12 months.

**Strategy:** Continue to evaluate and pursue additional funding, as appropriate, to capitalize the agency loan pools.

**Performance:** AVCOG has entered into a agreement with the Business Development Corporation of New England (BDCNE) which will generate several new sources of capital for area businesses. BDCNE's products include larger subordinated debt programs (minimum loan amount of \$500,000), mezzanine financing, and private equity funds. AVCOG has also applied for an additional \$500,000 in funding under the USDA Rural Development Intermediary Relending Program.

**Strategy:** Provide assistance to local development corporations and communities to establish, expand (where demand is documented) and maintain revolving loan funds. Assist in administration and operation where needed.

**Performance:** AVCOG provides underwriting services for the Lewiston Auburn Economic Growth Council (LAEGC) in Lewiston, the River Valley Growth Council in Rumford, the Town of Wilton, the Town of Lisbon, the Mechanic Falls Development Commission, and the Town of Paris. AVCOG also does underwriting for both the cities of Auburn and Lewiston. Loan servicing is also provided to the LAEGC, the Town of Wilton, the Mechanic Falls Development Commission, and the Town of Paris.

**Objective: Provide general business technical assistance including information on alternative financing programs.**

**Strategy (priority):** Offer one-on-one business counseling assistance to small businesses through the Maine Small Business Development Center (MSBDC) Program at AVCOG.

**Performance:** The Maine Small Business Development Center at AVCOG served 348 clients during the period 4/1/08 thru 3/31/09 for an average of 6.12 hours per client. 11,559 miles were covered by counselors traveling to meet with clients.

**Strategy (priority):** Provide annual Maine Small Business Development Center (MSBDC) educational/training seminars related to business financing alternatives (such as SBA 504 and 7(a) Programs) and related issues.

**Performance:** Staff made presentations and/or led seminars at twenty-one events during this period when financing and related issues were covered. The topics covered in the seminars held around the region were: 4 Target Marketing; 3 e-Commerce basics, 1 Quick Books training, 4 Business Planning, 1 Sales, 6 Managing Your Business In A Downturn Economy, and 2 Understanding Cash Flow.

**Strategy (priority):** Continue to offer AVCOG sponsored educational "learning tools" workshops for area businesses, and provide support to SCORE sponsored educational workshops.

**Performance:** Of the total workshops provided, counselors led or participated in training seminars with other organizations, 3 with various SCORE chapters, 2 with Farmington Adult Education, 3 with Androscoggin Chamber of Commerce, 2 with Franklin County Chamber of Commerce, 2 with Oxford County Chamber of Commerce, 2 with Western Maine Alliance, 1 with Preti Flaherty law firm, and 6 with the River Valley Technology Center. Topics included: Marketing Basics, Identifying Your Target Market, Tourism Marketing, The Basics of a Business Plan, Quick Books, Sales, Managing Your Business in A Downturn Economy, Understanding Cash Flow, and E-commerce.

**Strategy (priority):** Continue to provide technical services in support of and in cooperation with the Career Centers in Wilton and Rumford.

**Performance:** AVCOG staff provides scheduled coverage at the Greater Franklin Development Corporation, the Career Center in Rumford, and the Chamber of Commerce in South Paris. Clients are met in each of these locations and technical assistance is provided. Additionally, staff acquaints clients with the various resources available at these centers.

**Strategy (priority):** Provide production/process engineering services under the Maine Manufacturing Extension Partnership (MEP) program to small and medium sized manufacturers.

**Performance:** The Maine Manufacturing Extension Partnership staff, working from the AVCOG office, has assisted approximately 33 companies. The Maine MEP Project Manager focuses on small to mid-size manufacturing companies. The goal is to bring these companies technologies, resources and training to help them develop and grow, and create a positive economic impact. From this assistance, many proposals have been delivered, resulting in many completed projects. Many more projects are in the works including, but not limited to, the following: Manufacturing Assessments, ERP Enterprise Resource Planning software implementation, ERP software training, ISO9000 Internal Auditing, Plant Layouts, Inventory Control Assessments, Marketing Assistance, Strategic Planning, Team Building, Person Organization Skills, Lean Manufacturing including Introduction to Lean Manufacturing Classes - Value Stream Mapping, Set-up Reduction - 5S; Sort, Set-in-Order, Sustain, Standardize, Shine - TPM Total Productive Maintenance - Cellar/Flow Manufacturing, Kaizen Process and Lean Accounting. Maine MEP project Managers focus on small to mid-size manufacturing companies.

**Strategy (priority):** Assist the City of Lewiston, Empower Lewiston and other agencies, as appropriate, in implementing programs in the USDA designated Enterprise Community in downtown Lewiston.

**Performance:** AVCOG continues to support business retention and expansion in this area, including the administration of the Androscoggin Valley Region Pine Tree Zone (PTZ) which includes part of the empowerment zone. Staff has had discussed a few potential projects that would be part of the EC downtown community. Staff is working with City officials to identify funding resources to implement these projects.

**Strategy:** Identify resources and develop new service programs as appropriate, to expand and enhance AVCOG's ability to deliver technical assistance targeted towards small businesses -- particularly micro and entrepreneurial enterprises.

**Performance:** AVCOG where needed has expanded its services by assisting other community and/or organizations with underwriting of their loan programs. Staff identifies and responds to request for assistance to work with other entities to deliver more programs in the region. Staff working with the other economic development districts has been working to ensure adequate and sustained funding for the Maine Small Business Development Center in order to continue to provide that service to the region's small businesses.

## **GOAL 2: Improvement of Western Maine's business climate.**

### **Qualitative Measurement:**

- Participate in two new programs or projects at the state and federal level that improve the business climate in Western Maine.
- Determine Number of projects or programs related to improving the business climate in Western Maine.

### **Quantitative Measurement:**

- Target activity on 2 new projects or programs at the state or federal level that will help to improve Western Maine's business and economic development climate.
- Determine and report the number of projects of the agency toward improving the business climate.

**Evaluation Rating: Goal 2 Progress 2008-2009 =4** (2 new initiatives-Mobilize Maine and workforce development with NorthStar Alliance; 5 on-going initiatives)

**Objective: To be an advocate for the concerns and needs of Western Maine's communities and businesses to state and federal leaders.**

**Strategy (priority):** Work with the AVCOG Planning Committee and other relevant groups such as chambers of commerce and local development corporations, to identify issues of importance to District businesses.

**Performance:** AVCOG's executive committee has been actively involved in the planning process and providing input and feedback into the agency work plan and assisting staff with the planning process. The Executive Director participates at the state and regional level through participation in legislative hearings. Staff remains abreast of business issues through involvement in chamber of commerce activities in the region and informs the executive committee of issues as they evolve.

AVCOG's Executive Director serves as a member of the business advocacy committee of the Androscoggin County Chamber. The goal of the committee is to obtain greater commitment from elected representatives to address the needs of the business community through governmental policies, which foster business growth and regional economic development. The committee annual develops "What We Stand For" a position paper to local, state, and congressional representatives.

The paper focuses on the following: jobs and economic growth; tax and fiscal policy; health care and insurance reform; education and workforce training; and transportation.

The Mobilize Maine initiative will be strongly focused in identifying issues of importance to the region's businesses and bench marking desired outcomes.

**Strategy:** Coordinate and remain abreast of the work of the local, regional, state and federal organizations involved in economic and community development to create work efficiency and avoid duplication of work.

**Performance:** AVCOG Executive Director is actively involved in activities at the local, state and federal level as it relates to economic development and is often selected to serve on committees and task forces for various economic development initiatives. In addition to the on-going activity the Executive Director is involved in below he is currently serving on the Sustainable Economy Initiative steering committee and has provided needed input and support for the Northern Border Regional Commission. Staff also meets regularly with the representatives for the Congressional Delegation to share information.

Maine Economic Development District Association (MEDDA): Through AVCOG's partnership with the MEDDA, AVCOG has committed to participating jointly in initiatives where appropriate. MEDDA meets on a regular basis to discuss joint projects and opportunities and has cooperated effectively on several projects funded at both the State and Federal level. The MEDDA has embarked on the Mobilize Maine initiative in response to the recommendations of the Quality of Place report, Governor Baldacci's task force on the efficient delivery of economic development services. This statewide initiative will greatly enhance the ability for regions and the state to work jointly on implementing a statewide coordinated economic development strategy.

Economic Development Council of Maine (EDCM): Several of AVCOG's ED staff are members of the EDCM. EDCM is an association of Maine's economic development practitioners. The EDCM network allows for the sharing of information across ED partners and organizations throughout the state.

National Association of Development Organizations (NADO): The Executive Director is a member of the NADO Board of Directors. This national organization provides advocacy, education, research and training for the nation's regional development organizations. The association offers its members exclusive access to a variety of services and benefits -- all of which are designed to enhance the ability of regional development organizations to foster "regional solutions" to local government, business and community needs. Involvement allows for continued update and involvement in economic development opportunities at the federal level.

**Strategy:** Continue to participate in regional and state level efforts to ensure market access for businesses in rural areas.

**Performance:** The Executive Director continues to participate in the Entrepreneurial Working Group (EWG), a subcommittee of the Maine Small Business Commission, which was formed to make recommendations to the Maine Dept of Economic and Community Development. The EWG has developed a model for more customer-friendly business assistance. The Director also works closely with Small Business Administration (SBA) staff to advance initiatives in the state that will ensure market access for rural businesses in Maine.

**Objective: Improve work force skill levels of the region's work force by coordinating education and business needs and issues associated with workforce availability.**

**Strategy (priority):** Maintain existing partnerships in delivery of business based workforce training resources, particularly with the local Workforce Investment Board (WIB) , and explore new

partnerships and programs which lead to workforce availability, sustainability and anticipated business opportunities for Western Maine.

**Performance:** The Mobilize Maine initiative is strongly focused on integrating workforce development strategies through the regional Workforce Investment Boards and the Economic Development Districts. A workforce development action team will be established to work through the Mobilize Maine process and identify projects and outcomes. The EDD's will also be working with the NorthStar Alliance initiative to better integrate education, workforce and economic development through collaborative networks that will generate employment and advancement opportunities.

Staff has participated in discussions on the potential of growing the Transportation, Distribution and Logistics (TDL) sector in Western Maine with a focus on Lewiston-Auburn. The area is becoming a major hub of TDL activity primarily supported by the intermodal center in Auburn. The WIB is interested in 1) reviewing the interests and needs of companies doing business involving the TDL sector focusing on Lewiston-Auburn and 2) working closely with a steering committee to explore the possibility of developing the collaborative support necessary to grow this area of Maine as a center for statewide and international growth. Coastal Enterprises has received funding to conduct an assessment of the TDL sector and has funds available to provide soft skills training and TDL job specific training to prepare potential workers for entering the TDL sector.

Manufacturers Extension Partnership: AVCOG's Manufacturer Extension Partnership staff person is available to provide on-going training support to manufacturers in the areas of lean manufacturing, supply chain and project management. These programs are designed to provide affordable solutions to the problems manufacturers face by facilitating interaction between industry, government and academia. AVCOG's MEP office has assisted approximately 33 companies in the region over the past year.

**Strategy:** Collaborate in efforts to increase access and resources to local higher education institutions including: University of Southern Maine - Lewiston/Auburn, University of Maine - Farmington, Central Maine Community College, Western Maine Community College, and Andover College.

**Performance:** The Executive Director is a member for the Community Advisory Board for Lewiston-Auburn College and the College for ME Androscoggin steering committee. The committee is currently looking at the potential of developing an IT learning center that would allow for live broadcast of programs out of the USM Portland and Gorham campuses. Staff collaborates with the corporate and community services division at the community college to assist businesses in obtaining the training and continuing education that meets the needs of their business. One of the primary goals of the Mobilize Maine workforce development action team is to create a the collaboration needed to increase access and resources.

### **Goal 3: Support communities ability to diversify and develop new economic opportunities.**

#### **Qualitative Measurement**

- Assist communities in projects that will help to diversify the local economy and provide direct business development assistance to businesses within the traditional industries. Provide support to the MLMTC with project development and grant writing assistance.
- Determine the number of projects and programs aimed at diversifying traditional industries including agriculture, secondary wood products, paper, textiles and tourism.

#### **Quantitative Measurement**

- Target to assist two new communities or new initiatives with projects in the natural resource based/value added and tourism sectors that will help to diversify the local economy.
- Direct business development assistance to at least 3 businesses within the traditional industries.
- Report on direct support to the MLMTC with project development and grant writing assistance.

**Evaluation Rating: Goal 3 Progress 2008-2009 = 3** (1 new initiatives - Mobilize Maine Quality of place Strategy; 4 on-going initiatives; amended PTZ for 2 wood based businesses; direct support to MLMTC to obtain and implement new grant for FY09 to market the lakes and mountains region as a vacation destination).

**Objective: Provide assistance to communities to prepare plans to diversify local and regional economies.**

**Strategy (priority):** Administer the Androscoggin Valley Region Pine Tree Zone program, working in collaboration with the Pine Tree Zone committee comprised of representatives from each participating municipality.

**Performance:** Staff continues to provide administration for the Androscoggin Valley Region Pine Tree Zone (AVPTZ). The AVPTZ includes parcels in the following communities: Auburn, Lewiston, Poland, Lisbon, Greene, Oxford, Norway, Paris, Greenwood, Waterford, Rumford, Peru, Mexico, Canton, Jay, Wilton, Kingfield, Farmington, Strong and Buckfield. During the year staff submitted six requests to the Department of Economic and Community Development for amendments to the AVPTZ. Of the six amendments, three of them were to swap acreage for existing designated acreage within an existing community and three of them were to add new acreage in new communities. The three communities added were Greenwood, Strong and Buckfield. Currently 3,738 acres have been designated in twenty communities. As of August 15, 2008 thirty businesses have been certified in the AVPTZ creating 1,103 jobs and investing \$78,690,512. Statewide the Pine Tree Zone has resulted in 187 business certifications creating 5,886 jobs and investing \$549,948,013. Staff has also had discussions with the DECD on the potential for a statewide PTZ program which would not require regional administration but would be directly administered by the State.

**Strategy (priority):** Develop regional and industry-specific cluster strategies for Western Maine.

**Performance:**

The Mobilize Maine initiative will look at specific actions for leveraging the competitive advantages and assets of the region's primary economic clusters—forest products, recreation and tourism, energy, and the knowledge/creative economy—into sustainable economic development. Value chain mapping of industry sectors is a primary component of this effort.

A report was recently released on Maine's Technology Clusters. The report identified 16 clusters of economic activity in Maine, of which eight are considered sustainable and eight are potential or emerging. The eight sustainable clusters are identified as: New and Advanced Materials, Chemistry and Chemical Engineering, Marine Biology/Oceanography/Aquaculture, Forest Harvesting and Management, Design/Shaping/Coating of Materials, Crop/Soil Sciences and Environmental Services/Engineering/Civil Engineering. The eight potential/emerging clusters rank as follows, from farthest along to least developed: Antibodies and Diagnostic Material/Processes, Geospatial Analysis/GIS, Measuring/Controlling Devices, "New" Media, Biomedical Research, Genetics/Genomics, Creating "Green" Products and Bioinformatics.

**Strategy (priority):** Provide technical assistance to communities/regions that experience significant job losses due to plant closures and downsizing.

**Performance:** Defense dependency is an issue that affects Androscoggin County communities with employment and contracting at both Bath Iron Works (BIW) and Brunswick Naval Air Station (BNAS). Staff has been involved in the initial discussions regarding responding to the closure of the BNAS. The impact of the BNAS to the AVCOG region in terms of direct job loss is relatively small at approximately 50 jobs. The larger impact on this region is expected to be from indirect or secondary impacts to businesses who have contracts to provide services on the base.

**Strategy (priority):** Monitor defense related employment and contracting activity associated with Bath Iron Works (BIW) and the closure of the Brunswick Naval Air Station (BNAS) to identify impacts on the region.

**Performance:** Staff continues to watch the development with both the BNAS closure and BIW contract activity. The squadrons in Brunswick are set to leave by December 2009. The Midcoast Regional Redevelopment Authority (MRRA) is actively marketing the base as a first-class business park with IT capabilities not available anywhere else in the state. There are over 700 base housing units that have been purchased by a private local buyer which was MRRA had bid on. The MRRA now hopes to purchase the land that the units sit on which is owned by the Navy in order to be able to influence the development of that property. Direct impact associated with the closure in the tri-county region are minimal but secondary impacts maybe larger.

Bath Iron Works has gradually downsized its work force in the last two years to a level today of about 5,600. There is continued concern over production gaps anticipated by Bath Iron Works in the next five years. A recent visit from Defense Secretary Robert Gates said Bath Iron Works would have plenty of work for years to come. Gates said his new budget calls for all three of the Navy's next-generation DDG-1000 destroyers to be built at BIW rather than to be split between BIW and Northrop Grumman's Ingalls shipyard in Mississippi which was part of previous proposals. Secretary Gates also indicated that BIW would also have opportunities to continue building the DDG-51, Arleigh Burke-class destroyers.

**Strategy:** Assist in the development, monitor progress and provide follow-up technical assistance on local economic development strategies as appropriate.

**Performance:** Staff continues to work with communities in the economic development planning process. Through the Mobilize Maine initiative assets of the region will be identified through a grassroots approach whereby citizens will identify strengths and assets that can become the foundation of the new economy. This will be local leadership driven initiative that maps regional assets and will become the foundation for a statewide CED strategy. This process will allow local communities to utilize the asset based approach in their own communities as well to identify their own strengths and assets.

Staff continues to refine the Regional Capital Improvement Plan (RCIP) that ties together transportation, planning and economic development priorities through the CEDS process. Although local strategies are still important, planning on a more regional scale is greatly needed. The RCIP will be used to create the prioritization of vital projects (i.e. programs, projects and activities) for the CEDS process and will also be submitted to the Maine State Planning Office as projects and programs that have the potential to impact neighboring communities and are important to implement regional goals and policies. These projects may require a one time significant capital investment to expand services, support job creation or otherwise fulfill regional goals.

**Strategy:** Identify and secure funding to support the provision of local economic development planning assistance as needed.

**Performance:** The economic development districts have been actively seeking funding to support the development of a state coordinated economic development strategy through the Mobilize Maine initiative. The Governor's Maine Quality of Place Council, calls for the EDDs to develop and implement Quality of Place strategies. The EDDs would also provide outreach and education to local and regional leaders about Quality of Place assets and investment strategies. The Council recommends that the EDDs develop a regional quality of place investment strategy by engaging regional sector leaders, setting priorities and leveraging public and private development activities and funds. Grant funding, foundation funding and private sector collaborative investment will be sought to support this effort. AVCOG on behalf of the MEDDA has drafted a grant application to the Economic Development Administration and a foundation proposal to assist in funding the initiative.

**Objective: Provide assistance to communities and business to explore product and value added opportunities for natural resources based industries (e.g. agriculture, wood).**

**Strategy (priority):** Actively participate in the Mountain Heritage Network to work on bringing new revenues into the region through responsible and creative use of our natural, historical, and cultural resources.

**Performance:** AVCOG is an active participant in the Maine Mountain Heritage Network which was created in 2002 to support and align local asset based development efforts in Franklin, Oxford, Somerset, and Piscataquis Counties with the goal of bringing new revenues into Maine's mountain region. The Coordinating Team of the Network, of which AVCOG is a member, decided in 2007 that it could better strengthen programs, attract resources, and ultimately expand market reach if it worked with partners to the north and east under a new "Maine Woods" banner.

The Network linked with organizations and initiatives in Washington, Aroostook, and Penobscot Counties and officially adopted the Maine Woods Consortium name and configuration in the spring of 2008. The Consortium is focusing and coordinating work in three major program areas:

- Sustainable management of landscape resources.
- Revitalization of towns and villages.
- Alignment of small and moderate scale enterprises to meet emerging market opportunities.

Staff proposed the Mountain Made program team merge with the newly formed Networked Economies advisory team, since their missions are closely aligned. AVCOG staff will no longer lead this effort. AVCOG has taken the lead in putting together an EDA grant application on behalf of the Consortium. If successful, the funds will be used to implement a capital investment program to fund projects that advance the mission of the Consortium, and to create and implement an information management system and communication platform that are both essential to building and sustaining a strong distributed network

On behalf of the Consortium, Bruce Hazard met with representatives from the Betterment Fund in February to discuss their interest in investing in tourism development in Maine's "rim" counties and directing that investment through MWC. The Coordinating Team suggested providing significant funding for 2-3 projects to be chosen by a newly formed sub-committee of the Coordinating Team. Betterment Fund representatives greeted this approach with enthusiasm and they expect a full proposal from the Consortium in April.

**Strategy (priority):** Provide business assistance and economic development planning services to natural resource based businesses.

**Performance:** The Governor's Maine Quality of Place Council, calls for the EDD's to develop and implement Quality of Place strategies. The EDD's would also provide outreach and education to local and regional leaders about Quality of Place assets and investment strategies.

AVCOG Executive Director participated on the regional project steering committee for the Sustainable Economy Initiative, a four state collaborative (Maine, New Hampshire, Vermont and New York) funded in part by EDA. The goals of the project are to; 1) provide a comprehensive understanding of the Northern Forest region's natural resource based economy and how its fits into the global marketplace; 2) be a catalyst for high profile regional dialogue about the current needs and opportunities in the Northern Forest; and 3) build a regional foundation for sustainable economic growth based on balanced investment in both community and environment.

Staff also has remained abreast of the status of the proposed Northern Border Commission to coordinate planning across Maine, New Hampshire, Vermont and New York. The legislation proposes to provide \$30 million per year to encourage transportation such as an east-west highway, and broadband access in rural areas. At this point, the Northern Border Commission bill has been included in the final Farm Bill that Congress will be sending to the President.

**Strategy:** Monitor and support where appropriate, federal, state and regional activities impacting natural resources based businesses.

**Performance:**

Northern Forest Center SEI Initiative: AVCOG Executive Director participated on the regional project steering committee for the Sustainable Economy Initiative, a four state collaborative (Maine, New Hampshire, Vermont and New York) funded in part by EDA. The goals of the project are to; 1) provide a comprehensive understanding of the Northern Forest region's natural resource based economy and how it fits into the global marketplace; 2) be a catalyst for high profile regional dialogue about the current needs and opportunities in the Northern Forest; and 3) build a regional foundation for sustainable economic growth based on balanced investment in both community and environment.

The committee has developed a draft vision and draft strategies that will be presented to the Governor's. The draft vision states "The Northern Forest region is globally recognized for its unique character and ecosystem which supports vital regional economies and communities." The draft strategies are to 1) sustain the region's assets: Invest in the people, communities, infrastructure, and natural resource base that underlie the Northern Forest region's distinct character and comparative economic advantage; 2) expand enterprise: create a fertile environment for workforce, entrepreneurial, and business development and increase the region's ability to develop and commercialize new products and services that capitalize its assets; 3) increase capacity: increase the capacity of the region's individuals and institutions to anticipate and adapt to change, implement new initiatives and coordinate activities across the Northern Forest. There are also 10 draft recommendations. The draft recommendations can be found in the Economic Analysis section.

Northern Border Regional Commission: Staff continues to be involved in work towards the development of a commission. The recently completed Farm Bill contains authorization for the Northern Border Regional Commission. The bill authorizes the new commission at \$30 million annually and establishes the economic development districts as the local development districts for the Commission. The Commission covers the states of Maine, Vermont, New Hampshire and New York. Under the five-year authorization agreement, the new federal-state regional commission will target new resources to promote wealth generation and economic growth strategies and projects within the four-state region. These efforts will focus on leveraging the public, private and philanthropic resources needed to develop and sustain the community building blocks for economic competitiveness and development, such as: transportation and basic infrastructure, job skills training and entrepreneurial development, comprehensive strategy development, advanced technologies and telecommunications, and sustainable energy solutions.

Quality of Place: The Mobilize Maine initiative, is the first step in carrying out the recommendation of the Q of P Council to: "develop and implement a Maine Quality of Place Investment Strategy that will protect, strengthen and build economic opportunity upon Maine's Quality of Place assets, both natural and built." This project seeks to identify specific regional and local investment opportunities that meet the definition of a "state quality of place investment strategy" as defined in recent legislation (LD 1389) submitted to the 124th Maine legislature. The quality of place investment strategy, as defined in the legislation builds on place based assets by:

- A. Protecting the landscape, including working landscapes, and enhancing the economy of farms, forests and working waterfronts.
- B. Revitalizing downtowns
- C. Preserving historic assets
- D. Supporting the arts, culture and creative economy
- E. Supporting the economy based on natural resources, including farming, fishing, forestry, nature and heritage-based tourism and outdoor recreation and leisure including motorized and non-motorized activities.
- F. Providing access to recreation over private and public lands
- G. Leveraging the existing skills and knowledge of the state workforce that related to quality of place, including but not limited to those of workers in fishing, farming, forestry, tourism and recreation, and increasing both the number of jobs and the wages of this workforce.

This project is a planning phase that will lead to investments in regional place based assets. This project will lay the groundwork for preserving quality of place assets and the creating new jobs and services based on those assets.

**Objective: Promote tourism/economic development efforts for western Maine.**

**Strategy (priority):** Provide administrative and project support to the Maine's Lakes and Mountains Tourism Council.

**Performance:** Staff continues to provide administrative support to the MLMTC whose current members are: AVCOG, Androscoggin County COC, Bethel Area COC, Bridgton Lakes Region COC, Flagstaff Area Business Association, Franklin County COC, Jay-Livermore Livermore Falls COC, Oxford Hills COC, Rangeley Lakes Region COC, River Valley Area COC, Sebago Lakes Region COC, and Sugarloaf Area.

Maine's Lakes and Mountains Tourism Council (MLMTC), a partnership among AVCOG and ten chambers of commerce, was awarded a \$97,000 grant by the Maine Office of Tourism to market the region as a vacation destination. The Council's scope of work for the next year includes: advertisements in *Maine Invites You*, *AAA Horizons Southern New England*, *Yankee Magazine* and *Boston Globe Magazine*; attendance at key trade shows - Boston Globe Travel and N.Y. Times Travel Shows; participation in the Office of Tourism's Maine Media Marketplace in New York; support of a statewide public service announcement campaign; purchase of additional regional photography; support of the Franklin County's End of Summer Hoorah and Maine Woods Outdoor Sporting Heritage Network; and reprinting of regional thematic brochures – walking trails and museums and historic places.

To date the following has been accomplished:

- Print ads have been placed in *Maine Invites You*, *AAA Horizons Southern New England*, *Boston Globe Magazine* and *Yankee Magazine*.
- The Council participated in the New York Media Market event, which took place in New York on March 3, 2008. The exposure to key media personnel and contacts made at this function were extremely valuable. As a result of our conversations at the event, we specifically followed-up with fourteen members of the media with additional information and hope to further cultivate these relationships.

- Council members attended the New England/Massachusetts Snowmobile Show, Springfield, MA – October 2008, Boston Globe Travel Show (February 22-24), and staff attended the New York Times Travel Show (February 29 – March 2).
- The Council provided grant funding to help promote the Stanley Museum and End of Summer Hoorah car show/motorcycle ride, encompassing six days of events in the greater Franklin County area. The events drew 1,000+/- attendees and participants. Partners included the Stanley Museum, the Franklin County Chamber of Commerce and the Farmington Rotary Club. The events encompassed several towns in Franklin County, as well as surrounding towns. Visitors stayed mostly in the Farmington area for lodging, but spent money throughout Franklin County as shops, stores, restaurants, fuel etc.
- To date, the Council has purchased photography to be used in their advertisements, brochures and on their web site.
- Along with the other seven tourism regions, the Council contributed grant money to support a statewide Public Service Announcement campaign to inform Maine residents about the role tourism plays in the Maine economy and to promote vacationing in Maine.

**Strategy (priority):** Develop and implement a regional marketing program for tourism and business development attraction. Work with area chambers of commerce, local development corporations, and communities in regional tourism/economic development marketing efforts. Review and update market research as appropriate.

**Performance:** Staff continues to provide support for regional tourism marketing efforts (see strategy above). As of July 1, 2004, the Legislature has not funded a State Business Attraction program. As a result, the Maine Department of Economic and Community Development is not able to continue the business attraction grant program that previously funded our business attraction effort. Although a formal business attraction program is not in place staff responds to leads received through Maine & Company and DECD by submitting suitable sites and information for areas in the AVCOG region.

**Strategy (priority):** Work in partnership with the Western Oxford Foothills Cultural Council and the Southern Maine Regional Planning Commission to determine Route 113's eligibility for State Scenic Byway designation from Gilead to Standish.

**Performance:** The Route 113 Scenic Byway eligibility application was approved by the Maine Department of Transportation, and the corridor was deemed a state scenic byway. Since the majority of towns along the byway are located in another economic development district, the Southern Maine Regional Planning Commission has taken the lead on this project.

**Strategy (priority):** Take a lead role in implementing Fermata's recommendations in Franklin County.

**Performance:** Since there is no funding to implement Fermata's recommendations, the Franklin County pilot area has taken a different approach by creating the Franklin County Tourism Network.

Mountain Counties Heritage Inc. has taken the lead in pulling together a network of people interested in tourism development, and they have secured funding from the Horizon Foundation for this effort. AVCOG staff participates as a member of the Network. With this money, they expect to establish a functioning and informed experiential tourism "production network" in Franklin County. The goal of the Tourism Network is to create an effective set of working relationships among government agencies, non-profits, and businesses to support tourism development in Franklin County. The group will promote collaboration on education, research, and other business development and promotional activities required to produce and market seamless, high quality visitor experiences. At this time, the group has chosen to operate as a Network and not to create another entity.

In November 2008, the Network coordinated/hosted two tourism training programs for businesses in the Franklin County area. A Customer Service Training program was held in Rangeley for 60 participants. The second training, a Tourism Marketing Workshop, was held at the University of Maine at Farmington with 10 attendees. Overall feedback on these training sessions was very positive and the Network walked away with many ideas for additional workshops.

The Network formed four workgroups to move their efforts along: Marketing/Branding, Communications/Public Relations, Resource Management/Product Development, and Education/Training. The Network believes business involvement is important, so they decided on a two pronged approach: general outreach and targeted recruitment. The first prong involves crafting an explanation of FCTN that details the mission, structure, status, and invites businesses to email or call a point person, if they are interested in participating. The second prong involves reaching out to specific businesses to recruit for participation or feedback.

**GOAL 4: Improve and expand the region's public infrastructure to meet both residential and commercial needs.**

**Qualitative Measurement:**

- Provide technical assistance to communities for planning or implementation of infrastructure projects by advocating for a project at state and federal levels, providing grant writing and planning services.
- Determine the number of infrastructure projects (water, sewer, electric, gas, telecommunication, rail, airports, roads, housing, and cultural facilities) which have been implemented or received funding to be implemented.

**Quantitative Measurement:**

- Target to provide technical assistance on 3 projects or initiatives for planning or implementation of infrastructure projects.
- Target to provide technical assistance to a minimum of 12 communities under the CDBG program.
- Report on the number of infrastructure projects that received technical assistance.

**Evaluation Rating: Goal 4 Progress 2008-2009 = 4** (Assistance on 3 potential projects for EDA funding; provided technical assistance to 8 communities with CDBG; new contract for Livermore Falls facade grant administration)

**Objective: Ensure that communities have adequate public infrastructure to support development.**

**Strategy (priority):** Provide assistance to communities to apply to the Economic Development Administration Public Works Program, Rural Development funding (grants and loans) for public infrastructure expansions necessary to support business investment and associated job creation.

**Performance:** Staff continued to provide grant administration services to the Kingfield Water District for the US Department of Commerce, Economic Development Administration grant. The project was completed late 2008 and staff is assisting with the final closeout of that grant.

Staff has had preliminary discussions with EDA's staff in Maine to examine the potential of Public Works funding for 3 projects in both Lewiston and Auburn. Staff will continue to work with the both to further identify the projects scope for potential EDA funding and work with the EDR to see how those projects can be advanced over the next few months.

**Strategy (priority):** Provide technical assistance to communities that wish to apply for funding under the State of Maine Community Development Block Grant Program for both community and economic development infrastructure projects.

**Performance:** Staff continues to provide technical assistance for the Community Development Block Grant (CDBG) program and during the period assisted approximately 8 communities with application development, planning or administration for the CDBG program.

Staff continues to provide administration for the CDBG Façade Grant program for the Town of Rumford and the Town of Livermore Falls. Both towns received CDBG funds to develop a façade improvement program for businesses in the downtown. The Town of Rumford program assisted in five façade improvement projects and the program will be closed in May 2009. AVCOG working with the Community Development Advisory Committee in Livermore Falls has approved seven applicants to participate in the façade program. Initial meetings have been held with all participants at their property to review project objectives. The architect/engineer is drafting a scope of work for each of the participants including drawings and drafting bid documents. Work on these projects is expected to begin in early July.

**Strategy (priority):** Assess the need for increased broadband deployment in Western Maine.

**Performance:** Fairpoint Communications has recently purchased Verizon in Maine. Fairpoint plans to make significant investment in broadband in the state. They have a 3 phase network build out plan that includes expansions in Western Maine. Their plan is to develop a network that is easier and more efficient; a single network with multiple products available at all locations; traditional systems and products will migrate to new common multi-service IP network; and will provide network connections across three states Maine, new Hampshire and Vermont.

Through the Mobilize Maine initiative an action group will be formed to examine the needs for broadband in the region and to work with the various providers to get the best information possible on the availability within the region to identify gaps and opportunities for expansion.

**Strategy:** Continue to provide assistance to area communities in the identification of infrastructure needed to support economic development.

**Performance:** Through the CEDS planning process and the Regional Capital Plan development, staff has been working with the communities to identify the capital needs in their communities and in the region. Staff has provided technical assistance in planning and identification of infrastructure needs for various projects throughout the region.

The Northern Border Regional Commission has been authorized in the Farm Bill. One of the core functions of the Regional Commission will be to assess the needs and assets of the region as well as develop economic and infrastructure strategies and provide grants to support development. The EDA Economic Development District, like AVCOG, will serve as the Local Development District or LDD's. The LDD's role will be to provide outreach to local governments, community development groups, business organizations and the public; identify, assess and facilitate projects and programs to promote economic development; and serve as liaison between state and local governments, nonprofit organizations and the private sector.

**Strategy:** Continue to work with state agencies such as Maine Department of Transportation and Maine Turnpike Authority in the analysis and development of transportation infrastructure.

**Performance:** Staff is engaged in the analysis and discussion of transportation infrastructure with the MDOT through an on-going working relationship and has identified and prioritized projects for the State's 2008-2011 Transportation Improvement Plan. AVCOG continues to partner with the MDOT to provide maintenance services for 2 MDOT rest areas in the Western Maine region. The MDOT decided to contract out the work of maintenance for the sites and AVCOG is administering this for the DOT.

### **GOAL 5: Promote Regional Economic Cooperation and Analysis**

#### **Qualitative Measurement:**

- Number of new collaborative projects with other economic development organizations, education/training providers or other business development organizations.
- Determine the agency's leadership in creating formal and informal networks to create collaborative opportunities.

#### **Quantitative Measurement:**

- Target to be involved in at least one new initiative that results in collaboration with public and/or private economic development or related service providers.
- Facilitate a minimum of one workshop or session with community leaders on regional cooperation.

**Evaluation Rating: Goal 5 Progress 2008-2009 = 4** (1 new initiatives-Quality of Place/Mobilize Maine; 1 Western Maine Economic Development forum; held kick-off foundation meeting for Mobilize Maine fall GA meeting also included a session on cooperation).

**Objective: Enhance relationships with statewide public and private economic development initiatives and create opportunities to work collaboratively on relevant projects.**

**Strategy (priority):** Continue to support the partnership of the Maine Economic Development District Association (MEDDA) and other statewide efforts to develop and deliver economic development services.

**Performance:** The Governor's Taskforce on the efficient delivery of ED services was recently released. It called for the state's EDD's to work with the State to write a strategic plan for economic development at least every five years. It further stated that the EDD's, working with the State Department of Economic Development (DECD), should be the focal point for regional strategy development including economic development, transportation, and Quality of Place. It would also establish the EDD's as the primary delivery mechanism for economic development programs and services.

The Governor's Maine Q of P Council, calls for the EDDs to develop and implement Quality of Place strategies. The EDDs would also provide outreach and education to local and regional leaders about Quality of Place assets and investment strategies. The EDDs are committed to a

single process that is responsive to each of these initiatives to ensure a coordinated and integrated effort. To that end, Fairpoint has agreed to work with the State and the EDD's through the Mobilize Maine initiative to establish this process and build statewide capacity at the regional level to ensure a viable, continuing effort to collaboratively build a strong sustainable economy for the State.

**Strategy (priority):** Continue to work with Maine and Company and the Maine Department of Economic and Community Development in the delivery system and protocol handling for the business attraction program.

**Performance:** On-going. Staff continues to work closely with Maine & Company and the Maine Department of Economic and Community Development (DECD) to provide information and a point of contact for clients interested in expanding and/or relocating a business to our region.

Working through our lead protocol system, staff disseminated information about four business site searches to local development corporations and interested communities throughout the region. All of these site searches were for manufacturing related companies i.e. food, automobile, wind blade.

**Strategy:** Participate on key statewide committees affecting the District's economic future.

**Performance:** AVCOG's staff serves on a variety of regional and statewide committees including, but not limited to: Strategic Passenger Transportation Steering Committee; Maine Dept. of Transportation Advisory Committee; USM L/A College Advisory Committee; East-West Highway Association Board of Directors; Economic Development Council of Maine Board of Directors; Northern Forest Center's Sustainable Economy Initiative, steering committee; and a member, Regional Tourism Commission, Maine Office of Tourism and Equal Economic Opportunity Task force among others.

**Strategy:** Keep abreast of the Office of Tourism 's marketing and development strategy by attending monthly meetings of the Regional Assistance Committee.

**Performance:** On-going. AVCOG, through participation on the Maine Lakes and Mountains Tourism Council (MLMTC), maintains active involvement with the Office of Tourism. Annually, staff submits a grant application to the Maine Office of Tourism to help fund the MLMTC's yearly marketing activities. Staff participates in monthly Regional Tourism Commission committee meetings to discuss and provide input into the State's regional tourism programs. Staff also attends the Office of Tourism's Annual Tourism Conference.

**Strategy:** Provide support, where appropriate, in the implementation of the State of Maine's Economic Development Strategy.

**Performance:** The Maine EDDs, The Task Force on Effectiveness and Efficiency of the State's Economic Development Delivery System, The Q of P Council, the State Planning Office (SPO) and the Department of Economic and Community Development (DECD) asked Fairpoint through its Connect Northern New England initiative to act as the lead in facilitating the development and implementation of a state wide asset based community and economic development initiative. To that end, ViTal Economy will be working the six EDD's in Maine to develop a statewide asset based development strategy. These entities determined that this would be the first measurable consistent, proven and disciplined approach to development of an integrated community and economic development strategy that could be deployed across the entire state of Maine.

**Strategy:** Participate on the Economic Development Council of Maine (EDCM).

**Performance:** Several of AVCOG's ED staff are members of the EDCM. EDCM is an association of Maine's economic development practitioners. Staff attends quarterly meetings and provides support to the Council as needed.

**Objective: Strengthen, expand and develop initiatives, projects and programs that foster regional collaboration.**

**Strategy (priority):** Maintain and expand the Regional Capital Improvement Plan (RCIP) which identified projects of regional significance.

**Performance:** The Regional Capital Improvement Plan (RCIP) ties together transportation, planning and economic development priorities through the CEDS process in the region. The document was updated in January 2009 and will be reviewed at least annually to reflect changes. The RCIP identifies regional capital infrastructure needs and priority projects including planning and technical assistance priorities.

**Strategy (priority):** Facilitate meetings of other regional organizations (e.g. Western Maine Community Action, Community Concepts, LWIB) to discuss opportunities for interagency strategies.

**Performance:** AVCOG staff participates in meetings of other regional entities as appropriate to share information. A staff member is currently the President of the WMCA Board of Directors. AVCOG facilitates and hosts meetings throughout the year and invites these agencies to the table.

A key component of the Mobilize Maine Initiative will integrate workforce development resources with community and economic development resources to create an asset based community and economic development strategy. It will include indigenous resource mapping inclusive of skill and workforce development resource maps and regional industry cluster value chain maps including the definition of workforce gaps and solutions.

**Strategy:** Meet on a regular basis with the representatives of the Congressional offices to discuss regional needs and status of regional projects.

**Performance:** Meetings are held regularly with the representatives from the Congressional delegation staff to discuss current projects and initiatives. During the last year three lunch meetings were held at the AVCOG office to discuss regional issues. These meetings provide an opportunity to share information and gain insight into the Congressional session to learn what is on the table. Frequent meetings allows the Congressional staff to remain abreast of the current regional needs and issues.

**GOAL 6: Develop a cost-effective, environmentally sound, multi-modal transportation network serving the region and linking it to the vital national transportation network.**

**Qualitative Measurement:**

- Provide technical assistance to communities for the planning or implementation of transportation projects.
- Determine the number of projects which have been implemented or received funding to be implemented.
- The number of projects or programs related to improving the transportation system in Western Maine.

**Quantitative Measurement:**

- Perform transportation studies in the urbanized area to improve access and reduce congestion.
- Develop one Corridor Management Plan for one of the four corridors of regional significance.

- Select 7 prioritized transportation projects to be funded by the MDOT

**Evaluation Rating: Goal 6 Progress 2008-2009 = 4** (provided technical assistance to 3 communities, determined projects that were implemented or received funding, performed 3 studies in the urbanized area)

**Objective : Ensure that roads, airports, rail, transit, bicycle and pedestrian amenities are improved to meet the region's transportation needs.**

**Strategy (priority):** Provide land use planning assistance to municipalities to insure development patterns will maintain and improve access to transportation systems and maintain the capacity of the region's road network.

**Performance:** Completing the work with Lewiston and Lisbon on Access Management along Route 196. Performed a Traffic Signal Management Study to aid in coordination of signal in the MPO area.

**Strategy (priority):** Provide development review assistance to municipalities to insure that specific developments maintain access and capacity of the road network.

**Performance:** Provided development review to Auburn and Lewiston on several project proposals.

**Strategy:** Provide assistance to communities in obtaining funding to improve their transportation system including roads, airports, rails, transit, bicycle and pedestrian amenities.

**Performance:** Provided assistance to a number of communities in making application to the MaineDOT for Transportation Enhancement funding as well as the urban communities in selecting projects for funding.

**Strategy:** Provide assistance to communities involved in rural transit systems consistent with the concept of the Strategic Passenger Transportation Plan.

**Performance:** No Activity

**Strategy:** Educate community officials, through workshops and newsletters, on the importance of coordinating transportation and land use planning.

**Performance:** No Activity

**Strategy:** Develop and implement a process to identify and prioritize potential multi-modal projects in the priority corridors previously identified in the Regional Transportation Needs Assessment.

**Performance:** Developed a regional prioritized list of potential projects for possible funding.

**Objective: Create an integrated multi-modal metropolitan transportation system that moves people and goods in a safe, efficient, cost-effective and environmentally sound manner.**

**Strategy:** Develop the Transportation Improvement Program (TIP) to be consistent with the Long-Range Multi-Modal Transportation Plan created to look out to the year 2025 and that creates a fiscally constrained, environmentally and economically sound, 20-year vision of the areas transportation system.

**Performance:** Developing the 2010 - 2013 TIP.

**Strategy:** Continue the cooperative and comprehensive transportation planning process carried out by the Androscoggin Transportation Resource Center (ATRC) which is the designated Metropolitan Planning Organization (MPO) for the Lewiston, Auburn, Lisbon and Sabattus urbanized area. The plan and program are developed through an active public participation process carried out by ATRC in cooperation with the Maine Department of Transportation (MDOT), Maine Turnpike Authority (MTA), Lewiston-Auburn Transit Committee (LATC) and the AVCOG Transportation Committee. Specific action strategies are identified in the annual Unified Planning Work Program.

**Performance:** ATRC continues to carry out the tasks in the Unified Planning Work Program (UPWP). Project identification and prioritization was completed for the 2008- 2011 Transportation Improvement Program (TIP).

### **GOAL 7: Support community planning activities in the region.**

#### **Qualitative Measurement:**

Provide technical assistance to communities with creating or maintaining a consistent comprehensive plan.

- Provide technical assistance to communities in developing sound land use ordinances.

#### **Quantitative Measurement:**

- Target to provide technical assistance to 15 communities in the areas of comprehensive, strategic and land use planning.
- Target to provide 5 informational workshops that deal with various aspects of land use and comprehensive planning.
- Increase the number of communities with adopted and consistent comprehensive plans (2 more adopted; 1 more consistent)
- Increase the number of communities with updated zoning, subdivision and site review ordinances (5 updated ordinances)
- Provide GIS mapping and assistance to at least 5 municipalities in support of planning and economic development programs.

**Evaluation Rating: Goal 7 Progress 2008-2009=5** (exceed all measures): provided technical assistance to 23 towns with Comprehensive Planning, Strategic Planning, and/or land use ordinance development; held a four session workshop series on subdivision and development review and held Planning Day; four comprehensive plans were adopted and all four were found consistent upon state review. Six communities adopted new or updated ordinances; and provided assistance to 30 municipalities with GIS services for strategic planning, special economic development programs, and comprehensive and land use planning (shoreland zoning for 23, comprehensive planning for Hanover, Gilead and Strong, strategic planning for Norway and Bethel, ED planning for L/A),

**Objective: Encourage all municipalities to develop, maintain, and implement a comprehensive planning program which integrates socio-economic, environmental, capital and land use needs and which is consistent with the State Growth Management Legislation.**

**Strategy (priority):** Assist municipalities apply for funding available through the State Growth Management Grant Program.

**Performance:** Assisted no towns apply for grant funding. The State has eliminate their funding for local planning. AVCOG has sought other funding from state and federal agencies.

**Strategy (priority):** Provide services to municipalities to develop comprehensive plans and implementation programs through fee for service arrangements.

**Performance:** Assisted with development of a comprehensive plan or updates to comprehensive plans in Gilead, Strong, Jay and Hanover. Assisted Greenwood, Norway, Kingfield, Lisbon, Phillips, Poland, Carrabassett Valley and Newry with implementation.

**Strategy (priority):** Assist municipalities in submitting and defending plans to the State Planning Office in order to determine "consistency" with State legislation.

**Performance:** Assisted Sumner, Hartford and Phillips with SPO review and changes necessary for consistency.

**Strategy (priority):** Assist municipalities in development of implementation programs which are consistent with their comprehensive plans and secure State funding for the programs.

**Performance:** Assisted Greenwood, Norway, Kingfield, Carrabasset Valley Phillips, Lisbon, and Newry with implementation work. No State funding was obtained as State funding to assist in Comprehensive Planning and Implementation was eliminated. Obtained several USDA grants to assist several towns, including Norway and Kingfield.

**Strategy (priority):** Provide technical assistance to towns that are updating and amending comprehensive plans.

**Performance:** Continued assisting Mexico, Sumner, Hartford, Rumford, Jay and Sabattus with development of comprehensive plan updates.

**Strategy (priority):** Provide input to the State Planning Office as they revise the Growth Management Program and develop programs to address efficient growth patterns.

**Performance:** AVCOG staff was in contact with SPO staff to discuss rule development and provide input on the further development of the state=s Growth Management Program and associated rules.

**Strategy:** Further evaluate affordable and workforce housing needs on a regional basis and work with stakeholders, developers and municipalities to meet identified needs

**Performance:** The regional Affordable/Workforce Housing Assessment report (Phase I of the housing program) was developed in consultation with various stakeholders including housing contractors and real estate agents. The report was based on an assessment of the data, several focus group meetings, and a survey to stakeholders.

**Strategy:** Secure funding to support comprehensive planning technical assistance efforts.

**Performance:** Developed a new FY09 consolidated work program. Funding for FY 08 was successfully obtained. Also obtained RCDI funding from Rural Development to assist select low income communities with comprehensive planning and implementation.

**Strategy:** Maintain current knowledge related to state laws and rules and planning techniques.

**Performance:** Staff attended workshops and conferences related to both state laws/rules and planning techniques. Staff continued to research land use alternatives in order to provide workshops to member municipalities.

**Objective: Encourage municipalities to develop sound land use planning ordinances which provide for efficient, environmentally sound growth.**

**Strategy (priority):** Assist municipalities in the development, revision and administration of local land use ordinances. Assistance will include providing models, meeting with planning committees and phone consultations.

**Performance:** Developed (and assisted in development of) new or revised land use ordinances for the Towns of Carrabassett Valley, Kingfield, New Vineyard, Rangeley, Phillips, Weld, Rumford, Mexico, Wilton, Jay, Chesterville, Gilead, Greenwood, Newry, Paris, Norway, Hebron, Poland, Lisbon, Greene, Leeds, Turner and Buckfield. Assisted Norway, Greene, Leeds, Kingfield and Turner with reviewing subdivisions and other development. See also workshops strategy below.

**Strategy (priority):** Complete a Regional Open Space Plan for the organized towns in the AVCOG region.

**Performance:** The final draft of the plan was prepared and is under review by stakeholders.

**Strategy:** Develop appropriate land use model ordinances and model wording for use in ordinances.

**Performance:** Continued to improve wording on open space development, traffic impacts, storm water standards, and road standards. Also developed a Conservation Commission Handbook to guide Conservation Commissions with their work in identifying lands that were environmentally important.

**Strategy:** Conduct workshops on ordinance administration for Planning Boards, Boards of Appeals and code enforcement officers.

**Performance:** Conducted a four week subdivision/development review course for Planning Board Members and Code Enforcement Officers. Course was attended by approximately 45 people. Also held the 21st Annual Planning Day at which several sessions addressed development review issues.

**Strategy:** Work with State agencies on the development of new rules and models to insure the interests of the region are represented.

**Performance:** Provided input on the future direction and possible rules on the Growth Management program to the State Planning Office and the DEP on several environmental rules.

**Objective: Provide GIS support to municipalities and encourage use of GIS at the local level.**

**Strategy (priority):** Assist towns with development of sound mapping and data (GIS) for use in planning and economic development programs. Mapping will include natural resources and infrastructure.

**Performance:** AVCOG obtained several grants from USDA Rural Development to assist with infrastructure mapping. Towns assisted included: Gilead, Strong, Livermore Falls, Bethel, Lisbon, Farmington, Rumford, Norway, Lewiston, Auburn, Poland and Eustis. In addition, provided new shoreland zoning maps to approximately 25 municipalities (including several of those listed in the previous sentence).

**Strategy:** Assist towns establish programs to better utilize GIS information and make it available to them on their desktops.

**Performance:** Assisted Farmington (water system), Rumford (sewer system and roads), Lisbon

(sewer), Mexico/Dixfield (water system), Norway/Oxford (water system), and Livermore Falls (water) develop useable GIS systems.

### **GOAL 8: Promote natural resource protection and environmental quality.**

#### **Qualitative Measurement:**

- Provide technical assistance to communities on resource protection and environmental issues.
- Provide informational resources to communities on natural resource and environmental issues through workshops, seminar and planning sessions.

#### **Quantitative Measurement:**

- Target to provide technical assistance to a minimum of 5 communities in the areas of natural resource planning and environmental protection.
- Provide a minimum of 3 workshops in the areas of natural resource planning and environmental protection.
- Provide technical assistance to a minimum of 8 communities on waste management issues.
- Expand participation in the HHW programs by 10%.

**Evaluation Rating: Goal 8 Progress 2008 -2009 = 5:** assisted 14 municipalities with natural resources planning and environmental protection through comprehensive planning, ordinance work, and development reviews; three sessions of the site/subdivision workshop series addressed natural resources and environmental protection and two sessions at Planning Day addressed natural resources and environmental protection; provided assistance to two regional programs serving a total of 28 communities and 13 municipal level programs; a one day medical waste collection for towns in Androscoggin County and surrounding area was held in the fall of 2008 and planning for another collection day was initiated. Three small towns were provided with one day collection programs. The quantity of HHW collected remained the same and thus Measurement 11 was not met; However, the medical waste collection collected waste having a significant overall environmental impact.

**Objective: Encourage municipalities and residents to protect critical natural resources for use and enjoyment by future generations.**

**Strategy (priority):** Provide education and technical assistance on resource protection methods for various natural resources including wildlife, aquifers, lakes and other surface waters.

**Performance:** Included information on resource protection methods at subdivision review course and held several sessions on resource protection at Planning Day. Resource protection receives considerable attention as staff works with towns on comprehensive planning, ordinance development and development reviews. Resource protection is a major element of all subdivision review assistance. See Goal 1 for list of towns receiving such assistance. AVCOG developed a Wellhead Protection Ordinance for Lisbon and updated a stormwater management provisions in several subdivision ordinances.

**Strategy (priority):** Working with economic development and community planning assistance efforts, ensure that critical natural resources are considered in all planning.

**Performance:** Worked with Transportation and Development Division staff to insure that natural resources were considered during the planning and grant development processes for all programs having potential environmental impacts. Conducted environmental reviews of all loans and CDBG grants. Continued to provide information on potential Pine Tree Zone parcels including known natural resources. Assisted the state in identifying valuable wetland and stream resources that they agreed to protect as compensation for wetland fill in several state road improvement projects.

**Strategy (priority):** Address natural resource issues in workshops and printed information developed for all agency programs.

**Performance:** As noted natural resource issues were addressed in several sessions at the annual Planning Day which attracted more than 70 municipal officials and development organization staff as well as some private sector developers. Also, presented information on natural resource protection during the Subdivision Review course. We also provide printed information on resource protection to planning boards at their meetings and to the public during household hazardous waste collection events.

**Strategy (priority):** Develop model ordinances and programs to address specific resources of widespread importance and interest in the region.

**Performance:** Continued to revise wording for land use ordinances on storm water protection. Continued to revise wording for wetland protection and fitting development into the natural environment. Developed a Conservation Planning Handbook for use by local conservation commissions, planning boards and land trusts as they plan for conservation of important natural resources. Continued and improved the regional Household Hazardous Waste and Universal Waste Collection programs. These two programs serve as models for the state.

**Strategy (priority):** Work to identify communities and regions that have experienced repeated losses due to natural disasters and develop strategies to mitigate future losses.

**Performance:** Assisted several towns to evaluate road system losses from recent storms, including Norway and Livermore. Met with Oxford County Emergency Management Agency to discuss development of a hazard mitigation plan for the county. Provided assistance to town of Newry and Oxford County on bridge replacements for bridges that are habitually damaged by spring floods.

**Strategy (priority):** Provide environmental and development reviews for municipalities and assist with implementation of recommendations.

**Performance:** Conducted environmental reviews for numerous CDBG and other federal grants that municipalities obtained. Conducted environmental reviews of development in conjunction with general reviews (see Goal 1). Also conducted audits of three solid waste transfer stations to ensure environmental compliance.

**Strategy (priority):** Support statewide recycling promotion campaign.

**Performance:** Staff served on the state Recycling Promotion Stakeholders group, the statewide solid waste groups (MRRA) recycling education committee, and encouraged towns to participate in the statewide campaign. Presented information and provided posters and other promotional material at Operator Forums.

**Strategy :** Maintain staff knowledge of and capacity to address critical natural resources

information and issues.

**Performance:** Continued to work on state committees with solid waste disposal, recycling and hazardous waste disposal. Staff attended conferences and workshops on storm water management, water quality and waste management.

**Objective: Encourage municipalities and businesses to comply with federal and state law and regulations and to go beyond compliance in providing facilities and programs to protect public health and environmental quality.**

**Strategy(priority):** Develop pamphlets and other informational materials on methods which homeowners and businesses can use to prevent pollution.

**Performance:** Maintained the Pollution Prevention web site and obtained links from regional and state web sites. Continued to distribute information on the disposal of household hazardous waste and on the substitution of materials and products which reduce the hazards as part of AVCOG's regional HHW program. Began a program to promote recycling tied to a statewide recycling promotion effort. Developed a pharmaceutical waste collection program and distributed literature and developed web sites addressing environmental and public health issues of improper disposal of waste medications.

**Strategy (priority):** Provide for cooperative, regional management of hazardous materials including "universal waste" type materials.

**Performance:** Continued to operate the first HHW collection facility in the state and expanded the HHW regional collection program and the Universal Waste Collection program. As noted, the HHW program served more municipalities.

**Strategy (priority):** Obtain funding to assist land owners and municipalities in conducting environmental assessments for brownfield properties having potential for redevelopment.

**Performance:** Completed one EPA Brownfields grant and received another to assist commercial/industrial property owners assess their unused or underutilized properties for contamination that may be delaying or preventing redevelopment. Assisted three property owners complete Phase II assessments with the completed grant and have selected five candidate sites for the new grant.

**Strategy (priority):** Provide direct technical assistance to municipalities to comply with solid waste rules using Rural Development (RD) funding.

**Performance:** Provided general information and recommendations to all communities on the potential for state Department of Environmental Protection and Department of Labor audits. Assisted solid waste transfer stations in Rumford/Mexico, Norway/Paris, Jay, Greene, Rangeley, Turner, Greenwood/Woodstock, Upton, Gilead, Sabattus, and Oxford County Recycling. Also addressed specific questions for programs during Operator Forums.

**Strategy:** Provide information and assistance to municipalities to address locally identified water quality problems.

**Performance:** Assisted Norway, Lisbon, and Canton address lake protection, stream and river bank erosion, and groundwater protection issues. Also addressed numerous water quality issues during subdivision and site review technical assistance efforts. Also, conducted Phase II environmental assessments of three brownfield sites using an EPA grant. Assisted Livermore with erosion control issues on town and private roads.

**Strategy:** Provide information through newsletters and workshops on federal and state law and regulations and techniques which would go beyond compliance.

**Performance:** Conducted training on prevention of pollution from erosion control, storm water runoff and waste disposal for municipal officials at the Annual Planning Day and as part of the Subdivision Review course (series of four workshops) in the spring. As noted, also provided educational materials to the public during HHW and UW collection events. Conduct regional solid waste operator forums to train operators in the proper operation of their facilities and insure that wastes are properly separated, handled, and disposed or recycled. Conducted training on Universal Waste and Household Hazardous Waste handling at Operator Forums and at individual town and regional sites.

**Strategy:** Secure funding to provide technical assistance in the areas of waste management, water pollution prevention and water supply protection.

**Performance:** Obtained a USDA Solid Waste Management Grant and use USDA RCDI funding to address critical water supply and sewage disposal issues in low income communities.

**Strategy:** AVCOG staff will maintain current knowledge of technical aspects necessary to go beyond compliance in protecting the public health and environmental quality.

**Performance:** Participated in statewide committees on solid waste management and attended workshops and conferences on water quality and solid waste management. Research developing solid waste and recycling trends for presentation to Operator Forums.

**Strategy:** Work with State agencies on the development of model and pilot programs and insure the regions needs are represented in the development of state rules and programs.

**Performance:** Continued to refine operation of model HHW and UW programs; continued to provide substantial assistance in starting up a statewide recycling promotion program. Developed a collection program for waste pharmaceuticals to serve 13 municipalities in Androscoggin County and began discussions on expanding the program to the remainder of the region. Continued to work toward collection of Categorically Excluded, Small Quantity Generator hazardous waste.



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## **V. REGIONAL GOALS**

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Through the Comprehensive Economic Development Strategy (CEDS) planning process goals and objectives have been established that will guide the work of the CEDS program. These goals reflect the regional needs based on assessments made during the last year through the CEDS and Regional Capital Investment Planning (RCIP) process.

### **GOAL 1: Support economic vitality of the region's businesses.**

Objective: Maintain and expand sources of public and private subordinated debt and equity for new, expanding, and mature enterprises.

Objective: Provide general business technical assistance including information on alternative financing programs.

### **GOAL 2: Improvement of Western Maine's business climate.**

Objective: To be an advocate for the concerns and needs of Western Maine's communities and businesses to state and federal leaders.

Objective: Improve work force skill levels of the region's work force by coordinating education and business needs and issues associated with workforce availability.

### **GOAL 3: Support communities ability to diversify and develop new economic opportunities.**

Objective: Provide assistance to communities to prepare plans to diversify local and regional economies.

Objective: Provide assistance to communities and businesses to explore product and value added opportunities for natural resources based industries (e.g. agriculture, wood)

Objective: Promote tourism/economic development efforts for Western Maine.

### **GOAL 4: Improve and expand the region's public infrastructure to meet both residential and commercial needs.**

Objective: Ensure that communities have adequate public infrastructure to support development.

### **GOAL 5: Promote Regional Economic Cooperation and Analysis.**

Objective: Enhance relationships with statewide public and private economic development initiatives and create opportunities to work collaboratively on relevant projects.

Objective: Strengthen, expand and develop initiatives, projects and programs that foster regional collaboration.

**GOAL 6: Develop a cost-effective, environmentally sound, multi-modal transportation network serving the region and linking it to the vital national transportation network.**

Objective : Ensure that roads, airports, rail, transit, bicycle and pedestrian amenities are improved to meet the region's transportation needs.

Objective: Create an integrated multi-modal metropolitan transportation system that moves people and goods in a safe, efficient, cost-effective and environmentally sound manner.

**GOAL 7: Support community planning activities in the region.**

Objective: Encourage all municipalities to develop, maintain, and implement a comprehensive planning program which integrates socio-economic, environmental, capital and land use needs and which is consistent with the State Growth Management Legislation.

Objective: Encourage municipalities to develop sound land use planning ordinances which provide for efficient, environmentally sound growth.

Objective: Provide GIS support to municipalities and encourage the use of GIS at the local level.

**GOAL 8: Promote natural resource protection and environmental quality.**

Objective: Encourage municipalities and residents to protect critical natural resources for use and enjoyment by future generations.

Objective: Encourage municipalities and businesses to comply with federal and state law and regulations. Encourage municipalities and businesses to go beyond compliance in providing facilities and programs to protect public health and environmental quality.

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## VI. ECONOMIC ANALYSIS

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### **Update on Local, Regional, State and Federal Initiatives**

Many initiatives are underway in Androscoggin, Franklin and Oxford Counties. Depending on the initiatives, AVCOG serves multiple roles including a conveyor of information to AVCOG region communities, technical assistance, and active participant. Highlighted below are some of the initiatives currently underway and their relative impact on the Western Maine region (Androscoggin, Franklin, and Oxford Counties) as background information for CEDS planning purposes.

#### **Federal**

### **Farm Bill (Source: National Association of Development Organizations (NADO)**

#### **AVCOG Role: Conveyor of Information**

On June 18, 2008 Congress completed work on the \$289 billion Food, Conservation and Energy Act of 2008 also known as the 2008 Farm Bill. The five year authorization bill covers most programs within the U.S. Department of Agriculture (USDA) through FY2012. A \$289 billion five-year program is proposed with a total of \$150 million in mandatory funding is provided for programs within Rural Development. This includes:

- \$120 million to address the \$2 billion backlog of USDA water and waste water loan/grant applications;
- \$15 million in mandatory funding is provided for the new Rural Entrepreneur Assistance Program to provide low-and moderate-income individuals loans of \$50,000 or less to establish new small businesses in rural areas and includes public nonprofit entities, as eligible organizations to serve as regional and local intermediaries and technical assistance providers;
- \$15 million in mandatory funding for the Value-Added Agricultural Market Development Program.

The Rural Collaborative Investment Program (RCIP) which was contained in the Senate version to provide seed funds to foster regional partnerships and rural development strategies of public, private, nonprofit and educational sector interests within a region and offer flexible implementation grants for projects identified and prioritized in a regional comprehensive development strategy, did not receive the mandatory funding. However, the new program is included in the final bill with an authorization of \$135 million in discretionary funding over five years. Under the new program, up to \$150,000 will be provided to help self-defining, sub-state regions develop regional collaborative investment strategies. An additional \$6 million is provided for regions to implement specific projects identified in their strategies. Regional development organizations would serve as fiscal managers within their region, providing technical, administrative and financial support.

The bill also authorizes funding for several new and existing regional authorities including the Northern Border Regional Economic Development Commission (covering the states of Maine, Vermont, New Hampshire and New York). Also, the Southeast Crescent Regional Commission (covering counties in Alabama, Georgia, Florida, Mississippi, North Carolina, South Carolina and Virginia not already served by the Appalachian Regional Commission or the DRA); and the Southwest Border Regional Commission (covering the states of Arizona, California, New Mexico and Texas).

The authorities will focus on basic business development and job skill services, infrastructure development and transportation improvements. Each of the new commissions is authorized at \$30 million annually through 2012 and establishes EDA-designated economic development districts as the local delivery mechanism for commission activities and programs.

### **Northern Border Regional Development Commission (Source: NADO)**

#### **AVCOG Role: Conveyor of Information/Potential Regional Administrator**

The Farm Bill authorized three new regional commissions including the Northern Border Regional Commission, which will encompass parts of Maine, New Hampshire, New York and Vermont. There is \$30 million annually for FY2008-2012 however, funding levels for each Regional Commission are subject to the annual federal appropriations process.

The core functions of each Regional Commission are to:

- Assess the needs and assets of the region
- Develop economic and infrastructure strategies and provide grants to support development;
- Encourage private investment
- Develop priorities in a regional plan with 5-year goals
- Work with states and locals to develop model development legislation
- Encourage interstate cooperation
- Enhance capacity of and support for LDDs

The governance structure would have voting leadership composed of a Federal Co-Chairperson, who is appointed by the President and confirmed by the US Senate and the Governors of each state in the region. The bill calls for EDA-designated EDD's to serve as Local Development Districts (LDD's) who would function to:

- Provide outreach to local governments, community development groups, business organizations and the public
- Identify, assess and facilitate projects and programs to promote economic development
- Serve as liaison between state and local governments, nonprofit organizations and the private sector

Under the program, 40 percent of project funding will be reserved to develop transportation infrastructure, basic public infrastructure or telecommunications infrastructure and 50 percent of funds will be reserved for "distressed" counties and "isolated areas of distress." Each commission must identify, using its own criteria, areas that are distressed counties, transitional counties, attainment counties and areas of isolated distress. Distress designations will affect the share a project can receive. Attainment counties would only be able to receive funding under certain circumstances, such as regional projects. LDD's may be able to receive grants for planning and administrative expenses with a federal share capped at 80 percent share.

Projects and grant proposals will originate at the local level and then be submitted to the state for approval. Approved projects would be forwarded to the Commission for certification and approval of the Federal Co-Chair and then must receive majority approval from the Commission (meaning at least a simple majority of the region's Governors) to be funded.

The authorization of the new Regional Commissions in the 2008 Farm Bill is an important step since it provides the legal framework for their operations however, Commissions will only become reality with Presidential appointment of Federal Co-Chair for each Commission (and Senate confirmation), plus approval by Congress and the President of annual appropriations for programs and operations.

### **Economic Development Administration Re-Authorization (Source: National Association of Development Organizations (NADO) AVCOG Role: Conveyor of Information**

In April of 2008 the administration released its proposal for reauthorization of the Economic Development Administration (EDA). EDA's current authorization expired at the end of fiscal year 2008. Specific provisions of the administration's plan include:

- Authorization of only \$100 million for EDA's economic development assistance programs for fiscal year 2008, equal to the President's budget request and nearly \$150 million under current spending. The proposal then authorizes "such as sums as necessary" through 2013.
- Provides authority to approve a request from an RLF recipient to convert project assets held in conjunction with an RLF project.
- Provides EDA with new authority to approve an RLF recipients request to "extinguish" the federal reversionary interest by repaying EDA for its share of the project.
- Provides the Secretary of Commerce with the ability to transfer up to 2 percent annually of the funds appropriated for economic development assistance programs to develop and maintain an automated RLF tracking system.
- Creates Economic Development Award program to recognize innovative economic development strategies. Program provides recognition for purposes of disseminating best practices.

Congress failed to act on the administration's plan and legislation was not moved. In May of 2009, 38 members of the House of Representatives signed a letter urging President Obama to nominate an Assistant Secretary of Commerce for Economic Development. Specifically, the letter urges the President to expedite the nomination of an Assistant Secretary to oversee the Economic Development Administration (EDA) "as soon as possible and to make the reauthorization of the EDA a legislative priority for the White House." The letter goes on to say that the "reauthorization of economic development assistance programs will be crucial to bolstering the EDA and will give the Department of Commerce the resources and authority it needs to retain and create jobs and spur sustainable economic development."

### **Regional**

#### **Northern Forest Sustainable Economy Initiative**

#### **AVCOG Role: Member State of Maine Project Steering Committee**

AVCOG served as a member of the project steering committee for the Northern Forest Sustainable Economy Initiative (SEI), a four state collaborative (Maine, New Hampshire, Vermont and New York) funded in part by the Economic Development Administration (EDA). In the early 1990's the four state Northern Forest Lands Council (NFLC), funded by Congress with support from all four states, and private land conservation advocates formulated a conservation blueprint and the political support needed for protecting important lands in all four states. At the NFLC 10<sup>th</sup> anniversary forum a recommendation was made that called for community and economic development strategies across the region to reinvigorate the rural economies of the Northern Forest. These recommendations were endorsed by the Governors of all four states in April 2005.

The Northern Forest Center and the New Hampshire North Country Council with support from all four states and the congressional delegation secured funds from EDA and private donors to implement this recommendation. The main purpose of the initiative was to build a regional blueprint for action for sustainable economic growth based on balanced investment in business, community, and environment and to deliver the regional consensus and leadership to take the blueprint to implementation. The focus was on four current and emerging sectors of the Northern Forest Economy forest products, recreation and tourism, renewable energy and the knowledge economy.

The steering committee finalize the strategy and recommendations in October 2008. The Sustainable Economy Initiative (SEI) shared vision that the Northern Forest region will be globally recognized for its unique character and ecosystem which support vital regional economies and communities. To that end , the SEI has set 3 long-term goals to guide us in achieving the vision.

- Protect and Enhance the Region's Assets - Invest in the people, communities, infrastructure, and natural resource base that underlie the Northern Forest region's distinct character and comparative economic advantage.

- Expand Enterprise - Create a fertile environment for workforce, entrepreneurial and business development, and increase the region's ability to develop and commercialize new products and services that capitalize on its assets.
- Coordinate and Advocate - as a Region Increase the capacity of the region's individuals and institutions to anticipate and adapt to change and implement new initiatives by working and coordinating as a region to understand and advocate for regional interests and priorities.

Ten action steps to toward achieving the vision were also established:

- Keep Forests as Forests
- Encourage Creativity and Business Growth
- Coordinate Regional Marketing
- Buy Local to Keep Wealth in the Region
- Invest in World-Class Telecommunications
- Improve Transportation Systems
- Harness Renewable Energy
- Prepare for Future Changes - Invest in research, tracking, and forecasting of natural, social, and economic assets
- Coordinate & Advocate for the Region
- Secure Federal Investment

## **Maine**

### **Governor's Council on Maine's Quality of Place**

#### **AVCOG Role: Conveyor of Information/Potential Administrator**

The Brookings report identified Maine's Quality of Place as an economic asset of great and increasing value and could become Maine's chief economic asset in the global competition for entrepreneurs, skilled workers, seasonal visitors, and retirees. Brookings also recognized that this asset is under threat and that as the search for Quality Places grows, Maine has a globally-known brand built on an image of livable communities, stunning scenery, and great recreational opportunities that it needs to must support. Threats to the quality of place include the:

- Decline of agricultural lands;
- Spreading out of homes and schools across the landscape;
- Selling off of our industrial forest;
- Lack of access to natural places;
- Loss of historic assets; and
- Lack of investment in our downtowns

In response to the Brookings report the Governor's Council on Maine's Quality of Place was established to examine more thoroughly the threats that currently exist and determine if Maine's Quality of Place is, in fact, an economic driver and how can we secure and build this asset. The Council did find through its research that it is an economic driver and an asset of increasing value to Maine and its people. The Council has made recommendations in four main to secure Maine's quality of place: Regional Landscape Conservation; Community and Downtown Revitalization; Workforce Development; and Asset- Based Development Strategy.

The Council, calls for the EDDs to develop and implement Quality of Place strategies. The EDDs would also provide outreach and education to local and regional leaders about Quality of Place assets and investment strategies. The Council recommended that the EDDs develop a regional quality of place investment strategy by engaging regional sector leaders, setting priorities and leveraging public and private development activities and funds. The quality of place investment strategy, as defined by legislation submitted to the 124<sup>th</sup> legislature (LD 1389) builds on place based assets by:

- Protecting the landscape, including working landscapes, and enhancing the economy of farms, forests and working waterfronts.

- Revitalizing downtowns
- Preserving historic assets
- Supporting the arts, culture and creative economy
- Supporting the economy based on natural resources, including farming, fishing, forestry, nature and heritage-based tourism and outdoor recreation and leisure including motorized and non-motorized activities.
- Providing access to recreation over private and public lands
- Leveraging the existing skills and knowledge of the state workforce that related to quality of place, including but not limited to those of workers in fishing, farming, forestry, tourism and recreation, and increasing both the number of jobs and the wages of this workforce.

## **Mobilize Maine**

### **AVCOG Role: Regional Coordinator**

Mobilize Maine is a private/public/nonprofit partnership facilitated by FairPoint's Connect Northern New England Community and Economic Development Initiative (CNNE). FairPoint's commitment is unprecedented and will expand the number and kinds of investors committed to assuring economic prosperity for all of Maine. FairPoint's CNNE has agreed to work with the State of Maine and the EDDs to establish MobilizeMaine and develop regional capacity throughout the state that will ensure a successful effort to build a strong, growing, and sustainable quality of place for Maine. This is the first step in carrying out the recommendation of the Q of P Council to: "develop and implement a Maine Quality of Place Investment Strategy that will protect, strengthen and build economic opportunity upon Maine's Quality of Place assets, both natural and built."

Mobilize Maine will be coordinated by and among the six Economic Development Districts (EDDs), namely:

- Androscoggin Valley Council of Governments (AVCOG)
- Northern Maine Development Commission (NMDC)
- Eastern Maine Development Corp. (EMDC)
- Kennebec Valley Council of Governments (KVCOG)
- Southern Maine Economic Development District (SMEDD)
- Mid-Coast Maine Economic Development Districts (MCEDD)

Mobilize Maine is a fresh approach to community and economic development that builds on indigenous strengths and authentic assets of Maine's people, places and businesses. Mobilize Maine will identify and develop strategies to address Maine's "unique hidden assets," which may be skills, businesses, activities or special places that have market leverage in the global economy, but may not have been previously recognized. Mobilize Maine will:

- Establish long-term strategies for growth that will span successive state administrations, and be sustained by a broad, grass roots based critical mass of private, public and non-profit sector leaders and citizen volunteers facilitated under the guidance of Maine's six regional economic development districts (EDDs)
- Initiate a ground up approach whereby citizens in each region will identify strengths and assets that can become the foundation of the new economy
- Identify regional priorities that will become the basis for private, public and philanthropic investment in each economic region.
- Preserve and sustain Maine's unique quality of place, while growing good paying jobs and businesses.
- Focus on measurable outcomes, with firm timeframes, benchmarks for action, and assigned responsibility for getting things done.

## **Maine on Paper**

## **AVCOG Role: Conveyor of Information**

Verso Paper Corp. is a leading producer of coated papers in North America with two facilities in Maine one in Jay and one Bucksport. Verso is North America's second-largest producer of coated groundwood papers, which are used primarily for catalogs and magazines, and are one of North America's lowest-cost producers of coated freesheet paper, which is used primarily for magazines, annual reports and brochures. The company operates 11 paper machines at four mills: our facilities in Maine at Jay and Bucksport, plus locations in Michigan and Minnesota. The company produced a white paper titled "Maine on Paper: An industry we can't afford to lose." The company utilized this piece as a call for action stating that "the future of Verso Paper Corp. is now inextricably linked to our success in Maine. That is why the challenges outlined in this report must be addressed. Verso needs Maine, and Maine needs Verso as a leader in a sustainable and thriving pulp and paper industry." The company stated that although many see pulp and paper as a dying industry, it is not, and is producing more paper than at any time in its history. While there are fewer mills and workers than in the past, and many of the names have changed, the industry is a big part of Maine's economic and social fabric.

The paper clearly outlines the issues faced by the company and the paper industry in the areas of energy costs, sustainability, workforce availability, environmental regulation, transportation, and costs structure. To address these issues verso has made key recommendation sunder each of these critical areas. The following are recommendations.

### **Energy costs**

- Support a Maine LNG terminal to increase the supply and lower the cost of natural gas.
- Identify benefits to ratepayers before approving major electricity infrastructure investments.
- Do not load further regulations or costs into Maine's electric rates until the federal government levels the playing field throughout the U.S.

### **Sustainability**

- Assume a leadership role in promoting third-party certification throughout the state.
- Create incentives for woodlands owners and loggers to become certified.
- Ensure that all wood harvested, whether for lumber, pulp and paper, biofuel or other industrial purposes, comes from sustainably managed forests.
- Develop public policy to assure that any new energy strategy that includes greater use of wood for fuel carefully evaluates all potential environmental and economic consequences, does not sacrifice one valuable consumer product for another, and does not drive inflation or otherwise have an adverse effect on the Maine or national economy.

### **Workforce**

- Create a program to help guidance counselors and others encourage career exploration in Maine's pulp and paper industry.
- Expand the KVCC pulp and paper curriculum to other parts of Maine.
- Partner with the industry to promote living and working in rural Maine.
- Ensure that high school provides a solid foundation in basic skills and support post-secondary degree programs that are critical to the industry.

### **Environmental Regulations**

- Update the environmental and land use permitting process to recognize the complexities of major projects and issues.
- Provide predictability in the permitting process through consistent interpretation and application of laws and regulations.

### **Transportation Costs**

- Recognize reliable rail service as a major economic development issue.

- Establish a revolving loan fund and/or purchase and lease-back program for new equipment and track improvements.
- Work with Maine's Congressional Delegation to raise truck weight limits on Maine interstate highways

#### Cost Structure

- Take the politics out of BETR and TIF.
- Enact comprehensive spending and tax reform.
- Address reports and studies that fail to acknowledge the industry's value.
- Prepare impact analyses of new regulations and laws.

### **Pine Tree Zone Program**

#### **AVCOG Role: Androscoggin Valley Pine Tree Zone Administrator**

The Pine Tree Development Zone program was introduced by Governor John Baldacci in early 2003. The program called for the establishment of eight Pine Tree Zones in the state. The eight zones that have received preliminary designation include four pre-designated zones in: Aroostook County, Androscoggin Valley, Penobscot Valley and Washington County-Downeast. In addition, four "at-large" zones were designated: PenQuis, Kennebec Valley, Midcoast and Southern Maine.

In order to be eligible to participate in the program a business must be engaged in manufacturing, financial services, or in one of Maine's seven targeted technology sectors: biotechnology, aquaculture and marine technology, composite materials technology, environmental technology, advanced technologies for forestry and agriculture, information technology and precision manufacturing technology. There are four primary benefits to businesses locating within a Pine Tree Zone:

- 100% sales tax exemption for building materials and for all tangible personal property; effective July 1, 2005
- 100% state income tax credit for first five years followed by 50% credit for 6th through 10th years
- Employment Tax Increment Financing (ETIF) equal to 80% of employees' state income tax withholdings for 10 years
- Tax Increment Financing (TIF) Districts established in zones are excluded from municipal area and original assessed value limitations

Staff continues to provide administration for the Androscoggin Valley Region Pine Tree Zone (AVPTZ). The AVPTZ includes parcels in the following communities: Auburn, Lewiston, Poland, Lisbon, Greene, Oxford, Norway, Paris, Greenwood, Waterford, Rumford, Peru, Mexico, Canton, Jay, Wilton, Kingfield, Farmington, Strong and Buckfield. As of August 15, 2008 thirty businesses have been certified in the AVPTZ creating 1,103 jobs and investing \$78,690,512. Statewide the Pine Tree Zone has resulted in 187 business certifications creating 5,886 jobs and investing \$549,948,013. Staff has also had discussions with the DECD on the potential for a statewide PTZ program which would not require regional administration but would be directly administered by the State.

There is legislation currently being considered by the Business Research and Economic Development Committee that proposes to expand the eligibility for designation as a Pine Tree Development Zone, and the benefits available as a Pine Tree Development Zone, to the entire State.

### **Maine Technology Institute**

#### **AVCOG Role: Conveyor of Information**

Established by the Maine Legislature in 1999, the Maine Technology Institute (MTI) is a non-profit organization created to encourage, promote, stimulate and support research and development activity leading to commercialization of new products and services in the State's technology intensive sectors. The MTI has five core funding programs: Seed Grants, Development Awards, Cluster Enhancement Awards, SBIR/STTR Phase 0 Awards and Federal Funding Assistance and Accelerated Commercialization Fund. These programs are for Maine companies that are innovative, technology-based projects that will likely lead to commercialization, industry cluster building and quality job creation.

During FY08, MTI funded 165 new technology development projects, totaling just over \$7 million. This funding leveraged an additional \$16 million in matching capital investment by the companies themselves. Since its inception in 1999, MTI has funded 1,153 technology development projects throughout the state of Maine, a financial commitment of nearly \$50 million that has leveraged an additional \$80 million for a total \$130 million. These resources have enabled Maine companies to secure their intellectual property, launch more competitive products and services, grow faster than average companies across the state, generate jobs and purchase goods and services from other Maine companies.

In FY08, 126 Seed Grants totaling nearly \$1.4 million were awarded in six rounds that averaged 45 applications per round. The matching funds leveraged by these awards totaled over \$2.3 million. Since 2002, MTI has approved 867 Seed Grants for over \$8 million and matched by over \$13 million. In 2008, MTI reviewed 32 Development Award applications of which 13 were funded for a total of \$4.5 million and matched by nearly \$11 million.

The Accelerated Commercialization Fund (ACF) provides follow-on funding to help successful MTI-funded companies bring their new products or services to market. The fund is available for companies that have successfully completed an MTI development award-funded project and are seeking next stage investment from outside angel investors or venture capital funds. In FY08, MTI made one Accelerated Commercialization Fund investment of \$100,000 and also approved follow-on investments of \$75,000 and \$58,000.

MTI's Phase 0 Program provides up to \$5,000 in financial assistance to Maine companies that are interested in applying to the federal government's Small Business Innovation Research/Small Business Technology Transfer program. In FY08, 18 Phase 0 awards were approved, totaling nearly \$85,000, matched by company contributions of over \$124,000. Since the program's inception in early 2005, more than \$337,000 in Phase 0 awards have been approved and matched by over \$488,000.

MTI administers three bond-funded programs: the Maine Biomedical Research Fund and the Maine Marine Research Fund to expand Maine's research capacity in biomedical and marine research, and the Maine Technology Asset fund aimed at bringing innovative Maine technologies to the market by supporting capital investments. During FY08, MTI disbursed \$3.69 million to Maine Biomedical Research Fund awardees for projects that had been approved in previous fiscal years; disbursed over \$1.79 million to Maine Marine Research Fund awardees as they achieved their project milestones; and the MTI Board approved the first round of 14 awards under the new Maine Technology Asset fund for a total of \$29,919,446.

### **Maine's Technology Sectors and Clusters: Status and Strategy, 2008 -Maine Technology Institute AVCOG Role: Conveyor of Information**

The Brookings report as well as several Legislative and state committees have called for a greater investment in Maine's high-potential technology clusters. Clusters are an important driver of business growth and economic development in a region. Maine's technology clusters have grown and evolved significantly since 2002, when Maine's first analysis of its technology sectors was published. Since that

time, researchers have learned more about clusters, what they are, how to measure them and how to nurture them. Last year, the Maine Technology Institute (MTI) Board of Directors commissioned an analysis of Maine's technology sectors and clusters to be led by Dr. Charles Colgan, Professor of Public Policy and Management, Center for Business and Economic Research, the University of Southern Maine, and funded in collaboration with Maine's Office of Innovation. The major findings of the report were:

- In Maine clusters are best defined as a collection of knowledge, skills and innovation that reside in a particular area and spread via networks to stimulate entrepreneurship, lead to new products and services that in turn generate economic growth in the area and also spark the creation of additional knowledge, skills and innovation.
- The foundations of knowledge and skills include an active and distinctive research and development effort along with an adequate STEM (science, technology, engineering and math) educated workforce. The report analysis shows adequate patterns of knowledge and skills underlying clusters in Maine.
- The report analyzed Maine seven technology business sectors (i.e. Biotechnology, Composites and Advanced Materials, Environmental Technologies Forest Products and Agriculture, Information Technologies, Aquaculture, and Precision Manufacturing) to determine the level of potential cluster activity.
  - Biotechnology has distinct knowledge and skills bases in genetics/genomics and the development of commercially based products in diagnostics;
  - Composites and advanced materials sector best exemplifies a sustainable cluster in the sense developed in the report. Knowledge, skills and innovation are notable and strongly associated with Maine, formal and informal networks have arisen and there is strong evidence of entrepreneurship through new companies and existing commercially successful firms;
  - Environmental Technologies Sector- environmental services and engineering, as part of this sector, is a sustainable cluster;
  - Forest Products and Agriculture contains a number of clusters that are sustainable over time. Cutting edge areas like bio-fuels and bio-plastics will require additional research if they are to be meaningful for Maine's economy;
  - Information Technologies are widely dispersed and we can look to areas of specialization for clusters. Geospatial technologies are an emerging cluster and there is evidence of potentials for new media, bioinformatics and IT applications for measurement and control;
  - Aquaculture exhibits the characteristics of a sustainable cluster. The market for its products is strong and a robust skills and research base exist in Maine. Marine technology research is strong, but has not produced commercial developments;
  - Precision manufacturing, metalworking and electronics, shows limited knowledge spillover and networking activity and therefore is not seen as a potential cluster.

The report identified 16 clusters of economic activity. Eight show potential for the future or are emerging and eight that have shown sustainability over time.

- Potential/Emerging clusters ranked from farthest along to least developed: Antibodies and Diagnostic Material/Processes, Geospatial Analysis/GIS, Measuring/Controlling Devices, "New" Media, Biomedical Research, Genetics/Genomics, Creating "Green" Products and Bioinformatics.
- Sustainable: New and Advanced Materials, Chemistry and Chemical Engineering, Marine Biology/Oceanography/Aquaculture, Forest Harvesting and Management, Design/Shaping/Coating of Materials, Crop/Soil Sciences and Environmental Services/Engineering/Civil Engineering.

The primary recommendations of the report are to: 1) expand R&D and continue to support it at the highest level possible; 2) MTI, through its cluster enhancement awards, should strive to develop services, build technology networks, shorten distances and make connections outside Maine and address weaknesses of clusters at all levels of their development; 3) address workforce issues that must be addressed for cluster development by increasing the numbers of advanced degree STEM graduates,

expanding the knowledge transfer between industry and the educational institutions, recruiting more specialized workforce members from outside Maine and addressing workforce shortage resulting from an aging population and the lack of younger people willing to move into production floor occupations; 4) funding should be targeted to innovation by creating better links between Maine's R&D assistance programs and cluster development strategies. Applicants for funding should be encouraged to review how their initiative might enhance networking or strengthen other cluster characteristics as one of the criteria to be considered in grants and awards.

## **Maine Economic Growth Council - Measures of Growth 2009**

### **AVCOG Role: Conveyor of Information**

The Maine Economic Growth Council was created by the Maine Legislature in 1994, and charged with developing a vision for Maine's economic future and establishing measurements for the achievement of that vision. To achieve the vision of a high quality of life for all Maine citizens, the Growth Council established goals in the following key areas: Economy, Community and Environment. The *2009 Measures of Growth in Focus* examines 24 measures that are believed to be the most significant measures of Maine's prospects for long-term economic growth.

The report highlighted the following under five measures that focus on income, employment and business development:

#### Personal Income:

In 2007, Maine's per capita personal income was \$33,962, ranking 35th among all states. This represents a slight decline from the previous year's ranking of 34th. In real terms (adjusted for inflation), personal per capita income in Maine remained relatively unchanged from the previous year. Both Maine and the nation experienced approximately the same growth in personal per capita income of about 5% from the previous year. As a result, Maine's per capita personal income continues to lag behind the national average. In 2007, Maine's personal per capita income was 88.1% of the national average of \$38,564. With the exception of the period from 2001-2004, this is essentially the same income gap that has existed since 1991.

Employment: From 2006 to 2007, Maine experienced a net gain of 2,700 jobs. This is a 0.4% increase and marks the seventh consecutive year of growth below 1%. From 2006 to 2007 four sectors experienced growth greater than 1%: Professional and Business Services (3.1%), Transportation-Warehousing-Utilities (2.4%), Educational Services (4.8%), and Health Care and Social Assistance (1.3%). Together they accounted for approximately 4,100 jobs. Three sectors that posted the greatest losses were Manufacturing (-1.5%), Construction (-1.6%) and Wholesale Trade (-1.4%). Together these sectors accounted for approximately 1,700 lost jobs.

Manufacturing employment has fallen steadily from 1990 to 2007. In 1990 manufacturing was 17.4% of Maine's total employment and by 2007 it was 9.6% of total employment. These losses are consistent with national trends. Two factors influencing this trend are the outsourcing of manufacturing to other regions of the world and advancements in productivity. The net effect has been fewer jobs.

Cost of Doing Business: The Measures of Growth report utilizes Economy.com, to analyze Maine's cost of doing business. According to this index, Maine's cost of doing business was 6.6% higher than the nation. This index ranks Maine eighth highest in the nation. The measurement is based on labor costs (75%), energy costs (15%) and tax burden (10%). A similar index created by the Milken Institute ranks Maine 17th in the nation and just slightly higher than the nation in cost. New England as a region has a higher cost of doing business than other regions in the nation. Massachusetts (3), New Hampshire (6), and Connecticut (7), all ranked higher than Maine in 2006. Vermont (9) and Rhode Island (11) ranked only

slightly better. From 2000 to 2006, Maine improved each year on this measure and continues to make progress in reaching the benchmark.

Local and State Tax Burden: The tax burden is the average amount of state and local taxes a taxpayer pays for every \$100 of income earned, reported as a percent. The U.S. Census 2006 estimates show that Maine's total state and local Tax Burden rose from 13.6% in 2005 to 14.4% in 2006. Tax Foundation calculations show Maine's state and local tax burden at just under 11% for 2006. The Tax Foundation projections, based on growth assumptions, predict a decline to 10% by 2008. Both sources show the average tax burden across New England has been lower than Maine for a decade. Maine has not made significant movement toward the benchmark according to both data sources. Lowering the tax burden requires spending cuts, increased income or both. Both these components of burden are tied to other factors in the economy and indicators in this report. Income plays a large role with this measure. As an example, removing income from the measure and looking at per capita taxes, U.S. Census data shows Maine ranked 11th in the nation in 2006. Connecticut (3), Massachusetts (7), and Vermont (10) all had higher per capita taxes. Rhode Island (12) and New Hampshire (32) had lower per capita taxes. On average, in 2006, a Maine taxpayer was paying approximately \$958 more in state and local taxes than a New Hampshire taxpayer and \$1,277 less each year than taxpayers in Connecticut.

Affordable Housing: There was no significant movement on this indicator from the 2006 to 2007. This remains the case for the Northeast region and nation as well. This measure is not making progress toward the benchmark and since 2000 has moved in the wrong direction. The housing situation could be further exacerbated by the current economic environment and credit crisis. Maine has seen a rising number of foreclosures. The Bureau of Consumer Credit Protection reported that the rate of foreclosure for Maine in 2008 was nearly twice the rate in 2007. In 2000, 13 counties were considered to have affordable housing (an index that was near or above 1.0). Cumberland, Lincoln, and Knox counties, all in southern Maine, were not considered affordable. By 2007, only three Maine counties were considered to have affordable housing: Aroostook, Piscataquis, and Somerset.

Counties with the least affordable housing tended to be coastal and southern counties. The full effects of the current economic recession and credit crisis are not readily apparent in the most recent data. This indicator may change somewhat in the next few years as the full effects are felt.

## **Maine Office of Tourism Strategic Five Year Plan**

### **AVCOG Role: Regional Representative- Tourism Commission**

The Maine Office of Tourism updated its strategic plan in 2008. In the Spring of 2007 the Office met with all eight of Maine's tourism regions to receive input into the five-year plan. This plan updated the five-year strategic plan released in June of 2002. Due to a number of external factors including September 11<sup>th</sup> and the weakened dollar, in 2005 the Office of Tourism changed its marketing strategy to one that focused on increasing share of market within the New England region. The 2008 Five Year Plan focuses on measurable achievements in the enhancement of the tourism marketing infrastructure and the state's ability to compete effectively on every level. The following are the Office of Tourism's key goals to guide the tourism marketing activity for the next five years.

- Evaluate the establishment of a voluntary rating system that will assist people considering a vacation in Maine, and in selecting the property (or properties) that are best suited to delivering the vacation experience they seek;
- Enhancing the current state web site in order to make the web site a functioning "travel agent." Those enhancements will include the development and implementation of a travel planner that will assist prospects in sorting the hundreds of pages of content currently available and presenting only that content which best suits the prospects specified criteria, i.e., budget, geographic area of interest, etc.;
- The development of a web based booking engine that will allow prospective Maine vacationers to book their accommodations as well as certain activity reservations in advance;

- Create a package development system that can be tested, implemented, retested and rolled out within the span of this five year plan. The program will offer region specific as well as statewide travel packages designed to make it as easy as possible for potential visitors to choose Maine;
- Work with our partner organizations to create long-term, sustainable communication programs and tourist request fulfillment materials that increase the conversion rate of potential visitors, provide tracking and conversion data for future marketing use, and better meet the needs of the state as well as those of our partner organizations;
- Create new research protocols that will provide the state and the individual regions with realtime data on intention to travel, reasons for choosing Maine, perception of Maine versus its core competition, and provide benchmarks for judging the effectiveness of the state's overall communications efforts;
- Guide the creation of a training program and work with the education infrastructure in Maine to implement training of the next generation of hospitality professionals, spur interest and growth in the state's tourism infrastructure, and provide destination training to potential brand ambassadors at every level;
- Institute improved detailed procedures for evaluating marketing partnership grant applications and provide a mechanism for increasing interregional cooperation in developing tourism by enhancing the tourists' experiences in Maine and by expanding the geographic limits of their trips;
- Establish the lifespan of a prospect and the lifetime value of a visitor;
- Continue the development and expansion of public/private initiative to increase coordination of communications and promotion of Maine tourism to varied audiences;
- Examine the social media structures available to the state and develop a means of expanding communications to our audiences via this developing channel, and;
- Initiate a product development program to attract and assist Maine businesses in creating new and more competitive products that will appeal to and attract more first time visitors to Maine.

### **Local/Regional Initiatives**

#### **Lewiston-Auburn Freight Intermodal Facility/Port of Auburn AVCOG Role: Advisory Committee Member**

The \$3.2 million Lewiston-Auburn Freight Intermodal Facility was developed in Auburn in 1994. The statewide intermodal facility was envisioned to provide flexible connections between potential transportation modes and become a transportation hub. Due to rail connections with Canadian National railway the Auburn facility has a big advantage as being part of the "Canadian network." The Auburn Freight Intermodal facility can reach ports from Vancouver to Halifax and ports in the Midwest and as far as New Orleans, it also provides links to the Maine Turnpike and the St. Lawrence and Atlantic Railroad.

Safe Handling Inc. has opened its new Port of Auburn distribution hub expansion in Auburn. The Port of Auburn expansion is a multimillion dollar warehouse and transportation project on 150-acres adjacent to the Intermodal Facility. The plans call for construction of multiple warehouses totaling 250,000 square feet and seven new rail sidings that connect with the St. Lawrence & Atlantic Railroad and the Canadian National Railroad. Current new railcar capacity on site at the port of Auburn is 100 railcars.

The project, named Port of Auburn Intermodal Facility, provides Safe Handling with the space it needs for future growth. Safe Handling manufactures and distributes numerous raw materials for customers primarily in the pulp and paper industry. As the state's largest importer of biodiesel, they opened Maine's first ethanol terminal in December of 2007. The terminal allows them to be the middle man between corn-based fuel suppliers in Canada and the Midwest and fuel wholesalers in Maine.

#### **Auburn-Lewiston Municipal Airport Master Plan AVCOG Role: Board Member**

In October 2006 the Auburn-Lewiston Municipal Airport Master Plan update was released. The municipalities of Auburn and Lewiston, joint operators of airport, began the update of the airport's master plan in June 2005 and Hoyle, Tanner & Associates Inc, was awarded the contract. The last update to the Master Plan had been done in July 1997. The goal of an airport master plan as defined by the Federal Aviation Administration (FAA) is to provide guidelines for future airport development which will satisfy aviation demand in a financially feasible, environmentally responsible manner.

In order to provide guidelines for future airport development and as part of the master plan update, the Cities of Auburn and Lewiston formed a Planning Advisory Committee (PAC). The PAC is a review group responsible for providing input and insight on technical issues as they pertain to the airport and related elements to be addressed in the master planning process.

The following components are part of the Master Plan update:

- An inventory of existing conditions as well as environmental, financial and legal baselines.
- Activity forecasts to identify growth trends and changing conditions.
- Demand-Capacity analysis to assess improvement needs.
- An overview of known environmental resources and land-use controls to identify potential on and off-airport related impacts.
- A development plan using three scenario driven situations
- A capital improvement plan that identifies funding sources and project sequencing for the near-term (1 to 5 years), intermediate term (5 to 10 years), and long term (10 to 20 years).

All of the tasks have been completed throughout a study process that included active involvement and input from a Planning Advisory Committee (PAC) made up of representatives from the neighbors, tenants, administrators, and community leaders interested in the future of airport.

### **Auburn-Lewiston Air Service Development Master Plan**

In January 2009, the Auburn-Lewiston Air Service Development Master Plan developed by Sixel Consulting Group was released. The plan examined the potential for implementing programs to retain and improve commercial air service to the region. A key element of this effort was the generation and development of credible information that could be utilized to evaluate current air service in the region and identify opportunities for local air service at LEW. Ticket Lift Surveys provide objective information on air travel in the region that cannot be acquired economically from other sources.

As the domestic airline industry continues to undergo considerable change, it is prudent for airport management and community leaders to understand the local air travel market. Airlines make service decisions based on two primary factors: return on investment and company strategy. However it is also true that air carriers spend very little time analyzing smaller markets, and specific information on smaller communities is limited. Ticket Lift Survey information provides objective background data for evaluating and analyzing service gaps and opportunities. Equally important, airline staff members are receptive to proposals that include Ticket Lift Survey data as one element of the overall analysis of market potential. The primary objective of the Ticket Lift Survey is to develop information on the travel patterns of local airline passengers that reside in the geographic area that would likely be served by the Auburn-Lewiston Municipal Airport. The Auburn-Lewiston catchment area contains 3.8% of the regional population (168,000 people), and is surrounded by seven other airport catchment areas. The extended catchment area contains 278,000 residents, representing a potential for 486,600 annual passengers. The following are the research highlights a from the report:

- The Auburn-Lewiston Municipal Airport (LEW) catchment area is estimated to contain 278,000 current residents.
- The LEW catchment area accounts for 28% of the 989,000 residents in the greater Portland Jetport catchment area.
- 74.5% of travelers who live in the Auburn-Lewiston catchment area currently fly from Portland, while another 18% currently fly from Boston.
- The Auburn-Lewiston catchment area is projected to produce as many as 486,600 origin and destination passengers per year, or 667 passengers per day each way.
- The LEW catchment area is projected to produce a total of \$90 million in annual airline revenue, or \$123,300 in revenue per day each way.
- 15 of Auburn-Lewiston's top 20 projected true passenger markets are located on the east coast.
- 13 of Auburn-Lewiston's top 20 projected true revenue markets are on the east coast.
- Only 29% of current passengers from the Auburn-Lewiston catchment area fly non-stop to their destinations – 71% of passengers connect, at least once, in reaching their destination.

The air service recommendations for the LEW include the following:

- The Auburn-Lewiston Municipal Airport (LEW) should first seek hub service to a major northeast hub with connections to all of the area's top east coast destinations.
- In order to build air service, success will hinge upon connectivity to east coast destinations, above all others.
- It is recommended that the Airport first seek a regional carrier's service to Boston.
  - Boston service would connect to all of LEW's top east coast passenger and revenue markets.
  - Boston service is not offered from Portland – without overlap with current Portland service, it is likely to draw some passengers from the Portland area who prefer to fly, instead of drive.
- Should Boston service be found to be impractical, or should there be significant local demand, beyond that defined in the True Market Study, for non-stop service to New York City, the Airport should seek a regional carrier's service to either New York LaGuardia or New York/Newark Liberty.
- Finally, while seeking daily regional service, the Airport should also consider recruiting leisure-only low cost carriers such as DirectAir, which can offer weekly non-stop service to LEW's most popular leisure destinations in Florida.
  - It should be noted, the short runway length of both runways at LEW might be a deterrent to mainline jet service.

**Lewiston-Auburn Turnpike Interchange and Downtown Connector Study:  
AVCOG Role: ATRC Committee Member**

The Maine Department of Transportation and the Maine Turnpike Authority have been working with a consultant, Fay, Spoffard & Thorndike, to perform the second phase of the Downtown Connector to address improved access to the downtowns of Lewiston and Auburn from the Maine Turnpike.

The second phase of the study has been working to narrow down the proposed strategies to a single preferred alternative while assessing the future local and regional traffic, economic, social and environmental impacts of the transportation improvement strategies, including a possible new bridge as well as the connection to the Maine Turnpike and the Lewiston-Auburn downtowns. The second phase is winding down and is expected to be completed by Fall 2009.

**Northeast CanAm Connections: Integrating the Economy & Transportation**

## **AVCOG ROLE: Conveyor of Information**

A study is being conducted originally titled the Northeast Border Corridor Transportation and Economic Development Study. This study will examine the relationship between sufficiency of transportation and economic conditions across the region of central Maine and the northern tier of New Hampshire, Vermont and New York State, as well as along the adjacent Canadian provinces of Nova Scotia, Prince Edward Island, New Brunswick, Quebec and eastern Ontario. The initial phase of this study developed a Scope of Work and Request for Proposals (RFP) for experts to conduct the analysis. The second phase conducted the actual study.

The study encompassed all modes of transportation links within the region and with other regions, extending from the Great Lakes to the Atlantic Seaboard. This includes both sides of the Canadian Border, from Toronto to Halifax on the Canadian side and from Buffalo to Calais, Maine on the U.S. side. This is a region of some 25 million people. The study evaluated opportunities to attract investment and to create jobs by promoting efficient transportation systems to reduce business costs, increase competitiveness, and to capture new tourist and business trade and spending in the region.

The project further examined the relationship by evaluating the adequacy of the region's access to jobs, to markets and to intermodal distribution networks within and outside the region, and then assessing their effect on job loss, population loss and low wage levels in many parts of the study area. The study assessed the extent to which transportation improvements can reduce business costs and improve operating efficiencies within the region, as well as enhance the region's competitiveness in attracting and retaining businesses and jobs. Other important impacts on cross border travel and shipping costs, access to international air and sea ports, and safety were also considered.

MaineDOT is serving as lead agency for this project, which is a cooperative effort involving transportation and economic development departments of the designated states and provinces. Funding is coming from the (US) National Corridor Planning and Development Program and Coordinated Border Infrastructure Program. Economic Development Research Group, Inc. has been retained by MaineDOT to serve as Project Management Consultant to guide the development of this scope of work.

## **Portland North Study**

### **AVCOG: Technical Assistance Provider**

The Maine Department of Transportation (MaineDOT) is considering implementing either Commuter Rail or Bus Rapid Transit (BRT) service between Portland and destinations north of Portland. Bus service would be provided in the I-295 and I-95 corridors, and the following three rail corridors are being analyzed for potential funding under the Federal Transit Administration's (FTA) Small Starts program: Portland to Yarmouth, Portland to Brunswick, Portland to Auburn. The study is evaluating each corridor, route, transit mode, and service alternative to identify the option that ranks the highest according to FTA criteria. The Small Starts analysis will also meet requirements outlined in the National Environmental Policy Act and in the Clean Water Act. The AVCOG has been hired by the MaineDOT to provide assistance in public outreach.

## **Maine Mountain Heritage Network/Franklin County Tourism Network**

### **AVCOG Role: Participant**

Mountain Counties Heritage Inc. has taken the lead in pulling together a network of people interested in tourism development, and they have secured funding from the Horizon Foundation for this effort. AVCOG staff participates as a member of the Network. With this money, they expect to establish a functioning and informed experiential tourism "production network" in Franklin County. The goal of the Tourism Network is to create an effective set of working relationships among government agencies, non-profits, and businesses to support tourism development in Franklin County. The group will promote collaboration on education, research, and other business development and promotional activities required to produce and market seamless, high quality visitor experiences. At this time, the group has chosen to operate as a Network and not to create another entity.

In November 2008, the Network coordinated/hosted two tourism training programs for businesses in the Franklin County area. A Customer Service Training program was held in Rangeley for 60 participants. The second training, a Tourism Marketing Workshop, was held at the University of Maine at Farmington with 10 attendees. Overall feedback on these training sessions was very positive and the Network walked away with many ideas for additional workshops.

The Network formed four workgroups to move their efforts along: Marketing/Branding, Communications/Public Relations, Resource Management/Product Development, and Education/Training. The Network believes business involvement is important, so they decided on a two pronged approach: general outreach and targeted recruitment. The first prong involves crafting an explanation of FCTN that details the mission, structure, status, and invites businesses to email or call a point person, if they are interested in participating. The second prong involves reaching out to specific businesses to recruit for participation or feedback.

## **The Maine Woods Consortium**

### **AVCOG Role: Member of Coordinating Team**

The Maine Mountain Heritage Network evolves into the Maine Woods Consortium. The Coordinating Team of the Network, of which AVCOG is a member, decided in 2007 that it could better strengthen programs, attract resources, and ultimately expand market reach if it worked with partners to the north and east under a new "Maine Woods" banner. The Network linked with organizations and initiatives in Washington, Aroostook, and Penobscot Counties and officially adopted the Maine Woods Consortium name and configuration in the spring of 2008.

Similar to the Maine Mountain Heritage Network, the Maine Woods Consortium is conceived as a dynamic association of nonprofit, businesses and government agencies working together to bring new prosperity to the Maine Woods region (loosely defined as Maine's "rim" counties).

The Consortium is focusing and coordinating work in three major program areas:

- Sustainable management of landscape resources.
- Revitalization of towns and villages.
- Alignment of small and moderate scale enterprises to meet emerging market opportunities.

### Maine Woods Vision

A vast, mountainous, northern forested region wherein people build vibrant economies and communities through creative and sustainable use of their natural and cultural assets.

## Maine Woods Consortium Strategic Approach

**Landscape:** First, we believe that sustainable management and use of the region's landscape resources (forests, lands, waters) will be critical to achieving future prosperity for the region. To maintain and maximize the full breadth of benefits and opportunities encompassed in these resources, groups with ownership, community, environmental, and economic interests relating to these resources must begin to share knowledge and work more collaboratively.

**Community:** Second, as a region, we must continue to invest in our communities - large and small, retaining the best of our cultural heritage while developing the systems (civic organization, communications, transportation) that will make us competitive in coming decades. Revitalization of our towns and villages as dynamic centers of social, commercial, and cultural activity will be critical to insuring future prosperity for the region.

**Economy:** Finally, given that our regional economy is characterized by many small scale enterprises, we must develop approaches that link these enterprises into more effective systems to increase production efficiencies and to expand market reach. We see opportunities for new or stronger production networks in tourism, wood product manufacturing, agriculture, and handcraft, among other asset-based sectors.

### Highlights

- During the second half of the year, the Coordinating team began work on a "logic model" to outline goals and objectives for the Consortium. It also adopted a committee structure and a work plan and budget for 2009.
- Mountain Counties Heritage received a \$10,000 grant from the King and Jean Cummings Funds to help support its general management of the Consortium during 2009.
- Maine Rural Partners received a \$10,000 grant from the Northern Forest Partnership Program to begin developing an information management system for the Consortium.
- The Maine Rural Destination Tourism project (see Networked Economies below) has received funding support from the Lennox Foundation, the Horizon Foundation, the Dorset Fund, and the Betterment Funds.
- Maine Rural Partners received a grant from the Northern Forest Partnership Program to build an information management system for the Consortium. The system is envisioned as a web-based searchable database of interested parties and initiatives that are moving towards desired MWC program outcomes. Ideally, it will incorporate tracking and outcome measurement for sponsored initiatives.
- Northern Franklin County Mapping Project (Western Mountains Alliance, Center for Community GIS) presented findings from stakeholder interviews, conducted in 2008. A final report will be completed in 2009 and rolled out to the broader community.
- Downtown Walking Tours - The Farmington Walking Tour signs are up. The Skowhegan Walking Tour signs are installed. The Skowhegan High School and Middle School are working on a podcast of the tour.
- The Knowledge Power Traveling Exhibit had another successful year of touring with an extended stint at the Kittery Visitor Center. Information center projects are at various stages of development with renewed interest in an interpretive center in Bethel and a feasibility study underway in Jackman regarding rehabilitation of the old railroad station.
- Rural Destination Tourism group (Northern Forest scale) has adopted a couple of Maine Woods projects as "prototypes" for its production network initiative.
- During 2008, the Franklin County Tourism Network conducted business interviews, cosponsored training workshops, supported a customer survey. Next year, the group will develop a communications platform, address additional education needs, and encourage businesses to create new tourism products.
- Maine Woods Rural Destination Tourism group conducted interviews with group members (lead businesses and non-profits in outdoor recreation tourism field) that revealed common interests and

opportunities for collaboration. The group is exploring opportunities for packaging, branding and on-line booking engines.

- The Consortium contracted Chuck Lawton, Planning Decisions, to recommend structure and process to guide capital investment. He offered recommendations for organization and governance, organization of the capital investment program, including criteria and process for setting priorities and selecting projects.

### **Western Mountains Foundation: Maine Hut and Trail System**

#### **AVCOG Role: Conveyor of Information**

The Western Mountains Foundation (WMF), a community development nonprofit in Carrabassett Valley, is working to develop an \$11 million, 180 mile-long trail system from Bethel to Moosehead Lake. The trail will be based on the Appalachian Mountains Club Hut system in New Hampshire and will feature rustic lodges spaced a day apart with beds, saunas, and home-cooked meals. When the entire system is developed, 12 huts could host 480 guests and require 50 staffers, the majority of whom would be seasonal workers.

Maine Huts and Trails opened its second hut in January 2009. The Poplar Stream Falls Hut, the first remote hut in the new Maine Huts and Trails system, is located above Carrabassett Valley not far from Sugarloaf. The 2.5-mile trip from Route 27 into the hut takes a couple hours on cross-country skis or snowshoes. Three bunkhouses provide accommodations for 44.

The Flagstaff Hut lies in a beautiful birch glade on a peninsula of Flagstaff Lake. There are lake views on three sides, including the backside of the Bigelow Range, a mostly unfamiliar but spectacular vantage point. The next phase of the project is to complete 21 additional miles of trail corridor between Flagstaff Lake and The Forks, including construction of a third hut near Grand Falls on the Dead River. Much of the trail through this roadless section already exists, but a series of bridges and trail connections must be built.

By 2010, three huts and 35 continuous miles of trail will be open for year-round people-powered use, a significant achievement. The big vision, of course, is a 200-mile, 12-hut system stretching from the Mahoosucs to Moosehead Lake.

### **Hazardous Waste - Pollution Prevention**

#### **AVCOG ROLE: Provision of Service, Technical Assistance and Coordination**

**Hazardous Waste:** AVCOG established a permanent collection site for Household Hazardous Waste in 2005. AVCOG has expanded the satellite collection program to include more communities including small and somewhat isolated ones. AVCOG will continue the initiative to expand this program to (1) collect rogue waste left at transfer stations throughout the region and (2) open it up to Categorically Excluded, Small Quantity Generators (small businesses).

#### **Pharmaceutical Collection:**

Work with Healthy Androscoggin Coalition, local police departments and other partners to continue one day collection events for over the counter and prescription medicines, and expand the effort to other areas including working with River Valley Healthy Communities Coalition to serve eight towns in the Rumford-Mexico area. Even as we are expanding one day collections, work with various partners to develop a permanent drug collection program for the region.

### **Affordable Housing**

#### **AVCOG ROLE: Regional Planning**

A joint project between AVCOG, EMDC, and KVCOG is continuing to work on a community planning study and program on affordable housing. The initial phase is complete and the second phase will develop education materials, and educate municipal officials on the tools needed to ensure that an adequate supply of affordable housing is made available. A Regional Housing Coalition, will be formed based on the familiar public - private partnership model, to include individuals and groups with a stake in the expansion of affordable housing. The coalition will focus on public civic engagement to broaden local understanding at all levels of the context of affordable housing and its critical role in the region's future and to advocate for new projects. Within the coalition, the Regional Councils will assist municipalities to put in place rationale systems for reviewing and approving projects that reduce both intended and unintended barriers to new projects.

### **Androscoggin River Trail**

#### **AVCOG ROLE: Support and Assistance**

The Androscoggin River Watershed Council and other groups and municipalities along the Androscoggin River, are formalizing the Androscoggin River Trail, a water trail from the source of the Androscoggin River in Lake Umbagog to its mouth in Merrymeeting Bay. The trail will join the Northern Forest Canoe Trail to the Maine Island Trail. It is the intent to map the full trail, install signs at appropriate river access points, and improve a number of access sites as well as construct several new ones.

### **Solid Waste and Recycling Improvements**

#### **AVCOG Role: Technical Assistance and Support**

Several of the regional solid waste programs and a number of towns that handle solid waste at the town level are interested in expanding their services and/or increasing their efficiencies. Several vendors from outside of the region are promoting Single Stream recycling as one means of doing this. However, municipalities are uncertain of the benefits. AVCOG will be assisting the regional groups to evaluate their current services as well as new services. AVCOG will also help them evaluate the benefits and negative aspects of Single Stream recycling.



## **VII. 2009 CEDS STRATEGIES/ACTION PLAN & EVALUATION CRITERIA**

The CEDS strategies and action plan for 2009 are those activities that will work toward implementation of the goals and objectives presented in Section V: Regional Goals. These action steps are designed to promote economic development opportunities; foster transportation access; promote sound management of physical development; and enhance and protect the environment.

Performance measures have been established to evaluate the implementation of the goals and objectives of the CEDS. This is accomplished through numeric and/or quantitative measurement as well as qualitative measurement. These performance measures will be applied to A) the CEDS process B) the objectives of the work program and C) status of project development.

**Evaluation Criteria:** To determine “how we are doing” the committee reviews the measures annually and rates the effectiveness of the efforts toward achieving the CEDS goals and objectives. The CEDS committee will use the following criteria to assess the progress toward achieving the desired objective.

### Rating:

- 5 = Goal Achieved/Exceeded: Activity has exceeded quantitative measure.
- 4 = Very Good: Activity met the quantitative measure
- 3 = Satisfactory Progress: Progress has been made by an increase in the number clients served or projects and programs implemented.
- 2 = Needs Improvement: Limited to no progress made on increasing in the number clients served or projects and programs implemented.
- 1 = Not adequately addressed

### **A. CEDS PROCESS EVALUATION**

The agency holds two to three General Assembly forums per year which includes a broad representation of local elected officials (including SRPAC members), state representatives and partnership agencies at the state, regional and local levels. The forums include workshops and seminars in a particular focus area with invited guests to provide information on topics that are relevant to Western Maine. Each general assembly will focus on one of three areas economic development, community planning and transportation. Staff will also attend any special meetings that focus on activities identified in the work program to allow for greater information sharing as part of the CEDS process including attendance at meetings of other agencies to present information and solicit feedback. Two indicators were established to evaluate whether the CEDS process is all inclusive and provides the necessary information to effectively develop the CEDS.

### QUALITATIVE MEASURES

- Improve percent increase in general assembly meeting attendance.
- Increase the number of workshops and informational sessions provided through the general assembly meetings and increase special meeting attendance on work related issues.

### QUANTITATIVE MEASURES

- Target attendance at each General Assembly meeting at 60.
- Target 5 informational workshops for the year.

### **B. REGIONAL ECONOMIC STATUS**

To determine how the regional economy has been affected by the district's Comprehensive Economic Development Strategy, evaluation criteria have been established under the eight goal areas for the Androscoggin Valley CEDS. The goals and objectives are the areas of focus that will contribute to sustainable development in Western Maine.

The AVCOG Economic Development District (EDD) Work Plan is based upon direct input regarding the area's issues/needs and opportunities from the private sector (business and chambers of commerce), education and training providers, and local government officials through the General Assembly. Based on this feedback and a review of the local and regional economies, the AVCOG EDD Work Plan is broad based in its activities. The broad goal areas identified below are also broken down further in the objectives and strategies.

**GOAL 1: Support economic vitality of the region's businesses.**

**Qualitative Measures:**

- Maintain the amount of debt and equity available to expanding and mature enterprises.
- Increase in dollars available to finance business investments.
- Number of businesses/clients served through the Maine Small Business Development Center (SBDC) counseling program, through one on one technical assistance and workshops.

**Quantitative Measures:**

- Target to close 5 loans under the SBA Micro-Lending program per year.
- Increase capital available to lend
- Target to close a total of 15 loans under RLF, IRP, FAME and RBEG programs
- Provide technical assistance to a minimum of 350 businesses or individuals wishing to start a business, and offer at least 20 workshops.

**Objective: Maintain and expand sources of public and private subordinated debt and equity for new, expanding, and mature enterprises.**

**Strategy (priority):** Continue to operate the two Economic Development Administration (EDA) revolving loan funds and the Rural Development (RD) Intermediary Relending Program (IRP).

**Strategy (priority):** Serve as the intermediary for business financing through two Statewide programs: State Defense Revolving Loan Fund/Marketing Technical Assistance; and the State Finance Authority of Maine (FAME) Revolving Loan Fund.

**Strategy (priority):** Implement the SBA Microlending program for the under served areas in the District. The program includes expanded technical assistance for small businesses.

**Strategy:** Continue to evaluate and pursue additional funding, as appropriate, to capitalize the agency loan pools.

**Strategy:** Provide assistance to local development corporations and communities to establish, expand (where demand is documented) and maintain revolving loan funds. Assist in administration and operation where needed.

**Objective: Provide general business technical assistance including information on alternative financing programs.**

**Strategy (priority):** Offer one-on-one business counseling assistance to small businesses through the Maine Small Business Development Center (MSBDC) Program at AVCOG.

**Strategy (priority):** Provide annual Maine Small Business Development Center (MSBDC) educational/training seminars related to business financing alternatives (such as SBA 504 and 7(a) Programs) and related issues.

**Strategy (priority):** Continue to offer AVCOG sponsored educational "learning tools" workshops for area businesses, and provide support to SCORE sponsored educational workshops.

**Strategy (priority):** Continue to provide technical services in support of and in cooperation with the Career Centers in Wilton and Rumford.

**Strategy (priority):** Provide production/process engineering services under the Maine Manufacturing Extension Partnership (MEP) program to small and medium sized manufacturers.

**Strategy:** Identify resources and develop new service programs as appropriate, to expand and enhance AVCOG's ability to deliver technical assistance targeted towards small businesses -- particularly micro and entrepreneurial enterprises.

## **GOAL 2: Improvement of Western Maine's business climate.**

### **Qualitative Measurement:**

- Participate in two new programs or projects at the state and federal level that improve the business climate in Western Maine.
- Determine Number of projects or programs related to improving the business climate in Western Maine.

### **Quantitative Measurement:**

- Target activity on 2 new projects or programs at the state or federal level that will help to improve Western Maine's business and economic development climate.
- Determine and report the number of projects the agency is involved in.

**Objective: To be an advocate for the concerns and needs of Western Maine's communities and businesses to state and federal leaders.**

**Strategy (priority):** Work with the AVCOG Executive Committee and other relevant groups such as chambers of commerce and local development corporations, to identify issues of importance to District businesses.

**Strategy:** Coordinate and remain abreast of the work of the local, regional, state and federal organizations involved in economic and community development to create work efficiency and avoid duplication of work.

**Strategy:** Continue to participate in regional and state level efforts to ensure market access for businesses in rural areas.

**Objective: Improve work force skill levels of the region's work force by coordinating education and business needs and issues associated with workforce availability.**

**Strategy (priority):** Maintain existing partnerships in delivery of business based workforce training resources, particularly with the local Workforce Investment Board (WIB) , and explore new partnerships and programs under the Mobilize Maine initiative, which lead to workforce availability, sustainability and anticipated business opportunities for Western Maine.

**Strategy:** Collaborate in efforts to increase access and resources to local higher education institutions including: University of Southern Maine - Lewiston/Auburn, University of Maine - Farmington, Central Maine Community College, Western Maine Community College, and Andover College.

### **Goal 3: Support communities ability to diversify and develop new economic opportunities.**

#### **Qualitative Measurement**

- Assist communities in projects that will help to diversify the local economy and provide direct business development assistance to businesses within the traditional industries. Provide support to the MLMTC with project development and grant writing assistance.
- Determine the number of projects and programs aimed at diversifying traditional industries including agriculture, secondary wood products, paper, textiles and tourism.

#### **Quantitative Measurement**

- Target to assist two new communities or new initiatives with projects in the natural resource based/value added and tourism sectors that will help to diversify the local economy.
- Direct business development assistance to at least 3 businesses within the traditional industries.
- Report on direct support to the MLMTC with project development and grant writing assistance.

**Objective: Provide assistance to communities to prepare plans to diversify local and regional economies.**

**Strategy (priority):** Coordinate the Mobilize Maine initiative in the tri-county region to develop a community and economic development strategy that builds on indigenous strengths and authentic assets of Maine's people, places and businesses.

**Strategy (priority):** Provide technical assistance to communities/regions that experience significant job losses due to plant closures and downsizing.

**Strategy (priority):** Monitor defense related employment and contracting activity associated with Bath Iron Works (BIW) and the closure of the Brunswick Naval Air Station (BNAS) to identify impacts on the region.

**Strategy:** Assist in the development, monitor progress and provide follow-up technical assistance on local economic development strategies as appropriate.

**Strategy:** Identify and secure funding to support the provision of local economic development planning assistance as needed.

**Strategy:** Administer the Androscoggin Valley Region Pine Tree Zone program, working in collaboration with the Pine Tree Zone committee comprised of representatives from each participating municipality.

**Objective: Provide assistance to communities and business to explore product and value added opportunities for natural resources based industries (e.g. agriculture, wood).**

**Strategy (priority):** Actively participate in the Maine Woods Consortium to work on bringing new revenues into the region through responsible and creative use of our natural, historical, and cultural resources.

**Strategy (priority):** Provide business assistance and economic development planning services to natural resource based businesses and monitor federal, state and regional activities impacting natural resources based businesses.

**Objective: Promote tourism/economic development efforts for western Maine.**

**Strategy (priority):** Provide administrative and project support to the Maine's Lakes and Mountains Tourism Council.

**Strategy (priority):** Develop and implement a regional marketing program for tourism and business development attraction. Work with area chambers of commerce, local development corporations, and communities in regional tourism/economic development marketing efforts. Review and update market research as appropriate.

**GOAL 4: Improve and expand the region's public infrastructure to meet both residential and commercial needs.**

**Qualitative Measurement:**

- Provide technical assistance to communities for planning or implementation of infrastructure projects by advocating for a project at state and federal levels, providing grant writing and planning services.
- Determine the number of infrastructure projects (water, sewer, electric, gas, telecommunication, rail, airports, roads, housing, and cultural facilities) which have been implemented or received funding to be implemented.

**Quantitative Measurement:**

- Target to provide technical assistance on 3 projects or initiatives for planning or implementation of infrastructure projects.
- Target to provide technical assistance to a minimum of 12 communities under the CDBG program.
- Report on the number of infrastructure projects that received technical assistance.

**Objective: Ensure that communities have adequate public infrastructure to support development.**

**Strategy (priority):** Provide assistance to communities to apply to the Economic Development Administration Public Works Program, Rural Development funding (grants and loans) for public infrastructure expansions necessary to support business investment and associated job creation.

**Strategy (priority):** Provide technical assistance to communities that wish to apply for funding under the State of Maine Community Development Block Grant Program for both community and economic development infrastructure projects.

**Strategy (priority):** Assess the need for increased broadband deployment in Western Maine.

**Strategy:** Continue to provide assistance to area communities in the identification of infrastructure needed to support economic development.

**Strategy:** Continue to work with state agencies such as Maine Department of Transportation and Maine Turnpike Authority in the analysis and development of transportation infrastructure.

**GOAL 5: Promote Regional Economic Cooperation and Analysis**

**Qualitative Measurement:**

- Number of new collaborative projects with other economic development organizations, education/training providers or other business development organizations.
- Determine the agency's leadership in creating formal and informal networks to create collaborative opportunities.

**Quantitative Measurement:**

- Target to be involved in at least one new initiative that results in collaboration with public and/or private economic development or related service providers.
- Facilitate a minimum of one workshop or session with community leaders on regional cooperation.

**Objective: Enhance relationships with statewide public and private economic development initiatives and create opportunities to work collaboratively on relevant projects.**

**Strategy (priority):** Continue to support the partnership of the Maine Economic Development District Association (MEDDA) and other statewide efforts to develop and deliver economic development services.

**Strategy (priority):** Continue to work with Maine and Company and the Maine Department of Economic and Community Development in the delivery system and protocol handling for the business attraction program.

**Strategy:** Participate on key statewide committees affecting the District's economic future.

**Strategy:** Keep abreast of the Office of Tourism 's marketing and development strategy by attending monthly meetings of the Regional Assistance Committee.

**Strategy:** Participate on the Economic Development Council of Maine (EDCM).

**Objective: Strengthen, expand and develop initiatives, projects and programs that foster regional collaboration.**

**Strategy (priority):** Maintain and expand the Regional Capital Improvement Plan (RCIP) which identified projects of regional significance.

**Strategy (priority):** Facilitate meetings of other regional organizations (e.g. Western Maine Community Action, Community Concepts) to discuss opportunities for interagency strategies.

**Strategy:** Meet on a regular basis with the representatives of the Congressional offices to discuss regional needs and status of regional projects.

**GOAL 6: Develop a cost-effective, environmentally sound, multi-modal transportation network serving the region and linking it to the vital national transportation network.**

**Qualitative Measurement:**

- Provide technical assistance to communities for the planning or implementation of transportation projects.
- Determine the number of projects which have been implemented or received funding to be implemented.
- The number of projects or programs related to improving the transportation system in Western Maine.

**Quantitative Measurement:**

- Perform transportation studies in the urbanized area to improve access and reduce congestion.
- Develop one Corridor Management Plan for one of the four corridors of regional significance.
- Select 7 prioritized transportation projects to be funded by the MDOT

**Objective : Ensure that roads, airports, rail, transit, bicycle and pedestrian amenities are improved to meet the region's transportation needs.**

**Strategy (priority):** Provide land use planning assistance to municipalities to insure development patterns will maintain and improve access to transportation systems and maintain the capacity of the region's road network.

**Strategy (priority):** Provide development review assistance to municipalities to insure that specific developments maintain access and capacity of the road network.

**Strategy:** Provide assistance to communities in obtaining funding to improve their transportation system including roads, airports, rails, transit, bicycle and pedestrian amenities.

**Strategy:** Provide assistance to communities involved in rural transit systems consistent with the concept of the Strategic Passenger Transportation Plan.

**Strategy:** Educate community officials, through workshops and newsletters, on the importance of coordinating transportation and land use planning.

**Strategy:** Develop and implement a process to identify and prioritize potential multi-modal projects in the priority corridors previously identified in the Regional Transportation Needs Assessment.

**Objective: Create an integrated multi-modal metropolitan transportation system that moves people and goods in a safe, efficient, cost-effective and environmentally sound manner.**

**Strategy:** Develop the Transportation Improvement Program (TIP) to be consistent with the Long-Range Multi-Modal Transportation Plan created to look out to the year 2030 and that creates a fiscally constrained, environmentally and economically sound, 20-year vision of the areas transportation system.

**Strategy:** Continue the cooperative and comprehensive transportation planning process carried out by the Androscoggin Transportation Resource Center (ATRC) which is the designated Metropolitan Planning Organization (MPO) for the Lewiston, Auburn, Lisbon and Sabattus urbanized area. The plan and program are developed through an active public participation process carried out by ATRC in cooperation with the Maine Department of Transportation (MDOT), Maine Turnpike Authority (MTA), Lewiston-Auburn Transit Committee (LATC) and the AVCOG Transportation Committee. Specific action strategies are identified in the biennial Unified Planning Work Program.

#### **GOAL 7: Support community planning activities in the region.**

##### **Qualitative Measurement:**

- Provide technical assistance to communities with creating or maintaining a consistent comprehensive plan.
- Provide technical assistance to communities in developing sound land use ordinances.

##### **Quantitative Measurement:**

- Target to provide technical assistance to 15 communities in the areas of comprehensive, strategic and land use planning.
- Target to provide 5 informational workshops that deal with various aspects of land use and comprehensive planning.
- Increase the number of communities with adopted and consistent comprehensive plans (2 more adopted; 1 more consistent)
- Increase the number of communities with updated zoning, subdivision and site review ordinances (5 updated ordinances)
- Provide GIS mapping and assistance to at least 5 municipalities in support of planning and economic development programs.

**Objective: Encourage all municipalities to develop, maintain, and implement a comprehensive planning program which integrates socio-economic, environmental, capital and land use needs and which is consistent with the State Growth Management Legislation.**

**Strategy (priority):** Assist municipalities apply for funding available through the State Growth Management Grant Program.

**Strategy (priority):** Provide services to municipalities to develop comprehensive plans and implementation programs through fee-for-service arrangements.

**Strategy (priority):** Assist municipalities in submitting and defending plans to the State Planning Office in order to determine "consistency" with State legislation.

**Strategy (priority):** Assist municipalities in development of implementation programs which are consistent with their comprehensive plans and secure State funding for the programs.

**Strategy (priority):** Provide technical assistance to towns that are updating and amending comprehensive plans.

**Strategy (priority):** Provide input to the State Planning Office as they revise the Growth Management Program and develop programs to address efficient growth patterns.

**Strategy:** Further evaluate affordable and workforce housing needs on a regional basis and work with stakeholders, developers and municipalities to meet identified needs

**Strategy:** Secure funding to support comprehensive planning technical assistance efforts.

**Strategy:** Maintain current knowledge related to state laws and rules and planning techniques.

**Objective: Encourage municipalities to develop sound land use planning ordinances which provide for efficient, environmentally sound growth.**

**Strategy (priority):** Assist municipalities in the development, revision and administration of local land use ordinances. Assistance will include providing models, meeting with planning committees and phone consultations.

**Strategy (priority):** Complete a Regional Open Space Plan for the organized towns in the AVCOG region.

**Strategy:** Develop appropriate land use model ordinances and model wording for use in ordinances.

**Strategy:** Conduct workshops on ordinance administration for Planning Boards, Boards of Appeals and code enforcement officers.

**Strategy:** Work with State agencies on the development of new rules and models to insure the interests of the region are represented.

**Objective: Provide GIS support to municipalities and encourage use of GIS at the local level.**

**Strategy (priority):** Assist towns with development of sound mapping and data (GIS) for use in planning and economic development programs. Mapping will include natural resources and infrastructure.

**Strategy:** Assist towns establish programs to better utilize GIS information and make it available to them on their desktops.

## **GOAL 8: Promote natural resource protection and environmental quality.**

### **Qualitative Measurement:**

- Provide technical assistance to communities on resource protection and environmental issues.
- Provide informational resources to communities on natural resource and environmental issues through workshops, seminar and planning sessions.
- 

### **Quantitative Measurement:**

- Target to provide technical assistance to a minimum of 5 communities in the areas of natural resource planning and environmental protection.
- Provide a minimum of 3 workshops in the areas of natural resource planning and environmental protection.
- Provide technical assistance to a minimum of 8 communities on waste management issues.
- Expand participation in the HHW programs by 10%.

### **Objective: Encourage municipalities and residents to protect critical natural resources for use and enjoyment by future generations.**

**Strategy (priority):** Provide education and technical assistance on resource protection methods for various natural resources including wildlife, aquifers, lakes and other surface waters.

**Strategy (priority):** Working with economic development and community planning assistance efforts, ensure that critical natural resources are considered in all planning.

**Strategy (priority):** Address natural resource issues in workshops and printed information developed for all agency programs.

**Strategy (priority):** Develop model ordinances and programs to address specific resources of widespread importance and interest in the region.

**Strategy (priority):** Work to identify communities and regions that have experienced repeated losses due to natural disasters and develop strategies to mitigate future losses.

**Strategy (priority):** Provide environmental and development reviews for municipalities and assist with implementation of recommendations.

**Strategy (priority):** Support statewide recycling promotion campaign.

**Strategy (priority):** Coordinate the development of the Androscoggin River Trail, a water trail from the Maine-New Hampshire border (at the northwestern corner of the AVCOG region) to Merrymeeting Bay just beyond the southerly end of the AVCOG region. Coordinate with entities beyond the region to create a trail the full length of the Androscoggin River.

**Strategy :** Maintain staff knowledge of and capacity to address critical natural resources information and issues.

### **Objective: Encourage municipalities and businesses to comply with federal and state law and regulations and to go beyond compliance in providing facilities and programs to protect public health and environmental quality.**

**Strategy(priority):** Develop pamphlets and other informational materials on methods which homeowners and businesses can use to prevent pollution.

**Strategy (priority):** Provide for cooperative, regional management of hazardous materials including "universal waste" type materials.

**Strategy (priority):** Obtain funding to assist land owners and municipalities in conducting environmental assessments for brownfield properties having potential for redevelopment.

**Strategy (priority):** Provide direct technical assistance to municipalities to comply with solid waste rules using Rural Development (RD) funding.

**Strategy:** Provide information and assistance to municipalities to address locally identified water quality problems.

**Strategy:** Provide information through newsletters and workshops on federal and state law and regulations and techniques which would go beyond compliance.

**Strategy:** Secure funding to provide technical assistance in the areas of waste management, water pollution prevention and water supply protection.

**Strategy:** AVCOG staff will maintain current knowledge of technical aspects necessary to go beyond compliance in protecting the public health and environmental quality.

**Strategy:** Work with State agencies on the development of model and pilot programs and insure the regions needs are represented in the development of state rules and programs.



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## VIII. PROJECT INVENTORY

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### **Project Inventory**

This section of the CEDS provides a listing of projects which are needed in the AVCOG Region to support future economic growth.

The infrastructure project listing provides a brief description of the project, its location, cost, potential funding source, estimated project start date and environmental impact (if known). The listing includes projects which could be funded through the Economic Development Administration (EDA) because this information is used by EDA for future planning purposes. Other projects which are expected to be funded through other sources are also listed. A complete listing of all economic development projects is included in this section of the CEDS to provide AVCOG, readers of the CEDS, and EDA with a more comprehensive understanding of the economic development projects under consideration in the AVCOG region. In addition, an individual community's ability to finance the project on its own is often limited. AVCOG works with communities to identify funding options and leverage these resources with the limited amount of local dollars.

**Community Infrastructure Projects  
Androscoggin County**

Projects and Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
<b>Lewiston/Auburn</b>					
Construct intermodal rail/ airport connections, terminal and terminal building for passengers	Lewiston/Auburn	\$3,000,000	EDA, RD, MDOT, SHWA, FAA	2010-2015	N/A
Androscoggin Riverfront Trail	Lewiston/Auburn	\$10,000,000	Local (Auburn/Lewiston) MDOT, Dept. of Conservation, Federal	On-going through 2010	Positive
Rail Line Improvements, Tie replacement, ditching, selective rail replacement, bridge and road crossing improvements, right of way acquisitions	Lewiston/Auburn	\$2,000,000	EDA, MDOT, Private, FHWA	On-going through 2012	N/A
Airport Master Plan Implementation	Lewiston/Auburn	Unknown	Private, To be determined	On-going through 2012	N/A
Elimination of Combined sewer overflow discharges (37 sites in Lewiston and 9 in Auburn)	Lewiston/Auburn	\$15,000,000	Local, RLF	On-going through 2015	Positive
Walking/biking trails	Lewiston/Auburn	\$3,000,000	State, Federal, Local	On-going through 2015	Positive
Downtown Connector/ Turnpike Interchange	Lewiston/Auburn	\$35,000,000	MDOT, MTA, USDOT	2010-2015	N/A
<b>Auburn</b>					
Great Falls Performing Arts Center	Auburn	\$9,500,000	Unknown	Unknown	N/A

Projects and Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Development of industrial park near intermodal facility for professional and manufacturing businesses.	Auburn	\$2,500,000	Local, Private	On-going through 2011	N/A
Land purchase and construction of regional detention pond	Auburn	\$3,000,000	Local, DEP, EPA	By 2015	Positive
Enclosure of storm water drainage systems around Turner Street and Stetson Road	Auburn	\$860,000	Local, MDOT	Unknown	To be determined
Road and pedestrian improvements - Turner St. Mt. Auburn Ave./Auburn Mall shopping area	Auburn	\$5,000,000	Local, MDOT Private	On-going through 2010	Positive
Downtown Improvements: office building, parking garage, riverside walking path	Auburn	\$16,000,000+	Local, Private	On-going through 2012	Positive
Reestablish rail connection to downtown.	Lewiston/Auburn	Unknown	Unknown	On-going	N/A
<b>Greene</b>					
Downtown Revitalization - Greene Village	Greene	\$750,000	Local, CDBG	Unknown	Positive
<b>Lewiston</b>					
Aeration improvements and waste water facility expansion for additional capacity.	Lewiston	\$3,000,000	User Fees; RLF	On-going through 2015	Positive
Wetland Banking project - purchase wetland area to offset environmental impact of development	Lewiston	Unknown	Unknown	On-going	N/A

Projects and Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Lewiston Industrial Park - Rail access expansion	Lewiston	\$6,000,000	EDA, State, ME Central RR, Local	On-going through 2012	N/A
Bates Mill Area Redevelopment	Lewiston	\$15,000,000	EDA, Private, Local	On-going through 2015	N/A
Bates Mill #5 Redevelopment	Lewiston	\$40,000,000	EDA, Private, Local	Unknown	Positive
So Park industrial area expansion and improved access	Lewiston	\$900,000	Local, Private	Unknown	N/A
Island Point Project - utilities, streetscape, parking, demolition, VRAP	Lewiston	\$21,000,000	Private, Local	2010-2015	Positive
Hart Brook -Urban Impaired Street Restoration	Lewiston	Unknown	Unknown	2009	N/A
Relocate downtown power sub-station.	Lewiston	Unknown	Unknown	2010-2012	N/A
Exit 80 Retail- off-site improvements	Lewiston	\$2,000,000	Private, Local	Unknown	N/A
Rt. 126 Connector	Lewiston	\$4,070,000	MDOT, Local	Unknown	N/A
Forrestal Industrial Park-Spec Building	Lewiston	\$2,000,000	Local, Private	2009-2011	N/A
Expand Downtown Parking	Lewiston	Unknown	Local, Private	On-going	N/A
Water St. Combined Sewer Overflow Elimination	Lewiston	\$5,800,000	Local	2008-2009	Positive
L/A College IT Learning Center	Lewiston	Unknown	EDA, RD, Private, State	Contingent upon funding	N/A
Museum LA Expansion	Lewiston	Unknown	EDA, RD, Private	2009- 2012	N/A
Franco American Heritage Center - Restoration	Lewiston	Unknown	EDA, RD, Private	2009-2012	N/A
<b>Lisbon</b>					
Industrial park infrastructure improvements Rt. 196, roads, water, sewer, site development	Lisbon	\$3,500,000	EDA, CDBG, Local	Contingent upon funding	N/A

Projects and Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Worumbo Mill Site Park & Commercial Use	Lisbon	\$2,000,000	EDA, CDBG, Local	N/A	N/A
New water supply, and a new main extension	Lisbon	Unknown	Local	2009-2012	N/A
Capital Avenue infrastructure and incubator bldg.	Lisbon	\$385,000	CDBG, EDA, Local	Contingent upon funding	N/A
Renovation/Addition to Public Works Garage	Lisbon	\$1,600,000	RD, Local	2009-2012	N/A
<b>Livermore Falls</b>					
Bridge Street to Gilman Street (in Jay). Street Scape project with MDOT Route 4 and sidewalk work	Livermore Falls	Unknown	CDBG, MDOT, Local	Contingent upon funding	Positive
Economic Commercial/ Business/Industrial Development - Diamond Road	Livermore Falls	Unknown	Unknown	Contingent upon funding	Unknown
Downtown Revitalization	Livermore Falls	\$500,000	CDBG, MDOT, Local, Private	On-going through 2012	Positive
Industrial park development, sewer expansion, land acquisition	Livermore Falls	Unknown	EDA, CDBG Private, Local	Contingent upon funding	N/A
Road Improvements; Main and Depot Streets	Livermore Falls	Unknown	CDBG, MDOT, Local	Contingent upon funding	Positive
Bike/Ped Phase II	Livermore Falls	\$228,000	MDOT, Local	2009-2010	Unknown
Main St. Enhancements to Rt 4 project	Livermore Falls	\$50,000-100,000	MDOT, Local	Contingent upon funding	Unknown
Rail Siding at Boralex	Livermore Falls	\$400,000	MDOT, Private	2012	Positive
<b>Mechanic Falls</b>					
Combined Sewer Overflow	Mechanic Falls	\$4,400,000	Local	2009-2022	Positive

Projects and Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Elm Street Road Reconstruction Water/Sewer replacement, sidewalks	Mechanic Falls	\$1,500,000	Local, RD	2009-2011	N/A
Downtown Sidewalk Reconstruction	Mechanic Falls	\$250,000	Local	Unknown	N/A
<b>Minot</b>					
Town equipment storage building	Minot	\$200,000	Local	Contingent on funding	Positive
Trail system and ball fields	Minot	\$250,000	Local	2010	Unknown
Fire Station Rehabilitation or New Facility.	Minot	\$400,000	Local	2015	Unknown
Salt/Sand storage facility	Minot	\$100,000	Local	2010	Unknown
<b>Turner</b>					
Repair Pleasant Pond Dam	Turner	\$20,000	Local	2009	Positive
Repair Nezinscot River Dam	Turner	Unknown	Local, State	2010	Positive
Construct new Town Office	Turner	\$575,000	Local	Contingent on funding	N/A
Downtown/Village Revitalization	Turner	Unknown	Unknown	2015	N/A
Turner Center sidewalks. Tie in Leavitt campus with surrounding landmarks in Turner Center.	Turner	\$100,000	MDOT, Local	2010	N/A

**Community Infrastructure Projects  
Franklin County**

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Source	Time Frame	Environmental Impact
<b>Avon</b>					
Sludge Dump (septic disposal)	Avon/Phillips	Unknown	Unknown	Unknown	Unknown
<b>Carthage</b>					
Bridge abutment work for the Berry Mills Bridge	Carthage	Unknown	MDOT	2011	Positive
Construct a salt and sand storage building,	Carthage	\$200,000	MDOT, Local	2007	Positive
<b>Chesterville</b>					
Addition to Town Garage	Chesterville	Unknown	CDBG, TIF, Local, Rd	Unknown	N/A
<b>Eustis</b>					
Downtown Improvements	Eustis	\$250,000	CDBG, RD Local, Private	2009-2012	N/A
Bridge to park on town owned island - Stratton Brook	Eustis	\$300,000	CDBG, RD, Local, Private	Unknown	N/A
<b>Farmington</b>					
Extension of water & sewer main to serve planned industrial park	Farmington	\$750,000	EDA, CDBG, Local	2010	N/A
University of Maine Farmington Performing Arts Center	Farmington	\$10 million	EDA, Private Local	2010-2015	N/A
Downtown Parking Garage	Farmington	\$6 million	Unknown	Unknown	N/A
Water and Sewer Extension- Rte 2 to Mt Blue High School	Farmington	\$2,000,000	CDBG, Local	2010-2012	N/A
Recreational Trail Bridge Across Sandy River	Farmington	\$2,000,000	Local, Private	2009-2012	N/A
<b>Jay</b>					
Establish multi-purpose trail from French Falls to Livermore Falls	Jay	Unknown	Local, Private	Unknown	N/A

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Source	Time Frame	Environmental Impact
Barbridge Road and Knoll Circle Sewer lines extended	Jay	Unknown	CDBG, RD, Local	Unknown	Positive
<b>Kingfield</b>					
Downtown Development - Sidewalk, lighting, signage, gazebo, permanent grand stand	Kingfield	\$300,000-\$350,000	CDBG, Local, Private	2009-2019	Positive
Facade Improvements	Kingfield	\$150,000	CDBG, Local	2009-2019	Positive
Recreational Trail Development	Kingfield	\$50,000	Local	2009-2019	Positive
Downtown Improvements and Sewer Expansion feasibility study	Kingfield	Unknown	CDBG, Local	2009-2010	Positive
Redevelopment of Joneco property	Kingfield	Unknown	Unknown	2009-2012	Positive
<b>New Sharon</b>					
Bridge Replacement	New Sharon	\$3,000,000	MDOT, Local	2009-2011	Positive
<b>Phillips</b>					
Downtown improvements - sidewalks, etc.	Phillips	Unknown	CDBG, Local	2009-2012	N/A
Fire Station Addition	Phillips	Unknown	CDBG, Local	2010-2015	N/A
Transfer Station Improvement to serve Phillips, Avon, Madrid	Phillips	\$25,000	Local	2010-2011	N/A
<b>Rangeley</b>					
Community Infrastructure Project: Public Restroom	Rangeley	\$200,000	Local	2007-2009	Positive
Stump dump facility	Rangeley	\$100,000	Local	2012	Positive
Airport Expansion construct access road, and other improvements	Rangeley Region	Unknown	FAA, Local, User Fees	On-going 2010	Unknown
Downtown revitalization-traffic management and tourism facilities	Rangeley	Unknown	Unknown	2009-2012	Positive
Town park improvements - boat launch, floating docks, parking area, entrance road	Rangeley	\$35,000	MDOT, MIFW, MDOC	2009	Positive
<b>Strong</b>					

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Source	Time Frame	Environmental Impact
Strong Wood Products Building Rehab Open Space	Strong	Unknown	EDA, EPA Brownfields, CDBG, Local, Private	2010	Positive
Forster Manufacturing Reuse	Strong	Unknown	EDA, EPA Brownfields, CDBG, Local, Private	2012	Positive
Downtown Improvements	Strong	Unknown	Local, Private	2010-2012	N/A
<b><i>Wilton</i></b>					
Downtown Improvements	Wilton	\$400,000	CDBG, Local	2010	N/A
Extension of water and sewer mains, sewer mains and 3-phase power to serve planned industrial park (Rt. 2 East, Wilton)	Wilton	\$1,200,000	CDBG, Local	2009-2012	Unknown

**Community Infrastructure Projects  
Oxford County**

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
<b><i>Bethel</i></b>					
Bethel airport jet fuel System and other improvements	Bethel	\$250,000	MDOT, CDBG, Local	On-going through 2009	N/A
Re-use and redevelopment; Bethel Station	Bethel	\$500,000	CDBG, <b>EDA</b> MDOT, RD	On-going through 2012	Positive
Rte 2/26 access control measures	Bethel	\$2,500 to 100,000	MDOT, Local	Unknown	Positive
Bethel Airport Industrial Park. Build access road, install septic, stormwater and water supply to lots	Bethel	Unknown	<b>EDA</b> , CDBG RD	Contingent on funding	N/A
Visitor/Interpretive Center	Bethel	\$4,000,000	EDA, CDBG, RD, local	through 2012	N/A
<b><i>Buckfield</i></b>					
Reconstruct Fire Station building on existing site	Buckfield	Unknown	Local, CDBG, RD	2009	Positive
Construct a walking/bicycle track around field behind municipal center	Buckfield	Unknown	Local, MDOT	On-going 2009	N/A
Downtown Revitalization	Buckfield	Unknown	CDBG, Local	2009-2012	Unknown
<b><i>Dixfield</i></b>					
Upgrade Water system storage, water main replacement, sewer, road and sidewalk improvements/reconstruction	Dixfield	\$2,750,000	CDBG, RD, Local	Unknown	Unknown
<b><i>Fryeburg</i></b>					
Industrial park development near airport	Fryeburg	Unknown	<b>EDA</b> , CDBG, Local, Private	Unknown	Unknown
<b><i>Hartford</i></b>					
Library/ Recreation Facility	Hartford	\$100,000	Local	Unknown	Unknown
Anasagunticook Lake Dam Replacement	Canton/Hartford	\$650,000	CDBG, State, Local	2009-2012	Positive
<b><i>Mexico</i></b>					

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Downtown revitalization	Mexico	\$1,000,000	CDBG, Local, Private	On-going through 2012	Positive
Street and Sidewalk Improvements	Mexico	\$2,500,000	CDBG, Local	On-going through 2015	Positive
<b>Newry</b>					
Lone Pine Rd. Reconstruction	Newry	\$75,000	MDOT, Local	2007	Unknown
Widen Sunday River and Monkey Brook Rd	Newry	Unknown	Local	2007	Unknown
<b>Norway</b>					
Water & sewer system improvements	Norway	\$400,000+	DEP, CDBG, RD	On-going	Positive
Downtown improvements and parking including Penn Stream green space	Norway	\$1,200,000	CDBG, Local	2009-2012	Positive
CB Cummings Mill redevelopment	Norway	\$3,500,000	CDBG, Private, Local	On-going	Positive
Create a transportation network that allows walkers and bicyclers to safely access community destinations	Norway	\$200,000 - \$400,000	MDOT, Local	On-going	N/A
Downtown Building Improvements Including Oddfellows/Opera House	Norway	Unknown	CDBG, Local	through 2012	N/A
<b>Otisfield</b>					
Saturday Pond Access Improvements	Otisfield	\$20,000	Local	2010	N/A
Bolster Mills Meeting House Preservation	Otisfield	\$50,000	CDBG, Local, Private	2014	N/A
<b>Oxford County</b>					
No. Oxford Regional Ambulance New facility	Oxford County	\$2,000,000	RD, Local	Unknown	Unknown
<b>Paris</b>					
Oxford St. sewer and water main extension and road upgrade	Paris Norway	\$1,200,000	EDA, CDBG Local	2010-2012	Positive

Projects & Brief Description	Potential Applicants (Primary Impact Area)	Cost Estimate	Proposed Funding Sources	Time Frame	Environmental Impact
Phillips Rd. Sewer system expansion to Industrial area	Paris	\$280,000	EDA, CDBG	Contingent upon funding	Positive
Nichols St. sewer main extension	Paris	\$450,000	EDA, CDBG	Contingent upon funding	Positive
Paris Hill Rd. to Rt. 26 and on Rt. 26 North, water extension	Paris	\$1,000,000	CDBG, Local	Unknown	Unknown
<b>Peru</b>					
Rebuild/Resurface East Shore Rd.	Peru	\$600,000-\$700,000	CDBG, Local	Contingent upon funding	Positive
Redevelopment of Diamond Mill	Peru	\$2.9 million	EDA, CDBG, Private, Local	On-going through 2009	Positive
<b>Rumford</b>					
Increase existing sanitary sewer line from 8" to 12"	Rumford	\$450,000	CDBG, Local	Contingent upon funding	Positive
Extend sewer line 5,280' and install one pump station	Rumford	\$248,160,	CDBG,	Contingent on funding	Unknown
Extension of water line from one dead end to the other dead end Wyman Hill Road	Rumford	\$459,726	CDBG, Local,	Contingent on funding	Unknown
New Library facility	Rumford	\$3,200,000	Local, Private	Contingent on funding	Unknown
Housing Rehabilitation-Strathglass Park	Rumford	\$340,000	CDBG, Private	2009-2011	Positive
Fire Station/PW Renovation	Rumford	Unknown	Local	2009-2012	Unknown
<b>Upton</b>					
Salt & Sand Shed	Upton	\$150,000	CDBG, MDOT, Local	Contingent upon funding	Positive
<b>West Paris</b>					
Village Improvements, Library expansion/municipal parking/senior center/teen center/ performance arts center	West Paris	\$700,000	CDBG, Local	Contingent upon funding	N/A

Rt. 219 to North Paris	West Paris	Unknown	MDOT	Contingent on funding	Positive
Penley Mill Redevelopment	West Paris	Unknown	CDBG, Local, private	Contingent on funding	Positive
<b>Woodstock</b>					
Village Improvements	Woodstock	\$200,000	CDBG, Private, Local	2008-2012	Positive

## **Strategic Projects & Programs**

### **Regional Capital Investment Plan (RCIP)**

The first phase of a multi-year process to develop a Regional Capital Improvement Plan was completed in 2007. The RCIP is built on work already accomplished in the agency work plan, the Regional Transportation Needs Assessment and the Comprehensive Economic Development Strategy (CEDS). The RCIP process identifies projects and policies that are more regional in scope and nature. The areas of focus are: Economic Development, Government and Infrastructure, Transportation, Environment, Recreation and Tourism, Housing and Education.

The intent of developing the regional capital plan is to have a coordinated 5-year Regional Public Investment Plan that:

2. Is a priority listing of major programs and projects within the region which are anticipated to occur in the next 5-6 years. AVCOG is developing the plan to cover programs as well as projects because the development of programs may require one time expenditures in order to insure successful implementation. Including programs in the plan will provide guidance to municipalities and to AVCOG and will establish budgetary needs that are over and above on-going administrative and programmatic costs (all RCIP projects are listed in the project inventory list.)
4. Reflects the needs and development policies of the region.
6. Brings together regional goals, policies, and objectives in order to focus on and respond to regional development efforts and needs.
8. Receives support and buy-in from state and federal leaders.

The listing of the regional projects and programs represents the activities that address the region's greatest needs or that will help to increase the region's competitiveness. The following are the seven main categories that group the needs and the proposed projects.

### **Economic Development**

Improve and Revitalize Downtowns

- Norway, Rumford, Mexico, Farmington, Kingfield, Eustis, Woodstock, Wilton, Jay, Livermore Falls

Develop Regional Industrial/Business Parks -

- Western Maine Tech Park- Norway
- Auburn Industrial Park- Auburn
- Rumford Industrial Park - Rumford
- Jay Business Park- Jay

Re-use/re-develop old mill space

- Bates Mill- Lewiston
- Cowan/Libby Mill- Lewiston
- Cummings Mill- Norway
- Robinson Manufacturing- Oxford
- Penley Mill- West Paris

### **Government and Infrastructure**

- Expand AVCOG Joint Purchasing Program.
- Determine feasibility of shared staffing services for code enforcement, planning, and engineering.
- Educate the public on benefits of cooperation and collaboration.
- Work towards the standardization of regulations and codes.
- Provide information (data and GIS) to support sound decisions at all levels of government.
- Develop additional programs to encourage sound infrastructure management.

## **Transportation**

- Improve the East - West Corridor
- Continue the regional needs assessment to determine corridor needs, and subsequently improve corridors as recommended.
- Improve Scenic by-ways and develop new Scenic By-way designations where appropriate.
- Develop an airport in Western Maine to support general aviation, business and tourism needs.
- Develop a main-line connection for the SLA Railroad, and support passenger service to and within the region.
- Continue right-of-way acquisition for the Lewiston Lower Railroad and proceed with a master plan for development of the corridor.
- Develop a rail siding at Boralex Energy in Livermore Falls.
- Develop a high speed, downtown connector between Lewiston-Auburn and the Maine Turnpike.

## **Environment**

- Develop a Regional Household Hazardous Waste Facility.
- Expand cooperative arrangements for the handling of "Universal Wastes" and similar materials.
- Expand cooperative arrangements for the handling of general Solid Waste and all types of Bulky Waste including transportation and processing.
- Develop a regional strategic plan for conservation/preservation of natural resources.
- Continue land use, environmental protection, and land use planning programs.

## **Recreation and Tourism**

- Develop an Information/Interpretive Center in the Bethel area.
- Develop a non-motorized use trail system stretching from the Mahoosucs to the Moosehead area as planned by the Western Mountains Foundation.
- Develop an East Coast Greenway Connection from Lewiston/Auburn area.
- Provide seasonal transit opportunities
- Farmington-Sugarloaf Route
- Portland or LA to Rumford, Bethel, Rangeley, and Carrabassett Valley areas
- Bangor to northern AVCOG region
- Develop convention/conference centers
- Bates Mill complex in Lewiston
- Bass Shoe Building in Wilton

## **Housing**

Provide workforce housing for Bethel/Newry and Carrabassett Valley Areas

## **Education**

- Expand L/A College and its offerings.
- Provide additional CMCC satellite locations and offerings.
- Expand the community college presence in Franklin County
- Improvements or relocation of Region 9 Vocational School in Mexico