Town of Pittsfield
2013
Comprehensive Plan

Adopted August 6, 2013

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I. Introduction: The Planning Process

History of the Comprehensive Plan:

A comprehensive plan is a mechanism for managing the future of a community. Much like a business plan for private business, the town's plan evaluates our assets and customer satisfaction levels, determines strategies to improve performance and profitability, and allocates resources. When it is a town doing the planning, our resources are the taxpayers' money, so we must put even greater thought and effort into spending it wisely.

The Town of Pittsfield has been actively promoting local planning for decades. Pittsfield's first comprehensive plan, completed with the aid of a State grant, was adopted in 1958. The 1970 update consisted of over 150 pages and 27 maps. Another update followed in 1984.

Maine enacted the Growth Management Act in 1988, specifying the format and goals for local comprehensive planning. To comply with that law, Pittsfield undertook an extensive update process in 1997 and an abbreviated update to the policies and strategies in 2007.

The Growth Management Act was subsequently amended to require local comprehensive plans to undergo a new State review for consistency every 12 years, incorporating new data and findings into the planning process. Despite the fact that Pittsfield's update was only five years old, the Town felt the need to take a fresh look, using the new State guidelines. This led to the 2012-2013 planning process.

Since the current (2007) plan still guides the Town in its everyday activities and is clearly still relevant, it was not felt that an extensive process was needed to "reinvent the wheel." Responsibility for the update was assigned to the planning board, with the instruction to involve community members to the extent possible.

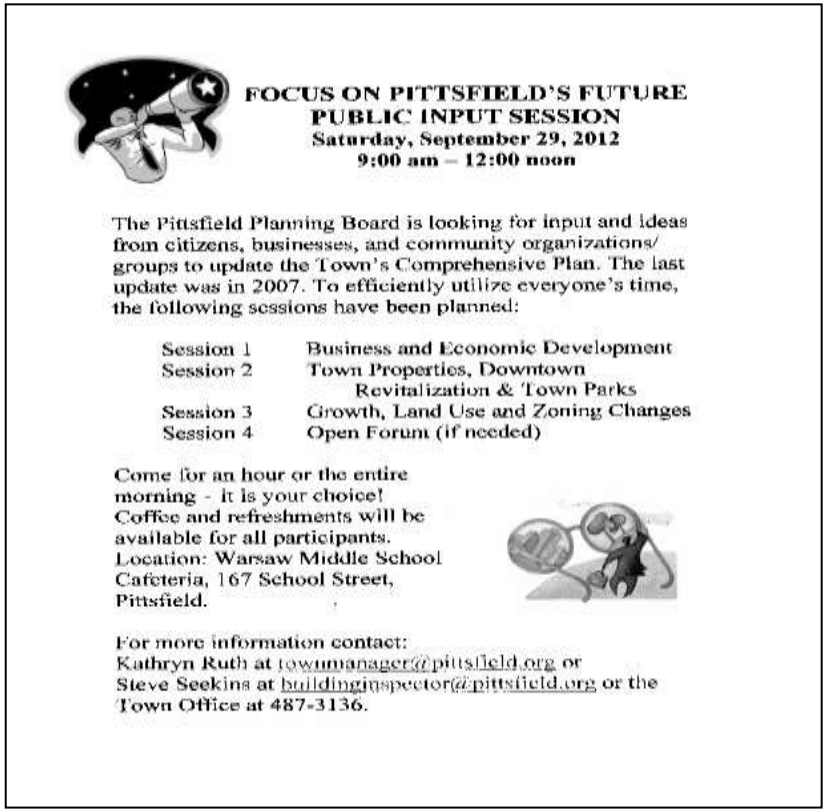
Community Involvement:

Pittsfield's Planning Board has taken the lead in drafting this update to the plan, assisted by the Town Manager and Code Enforcement Officer. Early in the process, the board reached out to Pittsfield's local committees and organizations (many of which are profiled in this plan), department heads of the Town and regional districts, and individuals in constituencies such as real estate, business, downtown, and farming. The planning board's semi-monthly meetings were often attended by community members participating in the discussions.

Community involvement culminated in a public visioning session held in September, 2012. The Warsaw School was the venue for a morning-long discussion of the direction of the town with regards to economic development, land use, and

downtown improvements. Community members were also excited about possibilities to improve access to the river and recreation opportunities, local agriculture and products, utilization of public parks, and improvements to Somerset Avenue. Follow up public meetings on the draft plan were conducted in January, 2013 with business groups and the general public.

Many of the comments and suggestions from Pittsfield's "Focus on the Future" have been incorporated into the recommendations of this plan.



FOCUS ON PITTSFIELD'S FUTURE
PUBLIC INPUT SESSION
Saturday, September 29, 2012
9:00 am – 12:00 noon

The Pittsfield Planning Board is looking for input and ideas from citizens, businesses, and community organizations/ groups to update the Town's Comprehensive Plan. The last update was in 2007. To efficiently utilize everyone's time, the following sessions have been planned:

Session 1	Business and Economic Development
Session 2	Town Properties, Downtown Revitalization & Town Parks
Session 3	Growth, Land Use and Zoning Changes
Session 4	Open Forum (if needed)

Come for an hour or the entire morning - it is your choice! Coffee and refreshments will be available for all participants. Location: Warsaw Middle School Cafeteria, 167 School Street, Pittsfield.

For more information contact: Kathryn Ruth at townmanager@pittsfield.org or Steve Seekins at buildinginspector@pittsfield.org or the Town Office at 487-3136.

Pittsfield's Focus on the Future:

The "Focus on the Future" session also including a revisit of the Vision Statement that has guided Pittsfield since the 1997 plan. Not surprisingly, that vision statement still rings true, and required very little editing. The text of the vision statement, as it emerged from the visioning session is as follows:

The **mission** of the Town of Pittsfield is to provide a **safe, healthy, attractive and affordable community in which to live, learn, worship, raise children, work and play.** Pittsfield will strive to offer an unexcelled quality of life characterized by a diverse array of rewarding employment opportunities, a superior public education system, a broad range of recreational amenities and a caring citizenry. The Town's desirable quality of life will be made possible through a cohesive community vision, a thriving economic base and spirited volunteer involvement.

Tomorrow's Pittsfield will be a **safe, healthy, clean and friendly place in which to live, learn, worship, work and play.** It will be a highly desirable and attractive, well-kept town in which a diverse population can live affordably and find rewarding employment. Neighbors in Pittsfield will be encouraged to know one another, be friendly and look out for one another's welfare. The citizenry as a whole will be vigilant over the town's cherished quality of life, taking conscious steps to both nurture and protect it.

The **school system will be a central focus of community life**, tied closely with positive youth programs, life-long involvement in learning and civic affairs, and affirmative community values. The town council, SAD#53 board and MCI will work effectively as a team in providing quality education at an affordable price.

Pittsfield will serve as a **vibrant regional employment center**,

with a healthy combination of industrial, service and retail operations providing a solid economic base with which to finance household and community needs.

Basic essentials, including groceries, hardware and clothing, will be provided primarily by locally-owned businesses who offer a friendly, attractive and responsive shopping opportunity within traditionally styled buildings. The town's thriving downtown area will contain a variety of services clustered within a comfortable walking distance, while Somerset Plaza will serve as a vital commercial area easily accessible by vehicle.

Facilities such as the hospital, airport and rail system will bolster Pittsfield's standing as a regional service center. Both residents and commuters will be aware of their role in fostering a strong local economy and **will do most of their shopping in Pittsfield's stores**. The town will have a clear policy regarding the characteristics desired in new or expanded Pittsfield businesses, and play an active role in working to develop or keep such businesses here.

Pittsfield will be noted for its beauty -- its attractive tree-lined streets, well-maintained properties, historic buildings, expansive in-town parks and clean bodies of water. The main entrances to Pittsfield will provide an attractive first impression to visitors who will see that this is a town of exceptionally high quality.

Growth will be managed carefully to preserve the town's attractive appearance, open space, commercial viability, efficient service delivery and productive rural lands. Residential and commercial sprawl will be discouraged, with the density in rural Pittsfield kept low. Pittsfield's fertile rural land will continue to support agricultural uses and wildlife habitat, preserving food production capability, a healthy ecosystem and access to nature for future generations.

Pittsfield will be distinguished by its **diverse recreational and cultural opportunities**, including those offered by its community center, theater, library, ski area, recreational trails, places of worship, golf course, river, ponds and parks. Pittsfield will continue to be conscientious of the environment and maintain its comprehensive recycling program.

Residing in town will be a popular choice for those employed here, allowing for a **closely-knit community in which civic involvement is widespread and appreciated**. While holding a strong local focus, Pittsfield's residents will also view themselves as interactive members of a global community and will seek out opportunities for cultural and economic exchange. Students will be encouraged to participate in public affairs. Young people will want to return to Pittsfield to raise their families and work.

Local government will be managed cost-effectively, with **public matters handled in an open, efficient, fair and caring manner.** Townspeople will be aware of town and school affairs, willingly participate in policy and spending decisions, and feel comfortable that they are in control of their community. All residents will both receive and *feel* that they receive a fair share of town services for taxes paid.

Pittsfield will have a **positive public image and self-esteem**. The community as a whole will achieve high behavioral and attitudinal standards, which, together with a skilled police force, will deter crime and substance abuse in the community. Young adults will take advantage of positive activities to channel their energies constructively. The community will continue to work toward raising the standard of living for all of its residents.

Perhaps most importantly, **Pittsfield will continue to be a place its residents are proud to call "home."**

Going Forward – Implementation:

The planning process requires a lot of time and effort to build a set of policy and action steps to improve the community. For Pittsfield, this effort resulted in 33 policy statements, 106 general recommendations for action, 26 recommendations for changes to the land use plan, and at least ten items to be added to the capital improvements plan.

The key to a successful plan is not in the number of recommendations it can generate, but how well those recommendations can be put into action. This requires an implementation plan.

The responsibility for implementation almost always falls on the leadership of the Town. Pittsfield has discovered this through several earlier plans. The last plan, adopted initially in 1997, was rigorously implemented. Extensive changes were made to town ordinances, capital improvements matched up with grant possibilities, new initiatives begun, and others continued. The vision statement has been reprinted over the years. The plan itself was reviewed and updated at the ten-year mark, in 2007.

It is expected that this will also be the case with the 2013 plan. Though assembled by the Planning Board, the plan contains ideas and contributions from town staff, elected officials, committees, outside organizations, and individuals. These all have one thing in common; they are stakeholders in the future of Pittsfield, and thus in this plan. It is their duty to see that the recommendations of the plan are carried forward.

While the implementation of the plan is dispersed through several individuals and organizations, a mechanism to monitor progress and resolve impediments is necessary. This plan recommends an annual, two-stage process:

1) The Planning Board will dedicate one meeting a year to review of progress on implementation of the plan. This meeting may be timed to coordinate with the annual report by the Code Enforcement Officer on residential and commercial growth for the year. The Planning Board will maintain a checklist of action steps that have been accomplished, those in progress, and those due to be addressed. The board will note any obstacles to implementation and suggest new or revised action steps if necessary.

2) The checklist will be forwarded to the Town Manager, who will present it to the Town Council for review and direction. The review may be timed to correspond with the beginning of the annual budget process in September, so that any recommendations requiring a dedication of town funds or personnel may be integrated into the budget process. The chair of the Planning Board may attend this meeting to assist with interpretation of some of the recommendations or followup. The council shall make a record of the actions taken to implement the plan.

This process should provide adequate oversight and feedback to ensure that this plan is not ignored or forgotten. It should also tell us when the plan is beginning to reach its conclusion and will be time for updating.

II. Community Assessment

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Part One: Preserving our Heritage – History and Archeology

Pittsfield As We Know It:

Pittsfield's development is filled with success stories. Again and again we have adapted to changing conditions, finding opportunities from adversity, going on to bigger and better things. This section of the Plan provides a perspective on the past, so that current decision making can be seen as part of the continuum. When we know how Pittsfield came to be what it is now, it helps to choose what it ought to be in the future. It is also helpful and interesting to know when some of the key events that helped shape Pittsfield took place.

Much of this perspective on our local history is taken from Sanger Mills Cook's *Pittsfield on the Sebasticook*, (1966). This book is an excellent source for a much richer description of Pittsfield's past. It is available at the Pittsfield Public Library. The following is a quote from the book's preface:

"I may have had some such idea when I first got into the project, but it wasn't long before I had the feeling, rightly or wrongly, that Pittsfield was no ordinary town. It soon began to take on individuality. As it grew from a somewhat commonplace infancy, through a groping childhood, into a healthy young adult, it developed personality. It possessed a youthful aggressive spirit that was at once idealistic, yet practical. In things spiritual, cultural, and industrial, it sought the best, but with characteristic Yankee caution."

The first permanent settler, Moses Martin, established a home in Pittsfield in 1795 just a mile down river from the present UTC Fire and Security Co. Plant. He was a skilled woodsman, hunter, trapper, and fisher and was well liked by the local Indians. Other settlers began to arrive in 1800. A small, water-powered mill was built where the UTC plant is now located. The settlement's initial name was Plymouth Gore. It became Sebasticook Plantation in 1816, and was incorporated as the town of Warsaw in 1819.

The first town meeting was at the home of John Webb on the Snakeroot Road. The town was responsible for roads and bridges and five school districts. In 1824, the name of the town was changed to Pittsfield, in honor of William Pitts, Esquire, of Belgrade, a large landowner in the town. Many early settlers were farmers who paid their taxes in corn and wheat. In 1830, the population stood at 610.

Before the railroad came in 1855, population was scattered. The town center developed only gradually. Colonel William Lancey opened the Lancey House Inn in the 1820's. A gristmill, sawmill, three or four blacksmith shops, a carriage shop, and two or three stores made up most of the commerce. The railroad connected the town with tracks from Bangor to Waterville and southward. The railroad was a significant factor

in the growth of the town, but water power was much more important as it gave industry a reason to be in Pittsfield.

The first woolen mill was started in 1869, again at the UTC site. Maine Central Institute was established in 1866. The school ultimately had more impact on the growth of Pittsfield than the mill because it offered opportunity for education.

Downtown Pittsfield was decimated by a fire in 1881, but rebuilt immediately thereafter. The Waverly Mill was built in 1891-1892. In 1891, 52 “mill houses” were built for rental to mill workers. From 1880 to 1900, Pittsfield's population increased from 1,909 to 2,891.

A new rail line was built from Pittsfield to Hartland in 1886. It was supposed to go on to Moosehead Lake, but never made it and was abandoned completely in 1983.

The privately-owned Pittsfield Water Works established water service in 1895. 1900 brought electric power in the form of the Pittsfield Electric Light and Power Company. Saw milling was an important industry. The power and light company cut and sawed two million board feet annually. There were other woodworking plants, and a canning factory opened in 1900.

In 1906 the Lancey House burned, leaving Pittsfield without a hotel for half a decade. It was rebuilt in 1911, but burned again in 1965. In 1909, the Bryant Woodworking Plant closed, eliminating jobs and a market for lumber from nearby woodlots.

In 1914, the American Woolen Company acquired ownership of local mills – a large corporation controlled by "out of state" management. The American Woolen Mill closed in 1934 after several years of hard times. The Pioneer Mill stayed in operation until after World War II but the woolen industry was moving out of New England and Pittsfield lost its major manufacturer. These mills employed in excess of 160 weavers.

The Depression bought with it new investment in Pittsfield. The Civil Works Administration, which came in with the "New Deal," provided $25,000 to construct an airport on the site of the old Pittsfield race track.

This period coincided with the emergence of a number of construction firms in Pittsfield, including those headed by Ralph Cianchette and James Frederick, the Susi Brothers, J.R. Cianchette, and Ralph Giovannucci. The construction industry was destined to grow and become a significant part of Pittsfield's economy, exporting skills to other parts of the state and later the nation. The latter part of the 1930's was a period of recovery for Pittsfield.

In 1935 J.W. Manson gave a large piece of land to the town to be used as a public park. This has been developed as Manson Park. George Parks donated money to Maine Central Institute to construct a gymnasium.

The population in 1940 was 3,329. The Kiwanis Club was organized in 1940. This club helped to generate local support for improvements to the airport. Runways were extended to 4,000 feet in 1941 making Pittsfield one of the finest small airports in the state. The U. S. Navy used the airport for training from 1943 through the end of the war.

A group led by Joe Cianchette bought the vacant mill in 1941, fixed it up, and sold it to Pinches Medwed for shoe manufacturing. By 1948, 300 people were employed there. In 1950, the mill was sold to Northeast Shoe Company. In 1946, J. R. Cianchette built Peltoma Acres to provide housing for workers, especially management that was brought in by the Medwed Shoe Company. Built in one year, 48 new homes

were put on the market in May 1947. Pittsfield's first zoning ordinance was adopted at a town meeting in 1949. The 1950 population of Pittsfield was 3,898.

In the 50's, the woolen industry migrated from New England to the South. In 1953, the American Woolen Company announced closure of the Pioneer Mill. A local development corporation was formed and an agreement was secured with American Woolen for their interests in the mill. The Pittsfield Improvement Association constructed a 48,000 square foot manufacturing building -- cost estimated at $300,000. The Edwards Company of Norwalk, Connecticut was enticed by the idea they could help design a building financed by others. In December 1956, the first doorbells came off the line. This story shows the spirit exhibited by Pittsfield's business leaders and the response that can result from such an effort.

In 1952 a new elementary school was built at Manson Park. In July, 1953 a swimming pool was built in Manson Park by the Kiwanis Club and given to the town. The 1960 population of Pittsfield was 4,010.

The Sebasticook Valley Hospital was built on North Main Street (formerly Grove Hill Road) in 1962-1963, as a regional facility and with support from Newport. The Athenaeum Club, "a group of young women who desire to do something worthwhile for their home town," is given credit for initiating the project.

The construction of the interstate highway through Pittsfield was a significant event. This opened in 1964. Prior to this time, the main route between Bangor and Augusta was U.S. 202, and Pittsfield was not on it.

I-95, with its exit onto Somerset Avenue, suddenly made it the principal entry to Pittsfield for most longer distance trips, and the growth pattern shifted. Since 1965, a motel, restaurant, gas station, several banks and retail shops, and an auto dealership have developed here. The industrial park is also in close proximity to the interchange. I-95 has proven essential to continued commercial and industrial growth.

Many people feared I-95 would be bad for Pittsfield because local residents would go to Waterville or Bangor to shop. To some extent this may be true, but Pittsfield responded in typical fashion, developing a downtown revitalization plan. Implementation of the plan started in 1976 with a Community Development Block Grant (CDBG) which cleared some of the dilapidated buildings on the east end of Somerset Avenue. An Economic Development Administration (EDA) Public Works grant in 1977 helped construct the downtown municipal building. An Urban Development Action Grant of $650,000 cleared the dilapidated commercial buildings on the east side of Main Street, ultimately replaced with the new headquarters of the now nationally-recognized Cianbro Corporation.

A new shopping center was built on Somerset Avenue and absorbed several downtown businesses, including the IGA, Craig Hardware, and Laverdiere's Drug Store. For some time, the shopping center enjoyed success.

In 1966, Pittsfield, Burnham, and Detroit combined their school systems to form School Administrative District 53. Though not a physical asset of the School District, MCI remains an integral part of the community due in part to a large percentage of Pittsfield residents having attended the school. MCI attracts many foreign students to its campus, further enhancing the cultural diversity of the community. During the late 1980's, a new gymnasium and outdoor sports facility were added to the campus.

In 1986 Pittsfield established an industrial park on 70 acres of land between Somerset Avenue and Main Street. This has good access to I-95 and the Pan Am rail line. In 1988, the park expanded by an additional 24 acres. A third expansion of 28 acres has been implemented more recently. Another EDA grant provided water, sewer, access roads, and lighting for the park.

1992 saw the Sebasticook Valley Hospital undertake a multi-million dollar renovation and expansion to improve outpatient therapy and provide better service to the community. A new look was added to bring the appearance up to date as well. Additional expansions and upgrades are underway now.

The early 90's also saw the Edwards Company preparing to expand and consolidate its operation. A building in the downtown area was renovated into a state-of-the-art electronics test facility and a new 96,000 square-foot distribution facility and international warehouse was constructed in the industrial park. The company is now known as UTC Technology. The company was joined in the industrial park by General Electric, Herman Shoe Company, Sonoco, and AAA Energy.

Toward the end of his book, Sanger Cook reflects on the history of Pittsfield with the following words:

"It may be of interest to look back for a moment at two periods of history that seem to have much in common: the twenty years from 1880 to 1900 and the two decades from 1940 to 1960. In both these spans, we find young, imaginative, and aggressive residents who were not only successful in their own careers, but were conscious of their civic responsibilities and dedicated to building a better community.

At the end of these two eras, however, the parallel ceases. As we have noted, there seemed to be a slacking off after the spurt of the 80's and 90's. What happened after the 40's and 50's certainly cannot be described as something lackadaisical or complacent--quite the opposite! The spirit of those years continued, but under new leadership. That is as it should be. The new generation was not accepting the past as "good enough." It was picking up the tools, adding to them, improving them, and going forward. This is good, and today we should be grateful to these young men and women for what they have done and are continuing to do for the future of our town."

Historic and Archeological Resources:

Pittsfield can be proud of the number of physical connections that we have with our heritage. These connections are critical in maintaining our sense of community. Historic assets can generally be classified into three categories: Structures, archeological, and artifacts.

Perhaps Pittsfield's most notable historic structures are the four listed on the National Register of Historic Places:

- Founders Hall at MCI,
- the Pittsfield Public Library,
- the First Universalist Church and
- the Depot House (Museum and Caboose).

Each of these buildings is being well cared for, with efforts to maintain the integrity of the structures. Although many people are aware that the four named buildings are on the National Register, there is no visible indication of this. It would be appropriate for plaques to be displayed that would advertise the special value of these buildings. Once signage is in place, it would be beneficial to have a short summary of the historic value of each building written in a brochure that could act as reference for a self-guided walking tour. Each of these buildings is within easy walking distance of the others.

Three other buildings of local historic value are: Three North Lancey Street, formerly a school and now an office building and dance studio; Flint Reed's former office, which used to be a hospital; and the Pittsfield Community Theater. It would be fitting for each of these places to be considered for listing on the National Register.

Beyond these specific structures, the MCI campus and the Main Street/Peltoma Ave. neighborhood is of special value for its buildings with turn-of-the-century architectural styles. The neighborhood emanates a nostalgic feeling to passers-by. This area has been maintained in this fashion by a fortunate commonality of individual actions performed by dozens of property owners. There are no regulatory constraints on development; a proposal to create an historic district from the neighborhood was defeated in the late 1990's.

The Pittsfield Historical Society (described in Section Four) collects, researches and stores historical artifacts from the greater Pittsfield area. Artwork, clothing, signs, weapons, military patches, industrial equipment and more are on display in the Depot House Museum. The Town supports the museum's physical upkeep with an annual appropriation managed by the Historical Society.

Preservation of the Depot House is the current focus of the Town. A restoration effort is underway to restore the building and improve storage conditions for the artifacts.

Pittsfield's location along a major river makes it a likely area for pre-historic and historic settlement remains. The Maine Historic Preservation Commission (MHPC) has identified ten known and several potential archaeological sites along the river, as well as on the shore of Sibley Pond (See *Map of Historic Resources*). Much of this information was obtained as a result of dam relicensing requirements.

The MHPC also has record of one post-settlement archeological site. It is listed as the "S. Wood Farmstead" from the mid-19th Century.

Townspeople have, in the past, discussed the Town's outlook toward its archaeological resources, including whether they should be promoted as part of river awareness and appreciation. Given the need to protect sensitive sites and the lack of funding for preservation efforts, this seemed unwise. It was felt that the State should take the lead on preservation of archaeological resources. The Town does have provisions in development ordinances requiring archeological discovery and consultation with the MHPC prior to disturbance on a likely site. While supportive of archaeological research, the Town does not wish to place itself in a policing role beyond that which exists under the Shoreland Zoning Ordinance.

In order to increase public awareness and appreciation of prehistoric activity, it is recommended that the MHPC donate some of the relics of the Burnham impoundment research to the Pittsfield Historical Society for display in the Depot House Museum, together with interpretative information. This would help Pittsfield's citizens recognize the rich heritage of its shoreland.

Part Two: Pittsfield Today and Tomorrow – A Community Profile

Overview:

- The population of Pittsfield has been stable for at least the past 40 years. Flat growth since 1990 is contrary to the projections in the 1997 plan.

- The ratio between births and deaths has altered this decade to a negative (more deaths than births), however a positive trend in migration has balanced it.

- Pittsfield is aging as the baby boom moves through the population. The median age has progressed four years since 2000, and 43 percent of the population is now age 45 or older. A large chunk of the population could be retiring within the next 20 years. Partly due to this trend, school enrollments are declining, with the most dramatic drop seen since 2007.

- Outside population projections estimate Pittsfield to remain stable at around 4,200 for the next 20 years. Outside projections do not take into account any initiatives for growth at the local level.

- The median household income in 2010 stood at $40,042. While that represents a 22 percent increase since 2000, it does not keep pace with the 28 percent inflation rate. Incomes in Pittsfield are just a little above the average for Somerset County. The poverty rate in Pittsfield (13.4 percent) is below the average for Somerset County, including among children and the elderly, the more vulnerable population groups.

General Population Trends:

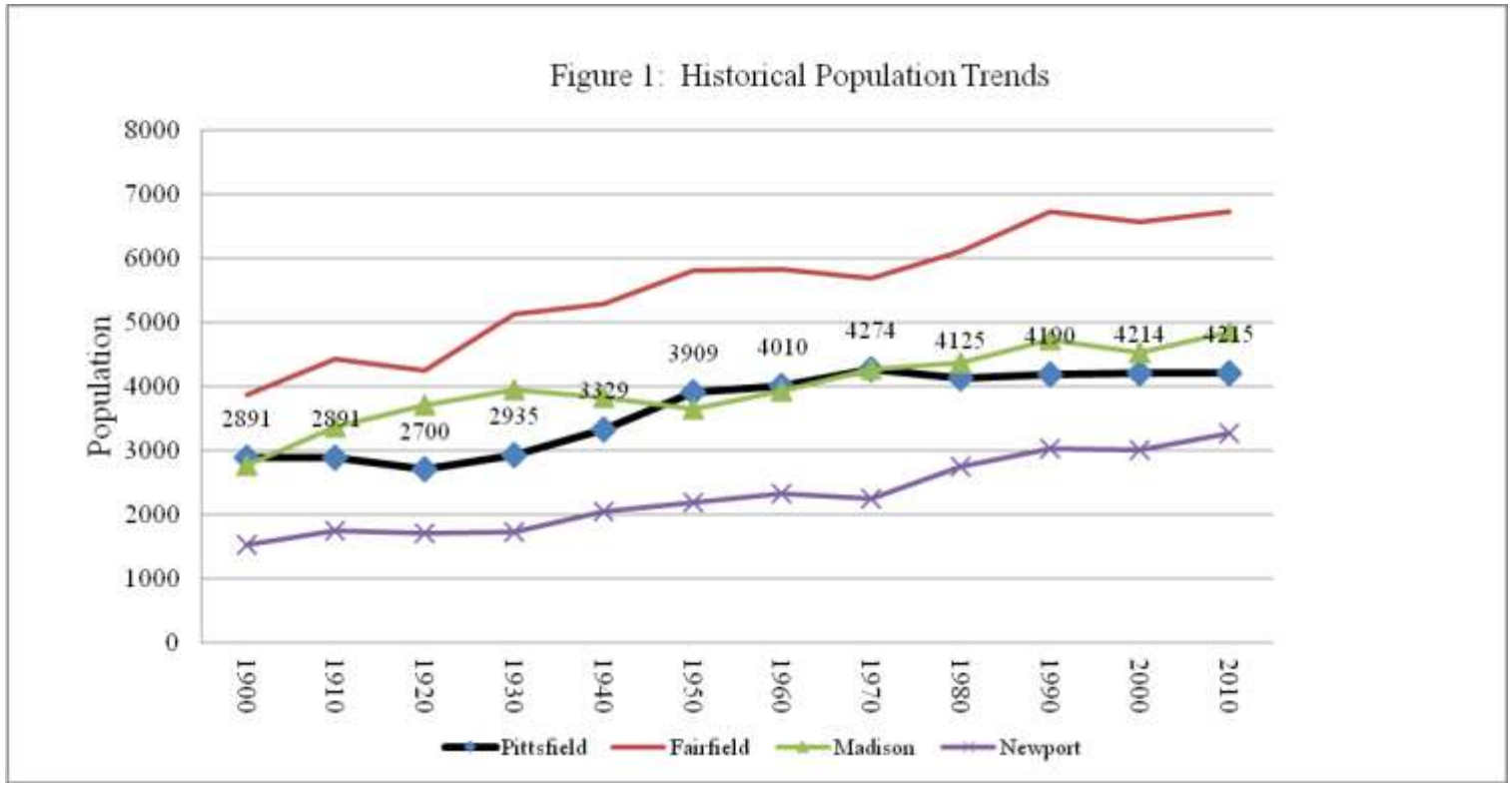
The most recent count of population by the U.S. Census, in 2010, puts Pittsfield's population at 4,215. (This figure may be in doubt, for reasons discussed in Part Seven.) For decades, Pittsfield's population has remained virtually constant, declining slightly during the 1970's, and growing by a total of 90 residents since 1980. In contrast, several towns of similar size and location have been growing (Figure 1, following page). Madison is typical; its population was almost identical to Pittsfield in 1970, but it is now 15 percent larger than Pittsfield. Newport's population has grown by over 1,000 since 1970, and Fairfield's by 1,051.

Pittsfield did see substantial growth during the period 1920 to 1950. This was a period of industrial expansion between the two world wars, when many people came to Pittsfield looking for jobs and housing.

Components of Change:

Factors involved in population change operate even when the population levels themselves are not changing. Population change is the result of two drivers: "Natural Change," is the difference between births and deaths; "Migration," is the difference between those moving into town and those leaving.

Natural change tends to reflect the characteristics of existing residents: if the population is older, it will be lower (or negative); if it is more in the range of young families, it will be higher with the birthrate. Pittsfield's natural change was a positive 34 between 1990 and 2000, shifting to a negative 6 between 2000 and 2010 as residents grew older (see following section). In 2011, births outnumbered deaths, 55 to 48. This reflects Somerset County as a whole, where the 2000-2010 natural change, while still positive, was only one-sixth of what it was in the 90's.



The direction and rate of *migration* tends more to be a function of economics. People will choose to move into or out of a community based on factors such as availability of employment, cost of housing and transportation, and perceptions of community vitality. Migration is calculated as the difference between population change and natural change. In the 1990's, Pittsfield experienced a net out-migration. While it was only ten persons, it was almost enough to negate the natural increase. But in the 2000's, the town experienced net in-migration of seven. This suggests that Pittsfield is ever-so-slowly turning around its economy.

Population Shifting by Age Group:

Pittsfield's age groups follow the general nationwide trend of the aging baby boom generation. As shown in Table 1, the number of school-aged and child-bearing-age residents continues to drop, while the number of persons in the pre-retirement, post-child-bearing age (45-64) group has grown. In 1970, 70 percent of Pittsfield's population was under age 44; now it is down to 57 percent. Over one-quarter of the population is now of an age where they will be retiring within 20 years, to join the 15 percent that are already there. This is an issue that affects Pittsfield's workforce and school system, and it won't be solved just by retaining young people or attracting them in from the countryside. Maine's population is the oldest in the country; the state actually has a higher percentage of the population over age 44 than Pittsfield does.

Table 1: Population By Age Groups (1970 - 2010)

YEAR	TOTAL	0-4		5-17		18-44		45-64		65+	
	#	#	%	#	%	#	%	#	%	#	%
1970	4274	415	9.7	1172	27.4	1386	32.4	820	19.2	481	11.3
1980	4125	373	9	946	22.9	1449	35.1	809	19.6	548	13.3
1990	4190	319	7.6	835	19.9	1594	38.0	814	19.4	628	15.0
2000	4214	224	5.3	952	22.6	1524	36.2	930	22.1	581	13.8
2010	4215	236	5.6	786	18.6	1385	32.9	1181	28.0	627	14.9

SOURCE: U.S. Census

The growth in the over-65 age group – both in raw numbers and percentage – will continue for as long as the baby boom lasted, at least the next twenty years. While this trend has national implications for social security, health care, and the labor force, it also has local implications. We should see increased demand for senior-style and assisted care housing, and health care facilities. In a dramatic turnaround from present days, we may also see a shortage of available labor.

Table 2: Median Age

PLACE	2000	2010	Absolute (%) Change
Pittsfield	36.4	40.2	3.8 (10.4 %)
Somerset County	38.9	44.1	5.2 (13.4 %)
Maine	38.6	41.4	2.8 (7.3 %)

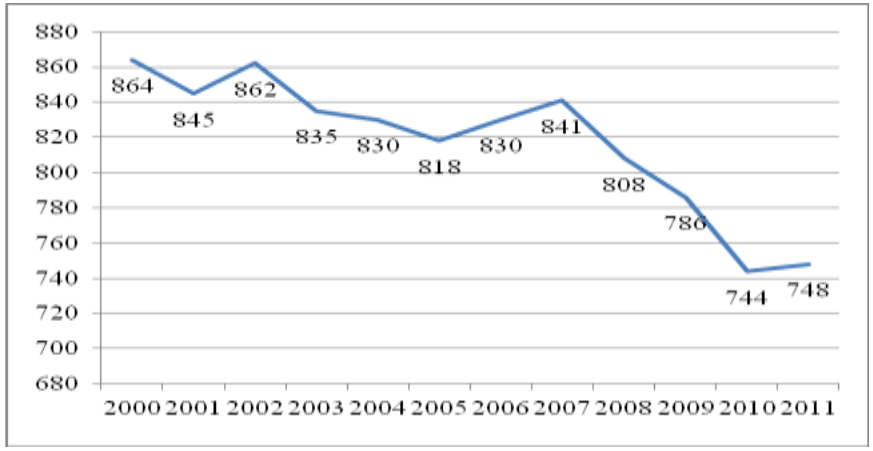
SOURCE: U.S. Census

In 1980, Pittsfield's median age was 32, slightly older than the average of either Somerset County or Maine. By 2000, the county and state had passed us, and were older, and by 2010, Pittsfield's median age of 40.2 is downright youthful in comparison (Table 2). Pittsfield's median age is also below that of Newport (42.6), Fairfield (41.8), and Madison (44.6). That implies that Pittsfield is already doing a relatively good job of attracting or retaining young people. Of course, without

a net natural increase, the median age will ultimately rise with the aging of the baby boom generation.

With the aging of the baby boom out of child-bearing age, school enrollments may be expected to drop, and that has been the case with Pittsfield. As Figure 2 shows, enrollments have declined about 13 percent since 2000. Most of the decline has occurred since 2007. This is not normal, and may be attributable to factors other than the aging population. Enrollments in RSU 53 declined during the same period, but only by about 11 percent (to 1,085 in 2011). Where Pittsfield accounted for 71 percent of the students in the district in 2000, it now accounts for only 69 percent. One of the impacts of this shift is that the cost of running the school system is shifting slightly away from Pittsfield.

Figure 2: School Enrollments 2000-2011



Source: Maine Dept. of Education

Pittsfield Tomorrow -- Population Projections:

Population projections are estimates of future population levels. They are based almost entirely on past trends, so they do not take into account current or future local actions or economic trends. If a town's population has not changed much in the past twenty years, chances are it will not change in the future, and the projection would show that.

This does not mean that the projection is a foregone conclusion. Once we know the numbers of people, houses, and jobs to expect, we can make planning decisions which may actually alter the numbers to change the future.

There are two projections available for Pittsfield from outside sources. Kennebec Valley Council of Governments (KVCOG) uses a forecast based on up-to-date growth trends and numerical history. KVCOG's Pittsfield growth estimate for 2030 is 4,240. The Maine Office of Policy and Management (formerly State Planning Office) uses a more sophisticated formula that takes into account the survival rate of different age groups in town, migration rates, and other factors, but has not yet compiled projections based on 2010 census figures. Based on the 2000 Census, their projection to 2030 is 4,183.

The 1997 Comprehensive Plan, using speculative figures for the town's growth rate between 1990 and 1995, projected that Pittsfield in 2015 would have a population of 5,400. That seems a little optimistic now, but most projections do in hindsight. The discussion regarding Pittsfield's future, however, is still valid. The Town has the power to control its own destiny. Given the infrastructure in place, the Town can well grow to a size that could better justify the diversity of public and private services desired by residents. However, Pittsfield's small-town character would be jeopardized if it grew to over 6000 persons.

Economic Well-being of the Community:

One of the measures we use to gauge community vitality is its economic health. An economically healthy community tends

to grow, to turn over its population (add more young people), and to provide more opportunities and amenities to residents.

A factor in economic health is the educational level attained by its adult population. Higher educational levels generally correlate with local capacity to grow and diversify the economy. The level of education in the community is useful in economic development conversations. Efforts to attract business and provide job training must be matched with the skills of existing residents.

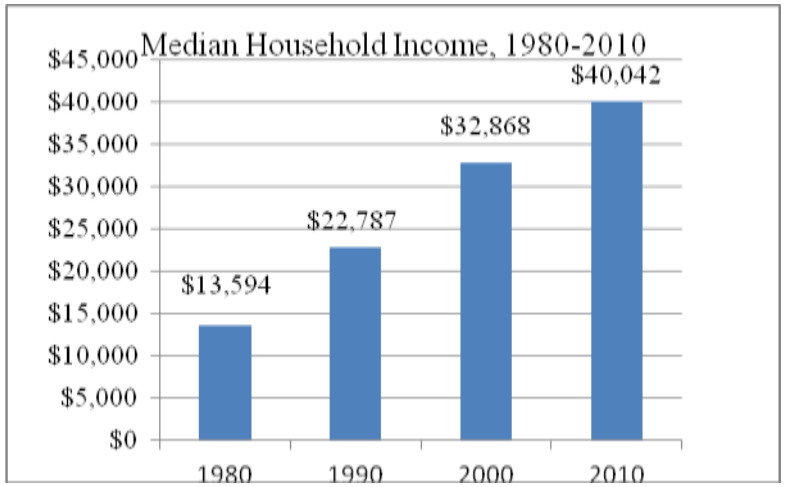
According to the 2010 Census (American Community Survey – ACS), 83 percent of Pittsfield adults have completed high school. Almost 20 percent are college graduates (about double the number in the past twenty years) and seven percent have post-graduate degrees. This puts Pittsfield slightly out ahead of Somerset County on educational levels (85 and 14.6 percent). But the town is behind the average for Maine in both categories (89.4 % high school grads, 26.1% college grads.). These figures suggest that Pittsfield has a relatively good basis for economic development at all levels.

The most commonly-cited factor in economic health, of course, is the income of residents. The Census tabulates income in different ways. *Median Household Income* is a point at which half of the households realize more and half less. Its value is in determining how the community is doing over time and how well local households can pay for housing, etc.

Median income is determined by the census using a sampling of the population over a five-year period (American Community Survey – ACS) and adjusting the results for "constant dollars."

Pittsfield's median household income in 2010 was $40,042. (Figure 3) This is a 22 percent increase over 2000. While this may seem like a substantial jump, the rate of inflation (CPI) between 2000 and 2010 totalled 28 percent. The result is that incomes in Pittsfield over the ten-year period lost a little ground to inflation. This is the first decade since 1980 that this happened, although the large jump in unemployment in 2009 may have contributed. In the 80's and 90's, local income growth exceeded inflation by about 8 percent.

Figure 3: Median Household Income in Pittsfield



While the median income may seem fairly comfortable, income distribution figures show a wide diversity of incomes. 17.4 percent of households earned less than $15,000 a year. Another 20.4 percent earned between $15,000 and $25,000. All told, 629 households fall under the $25,000 per year mark, generally considered a "living wage." Nearly 10 percent of households had earnings over $100,000.

According to the 2010 ACS sample, approximately three-quarters of Pittsfield's households reported earned income, with average earnings of $54,700. Almost one-third of households received social security income (average income from social security was only $15,000), and 11 percent

received some other form of retirement income. Seven percent received supplemental security income, and seven percent received cash public assistance. Figures for Somerset County are similar. County-wide, slightly more households receive social security and retirement incomes -- remember that the median age of the county is older.

When comparing incomes between towns and regions, it is generally best to use *per capita income.* This is the total income of the town divided by the population, so it is not skewed by different household sizes from town to town.

Pittsfield's per capita income in 2010 was $20,677 (Table 3). This was a gain of 29 percent over 2000, just about on pace with inflation. However, among other small service center towns in the area, it is the lowest per capita income. It is just about equivalent with Newport and Skowhegan, but behind Fairfield and Madison. It is a little above the average for Somerset County, and growing at a faster rate. It is well behind the average for Maine, but also growing faster.

Table 3: Pittsfield Per Capita Income Comparison

Town	2000 PCI	2010 PCI	% change
Pittsfield	**$ 16,065**	**$ 20,677**	**29 %**
Newport	15,312	20,871	36
Madison	16,698	24,608	47
Fairfield	16,335	22,795	40
Skowhegan	15,543	20,990	35
Somerset Co.	15,474	19,546	26
Maine	19,533	24,980	28

Source: U.S. Census, American Community Survey

An additional measure of household security is the percentage of residents below poverty level. *Poverty level* is an income threshold that varies based on the number of family members and other factors, so there is no set dollar level; the census just reports on the population below that threshold. In Pittsfield, 13.4 percent of the population and 8.2 percent of families fell beneath the poverty line in 2010. It is an even higher percentage for families with children under 18.

With an increasing poverty rate, our primary concern is vulnerable populations. The most vulnerable are generally children or the elderly (Table 4). According to the ACS, the elderly are better off than the population in general: 9.5 percent versus 13.4 percent in 2010. But they are worse off than they were ten years prior (7.6 percent). There should be indicators in the community of increasing poverty among the elderly.

Table 4: Percent Living Below Poverty Status In 2010

Population	Pittsfield	Somerset County	Maine
All Persons	13.4 %	18.4 %	12.6 %
Age 65+	9.5 %	12.7 %	9.6 %
Children (under 18)	18.4 %	25.0 %	17.0 %

SOURCE: American Community Survey (2006-10)

Children are about twice as likely to be in poverty. According to the census, about one out of five children in Pittsfield live below poverty level. If they are in a household with only a mother, the figure rises dramatically – to 42 percent. In both vulnerable populations (as well as the population at large), Pittsfield is better off than Somerset County, and equal to or just slightly worse than Maine.

Part Three: Pittsfield's Natural Resource Assets

Highlights:

- Pittsfield sets in the Sebasticook River Valley. There are a few glacial features that add topography to an otherwise fertile and level river bottom landscape.

- Development concentrated in the village area leaves most of the town in natural open space. There are extensive areas of forest and wildlife habitat. Canaan Bog is a regional natural resource with a complex of habitat areas. It is not currently threatened by development.

- Big Meadow Bog encompasses a large tract of land along the Sebasticook River below the village and along the boundary with Burnham. The bog exhibits a variety of habitats and rare species of plant and animal. Because the focus area includes Route 100 and the southern portion of downtown, there are a number of intrusions into the natural character of the bog.

- Sibley Pond, the only natural, flatwater resource in Pittsfield, lies on the border with Canaan. Douglas Pond and Mill Pond are impoundments of the Sebasticook River.

- The town has engaged in a regional approach to natural resource protection, communicating with Canaan about issues in the Sibley Pond and Canaan Bog watershed, and cooperating on management of the Sebasticook River with other riverine towns.

Community Overview:

Pittsfield is here because of its access to natural resources. Poised at the confluence of the east and west branches of the Sebasticook River, early settlers were able to take advantage of the river for transportation and water power. The town's topography is nearly level and its soils are largely suitable for agriculture and development. Pittsfield is located within the Sebasticook River Valley, bounded by ridges to the north in Dexter and to the southeast in Dixmont.

But natural resources must be viewed as both an asset and a constraint. Forested and non-forested wetlands are associated with many of the streams draining portions of the town. The preponderance of wetlands generally renders most of the southeastern portion of Pittsfield between Route 100 and the Detroit border unbuildable. By the same token, these wetlands act as a purification sponge for much of the water entering the sand and gravel deposits associated with the Sebasticook River, filtering the public water supply.

Associated with the Sebasticook River is a major esker which runs south through Burnham to Lake Winnecook. A north-south road was built along this "horseback" through Burnham from Pittsfield to Unity. Sand and gravel mining is a popular land use along this esker. One prominent spot where the glacier left an unusually dramatic deposit near the current intersection of Hartland and Waverly Avenues is called "The Pinnacle" and is a town park with a small ski area.

Topography:

Topography, along with soil characteristics, tends to dictate appropriate land uses and environmental values. Slopes exceeding 15 percent tend to make poor building sites; Slopes of less than 3 percent are characteristic of wetlands, but if well-drained may be good agricultural land. Pittsfield's land area is classified as follows with regard to slope:

Table 5: Slope of Pittsfield's Land Area

Slope	Square Miles	% Total Area
Less than 3%	6.75	13.50
3% - 15%	43.42	86.24
Greater than 15%	0.13	.26
Source: 1970 Comprehensive Plan		

Geology:

Pittsfield's land forms display conditions laid down in large part by glacial activity. There are four main types of deposits, which have characteristic grain size distribution and topographic position. They are till, outwash, silts and clays, and muck/peat. A brief description of each follows.

Tills were deposited directly by glaciers which covered most of New England about 10,000 years ago. These deposits, not subjected to the action of flowing water, consist of mixtures of materials ranging in size from clay to boulders. Virtually the entire upland area of the town is composed of some type of till, which ranges in thickness from zero to a few dozen feet.

Outwash is also a product of glacial action; however, unlike till, it has been stratified by glacial meltwater. These deposits consist largely of sand and gravel. In Pittsfield, outwash is found in rather extensive deposits along the bank of the Sebasticook River above and below Pittsfield village, and in smaller bodies along Farnham Brook. The outwash is geologically younger than the till, and may overlie it in places, particularly along Farnham Brook.

The silts and clays of Pittsfield were deposited in bays and inlets of the sea as the glaciers retreated. These materials are restricted to places below about 300 feet elevation, and are widespread at the village and in the southern part of town. The silts and clays, which may be several hundred feet thick, were deposited at the same time as the outwash, but generally underlie the latter where the two are in contact.

Muck and peat deposits are water saturated, highly organic sediments. There are two rather large deposits of this type in Pittsfield (the same as the two major wetland areas mentioned above), one along lower Hood and Cooper Brooks, in the west-central part of town (Canaan Bog), and the other in the east-central part, south of the village and bordering the Sebasticook.

Soils:

Pittsfield is blessed with soils that have both food-growing and development capability. These soils also filter and store drinking water, not to mention provide gravel needed for road-building and other developed uses. Soils have been studied and classified throughout the town. Maps depicting various features of soil types accompany this plan.

Soil characteristics are particularly important to farming, road-building, and construction. Additional soils information is presented in Part Five (Land Use).

Critical Natural Resources

Pittsfield offers a variety of valuable habitat to land and water-resident animals. The extent and quality of wildlife habitat is an indicator of not just the abundance of animals but the overall health of the ecosystem. The Maine Department of Agriculture, Conservation, and Forestry (ACF) administers a program called *Beginning with Habitat* to illustrate information on wildlife habitat and critical natural areas. This information can be seen on the *Critical Natural Resources Map.* Some of the essential features on this map are described below.

Deer Wintering Areas:

Although deer are common in Pittsfield, their existence requires sufficient habitat. Summer habitat is not the limiting factor; winter habitat is. The availability of "deer wintering areas" controls the abundance of deer.

A deer wintering area can be described as a forested area used by deer when snow depth in the open/hardwoods exceeds 12 inches. This generally encompasses softwood stands where there is also good browse available. Non-forested wetlands, non-stocked clearcuts, hardwood types, and stands predominated by Eastern Larch could be included within the DWA if less than 10 acres in size. Agricultural and development areas within DWAs are excluded regardless of size. The map element showing Deer Wintering Areas does not rank them by quality; this would require a field survey, which has not been done statewide.

Deer wintering areas are among the less critical of "critical" natural resources. There are no laws restricting development within them, and in fact the Maine Department of Inland Fisheries and Wildlife (IFW) provides guidance to foresters and developers who intend to work in wintering areas. This guidance includes cutting and clearing practices that accommodate use while not greatly impacting the habitat.

Significant Wetlands:

Pittsfield has two major wetland areas: Canaan Bog and Big Meadow Bog. Other smaller wetlands, both forested and non-forested, are scattered throughout the town. These wetlands and other surface water features may be viewed on the *Critical Natural Resources Map*.

Development activity in any wetland area is strictly regulated by state and federal governments. Non-forested wetlands of ten acres in extent or greater are protected from development by the Natural Resources Protection Act. The surrounding 250 feet of shoreland is governed under the Resource Protection District in the Town's Shoreland Zoning Ordinance. Development and timber harvesting are restricted in these areas, providing maximum protection to the wetland and wildlife dependent thereon.

The Town has in the past met with the Town of Canaan regarding Canaan Bog as well as Sibley Pond. Some Canaan residents had given some thought to setting up a land trust to accept land and conservation easements for unique natural areas, including the bog. It was agreed that both towns would support private initiatives to preserve Canaan Bog.

Regarding potential economic development possibilities for the bog, such as for peat mining or cranberry growing, both towns have expressed a strong preference that the bog remain

undeveloped, but recognize the property rights of landowners. Residents did not feel right about enacting additional local land use restrictions on the bog to prohibit extractive uses, but wished the communities' preference for the area to remain as undisturbed as possible to be stated as policies in their comprehensive plans to be on record should such a permit application occur.

The bog is very much appreciated by many of those who live nearby and who take walks or canoe rides through the area. Hunting, snowshoeing, cross-country skiing and snowmobiling are also popular within the bog.

Inland Waterfowl /Wading bird Habitat (IWWH):

Wetlands of a particular size and composition may provide critical habitat for waterfowl. Five criteria are used to rate IWWH as high, moderate, or low value for this purpose: (1) wetland type composition, (2) number of different wetland types, (3) size, (4) interspersion, and (5) percent of open water. Wetlands with a rating of "High" or "Moderate" are the only ones required to be protected under Shoreland Zoning and other State Laws. These are depicted on the map and listed in the table below.

Table 6: Significant Waterfowl and Wading Bird Habitat

Location	MDIF&W#	Rating
SSE of Weeks Corner	031300	Moderate
Adjacent to NE shore of Sibley Pond	031301	Moderate
Upper Meadow Brook	031303	Moderate
Sebasticook River (Burnham Dam)	030377	Moderate
SE of Tilton Corner	031315	Moderate
Canaan Bog	031321	**High**
Douglas Pond	031323	**High**
Source: Maine Department of Inland Fisheries and Wildlife		

The number of habitat areas ranked as "High" or "Moderate" has decreased from 19 to seven since the past plan. Rankings change periodically as more information is collected. Ranking were also evaluated more critically when the Shoreland Zoning Law was changed to require a higher degree of protection for the more critical habitats.

Significant Vernal Pools:

A naturally occurring temporary to permanent inland body of water that forms in a shallow depression and typically fills during the spring or fall and may dry up during the summer. The vernal pool contains no predatory fish, providing the primary breeding habitat for wood frogs, spotted salamanders, and fairy shrimp. The presence of any one or more of these species is usually conclusive evidence of a vernal pool.

Protection of vernal pools is required under Maine Law, but identification is difficult, because they are ephemeral, and can usually only be identified in mid-spring. Only three have been identified in Pittsfield to date (Table 7), but it is likely that more will be identified as better information becomes available and public awareness of the importance of this habitat is increased.

Table 7: Significant Vernal Pools

Location	MDIF&W#	Rating
NW of Dogtown Road	314	Significant
NW of Dogtown Road	426	Potentially Significant
North of Waverly	978	Significant
Source: Maine Department of Inland Fisheries and Wildlife, 2012		

Rare and Endangered Species and Habitat Areas:

A Bald Eagle Nesting Site has been identified on the Burnham town line (near Main Street) by the Sebasticook River. Even though Bald Eagles have been removed from the Endangered Species Listing, its habitat is still protected.

Two locations for the Tidewater Mucket (*Leptodea ochracea*) have been identified in Pittsfield in the Sebasticook: near the border with Palmyra (NE of Hartland Ave.) past the I-95 Bridge, and surrounding Waverly Bridge. Tidewater Mucket is a freshwater mussel. As a group, freshwater mussels are the most endangered form of aquatic animal in the country.

Certain habitat areas have features that are rarely seen in Maine. While they may not contain endangered species, they usually contain a mix of plant and animal species not often seen in Maine. *Beginning with Habitat* refers to these areas as "Focus Areas."

Focus Areas of Statewide Ecological Significance are landscape scale areas that have been identified as meriting special conservation attention. Focus Areas are built around documented locations of rare plants, animals and natural communities, high quality natural communities, significant wildlife habitats, and their intersection with large blocks of undeveloped habitat. Focus Areas are designed to bring attention to those areas with concentrations of known rare and significant plant and animal habitats.

There is an area of Big Meadow Bog which is classified as Raised Level Bog Ecosystem with good estimated viability. It is scientifically described as "raised (but not concentrically patterned) peatlands in basins with mostly closed drainage." The Big Meadow Bog Focus Area is considered an area of significance because of its extensive wetland complex including exemplary peatland communities, as well as bald eagle nests, Atlantic Salmon habitat and waterfowl habitat. Sphagnum dominates the ground surface and is the main peat constituent.

Within this area -- in a section of the Sebasticook River floodplain -- there is a site for Swamp White Oak (*Quercus bicolor*). This oak species is a rarity in Maine.

The Douglas Pond and Madawaska Bog Area is located primarily in Palmyra, but extends part way down into Pittsfield. Douglas Pond and Madawaska Bog provide high quality wading bird and waterfowl habitat and support a number of rare species including American coot, bald eagle, black tern, common moorhen, least bittern and tidewater mucket. Douglas Pond and Big Meadow Bog are also classified as focus areas.

Undeveloped Forest Blocks:

There is a direct relationship between the number and variety of wildlife, and the geographic size of their habitat. We are used to urban wildlife, such as skunks and chickadees, which do not need much open land to thrive. But other types of animals are much less populous, because they thrive in unbroken patches of forest. As roads, farms, and houses intrude on the landscape, the large habitat blocks break up and the wildlife that relies on them disappear.

The *Critical Natural Resources Map* illustrates the distribution of undeveloped blocks within Pittsfield.

The block that stands out as largest is the Canaan Bog area. This contains a variety of habitat types, including small ponds, wetlands, and deer wintering areas. There is no apparent development pressure in this area. Additional large tracts border Route 2 both north and south. This is a relatively

undeveloped segment of Route 2, with little apparent development pressure.

Visual Resources

Pittsfield is a pretty town – primarily as a result of its built environment. Its citizens appreciate the quality visual resources available, from the turn-of-the-century architectural styles of the MCI neighborhood to the shade trees along Somerset Avenue. A visual resources inventory was conducted and published in conjunction with the 1997 Plan. This listing of particularly noteworthy resources has been reaffirmed in this plan and incorporated by reference.

Developing a more aggressive street tree program, minimizing tree removal during building site preparation, hosting a flower contest along Mill Pond and establishing attractive gateways are some of the approaches that have been utilized to enhance Pittsfield's visual resources. A special overlay district — the Scenic Overlook Overlay — was established pursuant to the 1997 Plan for the purpose of protecting visual resources.

The current entrances, or "gateways", at the Town boundaries and as one enters the downtown area, do not meet the community's high expectations; there needs to be a common design theme which will act to solidify a positive image for Pittsfield. Signage and landscaping utilizing the design could then be installed at these critical locations to welcome visitors to a friendly, well-kept community, and residents to their home town. Although all entrances to the town and urban area should be addressed, priority locations should be Somerset Avenue and at the downtown railroad crossing.

Maintaining Pittsfield's built environment is also a critical component in community attractiveness. Pittsfield should continue its community development program to attract public dollars for neighborhood revitalization. Rehabilitation done by the Kennebec Valley Community Action Program (KVCAP), as well as use of the FixMe low-interest loan program, has been helpful improving Pittsfield's housing stock, providing affordable housing and maintaining community character. The Town has been proactive and will continue to work with owners of dilapidated buildings to either improve or demolish them.

Water Resources

Brooks and Streams:

Pittsfield had extensive surface water resources. Although the town's topography is fairly level, there are no less than a dozen drainage basins contributing either to the Sebasticook River or Carrabassett Stream, or to local wetlands. Some of the more prominent drainageways include Hood Brook, Cooper Brook, Johnson Brook, Farnham Brook (with East and West Branches), Whitcombe Brook, Meadow Brook, Canaan Bog Stream and South Bog Stream. These and other unnamed brooks may be seen on the *Water Resources Map*.

Four streams are protected by a 75-foot Stream Protection Zone as directed in the Shoreland Zoning Ordinance. No development is allowed within this zone and timber harvesting is limited to selective cutting. Shade retention over brooks and streams is critical for fisheries habitat. Tree and shrub cover in general is beneficial for the riparian zone utilized by various wildlife species.

Sibley Pond:

Sibley Pond is a 380-400 acre great pond situated on the Pittsfield and Canaan border. Most of the pond as well as its

shoreline and developed area are in Canaan. The Town has conducted joint meetings and efforts with Canaan on several occasions in the past.

Sibley Pond's mean depth is 12 feet and maximum depth is 33 feet. Volunteer lake water quality monitoring has taken place on Sibley Pond since 1978. Transparency as well as chemical measures have been sampled. The results show that Sibley Pond ranks somewhat below average in clarity, with a high potential for nuisance algae blooms.

The Maine Department of Inland Fisheries and Wildlife (IFW) reports that Sibley Pond provides an abundance and variety of habitat for warmwater fishes. The pond is a principal fishery for large and smallmouth bass, black crappie, chain pickerel and white and yellow perch. The smallmouth bass population is on the decline while largemouth bass introduced by IFW in 1970 have done very well. Other fish found in the pond are white sucker, bullhead hornpout, pumpkinseed sunfish, American eel and golden shiner minnows. No species are currently stocked in Sibley Pond.

The direct watershed boundary of the pond covers almost 24 square miles. The watershed is distributed over three towns (table 8). Pittsfield has the lion's share of watershed, even though only a sliver of the pond.

Table 8: Sibley Pond Watershed Distribution

Town	Acres	Percent
Pittsfield	9046	59.6
Canaan	4341	28.6
Hartland	1791	11.8

Source: Maine Department of Environmental Protection

Stormwater within the entire 24-square mile area drains directly or indirectly into the pond. Water carries sediment and anything else that it dissolves en route into the pond. The amount picked up varies directly with the velocity of moving water. The sediment, including phosphorous, carried by the runoff is the primary source of water quality issues in the pond. The more that land is cleared and impervious surfaces are created, the greater is the potential for pollution. Management of runoff within the watershed goes far beyond Shoreland Zones. Pittsfield's subdivision regulations contain extensive standards for phosphorous control.

Possible threats to the water quality in the Sibley Pond watershed include the following:

- Septic systems
- Sedimentation from camp roads, driveways, Sibley Pond Road and Route 2 drainage ditches
- Clearing for development, gardening, etc.
- Timber harvesting
- Agricultural runoff
- Feeding the ducks (creating excessive waste material)

Sebasticook River:

The Sebasticook River is Pittsfield's most prominent natural feature and bisects the urban portion of the town. The mills in the village were built to take advantage of the hydro power available, with the Waverly and Pioneer Dams still in place and producing electricity. The dams are owned by the Town and leased to an operator. The Sebasticook River is recognized as a major community asset that is not realizing its full potential.

According to the State's 1996 Water Quality Assessment, the Sebasticook River has a number of stretches in which water quality is below that expected for aquatic habitat. Municipal

treatment discharges, agricultural run-off and the eutrophication of Sebasticook Lake in Newport are the main causes of the river's quality problems. Although improvements have been noted since 1996, there is undoubtedly still much work to be done.

A number of tributaries to the river do not meet Class B standards. Farnham Brook in Pittsfield was listed in 1996 as one of these. It is not known when the brook was last sampled, but recent stormwater management projects and improvements in manure storage along the brook have likely addressed problems that were in evidence when the brook was last sampled. A long-term agreement with USDA requires that best management practices be utilized for manure management. This will greatly reduce further brook contamination from agricultural activities.

A point discharge to the Sebasticook occurs on the West Branch at the Hartland Treatment Works, which discharges 1.2 million gallons per day and performs toxics testing. On the East Branch, Corinna discharges 1.1 million gallons of municipal wastewater per day and performs toxics testing. Dexter spray irrigates its treated wastewater, while Pittsfield discharges its wastewater into a wetland about 3,000 feet from the river.

The 566-acre Douglas Pond (the impoundment of the Waverly Dam) was surveyed in August of 1988. At that time clarity was 8.2 feet. Temperature, oxygen and alkalinity measurements were taken. Fish species include white suckers, brown bullheads, yellow perch, black crappie, smallmouth bass and chain pickerel.

Mill Pond is the impoundment created by the Pioneer Dam in the center of town. It originally provided the Town's firefighting water supply. The main portion of the pond lies on the west side of North Main Street, with a smaller pond on the east side just above the dam site and the UTC mill. The pond may be enjoyed from various vantage points along Somerset Avenue, Hartland Avenue, Sebasticook Street and North Main Street. Stein, Remembrance, and Fendler Parks offer places to sit and enjoy the view of Mill Pond, which often includes loons.

The Maine Statewide River Fisheries Management Plan, developed by IFW in 1982, establishes a goal that American shad and alewives be restored to the Sebasticook River. The Atlantic Sea Run Salmon Commission has identified 879 units of Atlantic Salmon nursery habitat (each unit represents 100 square yards of nursery habitat) in the Sebasticook River watershed above Burnham. To fully utilize this habitat, 52 adult salmon should pass upstream of the dam. The availability of stock and water quality problems will likely hinder Atlantic salmon restoration on the Sebasticook. The Atlantic salmon issue is being hotly debated.

Clearly Pittsfield alone cannot meaningfully address the river's water quality. A regional approach is required. The Sebasticook River Watershed Association was formed in 1999 with the purpose of pursuing several projects along the river. The SRWA has since merged with the Sebasticook Regional Land Trust, which operates primarily out of Unity and focuses on land preservation within the watershed.

The riverfront can boast several points of public access in Pittsfield: Pinnacle Park, Manson Park, Fendler Park, Stein Park, along east and west sections of Mill Pond, at the Peltoma Bridge, and further downstream at the Eelweir Bridge and above/below the Burnham Dam. Of the sites listed, all are within public jurisdiction. The Burnham Dam site is also open to the public and was improved under its relicensing agreement. An improved canoe portage trail has been built,

signage was added, and parking availability was improved. A primitive canoe campground site was part of the plan but has yet to be designated.

Flood Hazard Areas:

The Sebasticook River experiences its share of flooding, and flood hazard areas present a real development constraint in many areas along the river. During the Flood of 1987, the Edwards (now UTC) manufacturing facility was seriously threatened. Some riverside structures were vacated and have not been re-occupied due to a flood hazard which became very real in 1987. The Town's Floodplain Management Ordinance is up to date with federal requirements. No changes are proposed to be made as part of this Plan.

Groundwater:

The Town has spent a considerable amount of time, money and effort over the years on evaluating its groundwater resources with the objective of establishing a clean, plentiful and reliable water source for its residents and businesses. The focus of study has always been on the sand and gravel aquifer associated with the Sebasticook River, which has the most promise of available recharge and is within close proximity to the built-up portion of town. The extent of this aquifer is shown on the *Water Resources Map.*

The glacial tills in the balance of rural Pittsfield offer hit-or-miss well-drilling opportunities, and experience with private wells varies. The tills range from close to the surface to fifty feet deep prior to hitting bedrock. The lack of bedrock outcroppings in Pittsfield makes it difficult to identify likely high-yield bedrock aquifer drilling sites.

Public Water Supplies:

The Pittsfield Water Works was organized in 1891 to provide drinking-quality water for the Town's residents and businesses and to ensure adequate firefighting water supply. The first set of three dug wells serving the community were located on Waverly Avenue; these had to be abandoned by 1974 due to salt contamination from the Town's own sand/salt pile.

These wells were replaced by a pair of wells on the east side of Peltoma Avenue, which ran dry in 1975 and 1978 and had to be recharged by pumping from the Sebasticook. A third well with a yield of 720,000 gallons per day and believed to be of excellent quality was constructed further down Peltoma Avenue on the west side of the road in 1984, about 1000 feet south of the town landfill. Water quality in the new well dropped as manganese from the swampy recharge area entered the water supply. Due to the extremely high manganese content, the State's Drinking Water Program ordered the well terminated in 1987.

Eventually, a site in Burnham on the other side of the Sebasticook was chosen as the most favorable new well site. Its major drawback was the 1.2 mile distance of main that had to be installed with few if any future customers expected to locate along it. Meanwhile, the Town returned to reliance on the Peltoma wells, which again went dry in August of 1992 when demand exceeded 500,000 gallons/day. Conservation measures and increased releases from Great Moose Pond to increase aquifer recharge got the Town through the crisis.

In 1996, the new well was drilled. A site was chosen just across the town line, which utilizes the river as a barrier from the manganese in Big Meadow Bog. Like the last well drilled, it is rated at 750,000 gallons per day. The Town purchased a

37-acre parcel to protect the wellhead. Most land in the area is undevelopable due to wetland.

Because of the concentration of development inside Pittsfield proper on the municipal water system, no other public water supplies exist. The Maine DOT established wells at the I-95 rest areas, but these rest areas have since been closed. Similarly, the DOT established a rest area along Route 2 with a public water supply, but this, too, has been closed.

Threats to Groundwater Quality:

Nearly all human activity poses some threat to groundwater. As society has begun to understand the vulnerability of groundwater and correct improper practices, those threats are being slowly reduced. The status of threats to groundwater in Pittsfield is believed to be as follows:

- Pittsfield has participated in the massive Statewide effort to remove older underground storage tanks, including all of the Town's own unprotected tanks. Remaining Town tanks have been licensed and inspected.
- All dairy farms in town have manure storage areas built, so that concentrated piles of animal waste will not contaminate groundwater and spreading in the winter will not occur, protecting surface water.
- All but two railroad crossings in town are signalized, reducing the chances that a chemical rail car collision could occur.
- The landfill has been properly capped and the cessation of use of the nearby well should minimize any further movement of the leachate.
- Gravel pits are a potential source of pollution, but no problems were found that needed to be addressed.
- The Town's sand pile does not threaten any wells. It is still uncovered and a low priority according to the State's listing. Unmixed salt is now stored under cover in a building.
- The new ordinances will include provisions requiring that any business utilizing potentially permeable pollutants to keep them under cover on an impervious surface with a dike area to contain spills. Waste management plans will be required as appropriate.
- Several safeguards against contamination from junkyards and automobile graveyards (as well as other hazardous materials/chemical handlers) are included in the Town's Zoning Ordinance and Site Review Ordinance.

Protection Efforts for Natural Resources

Pittsfield has long acknowledged the regional nature of the natural resource base of the town. Perhaps this is the upshot of living on a river. The Sebasticook River is the single largest tributary of the Kennebec River, extending from Winslow north to Piscataquis County.

Pittsfield citizens helped to form the Sebasticook River Watershed Association upon the recommendation of Pittsfield's 1997 Plan. (The plan recommended the formation of a "Sebasticook River Watershed Commission," but the recommendation morphed into formation of an "association.") The SRWA recently merged to form the Sebasticook Regional Land Trust. The SRLT has several projects, but has not yet identified any in Pittsfield.

The Town meets on an ad hoc basis with residents and officials in Canaan to discuss issues related to Sibley Pond and the Canaan Bog. The Town has also had discussions with Palmyra concerning use and protection of Douglas Pond.

The 1997 Plan recommended the formation of a local conservation commission, or "Committee on Natural

Resources," but due to the proliferation of town committees and lack of pressing need, this committee was never formed.

The Town has a comprehensive set of Land Use Ordinances containing development standards to protect natural resources:

- The Floodplain Management Ordinance has been updated on a regular basis, and is currently in conformance with federal standards;

- The Shoreland Zoning Ordinance complies with State standards, and is more comprehensive in some respects;

- The Zoning Ordinance regulates land uses throughout town. The ordinance includes a Riverfront District, where all uses are conditional uses, and a Scenic Overlay District, intended to protect the view of urban Pittsfield from I-95 and Webb Road.

- The Site Plan Review Ordinance regulates non-residential development (including multi-family structures). Among the performance standards in the ordinances are those protecting groundwater and regulating pollution, stormwater and erosion.

- The Subdivision Ordinance regulates development of land, including roads and other improvements. The ordinance has specific performance standards for protection of significant wildlife habitat, natural areas, open spaces, groundwater quality, lake water quality, and wetlands.

Part Four: Recreation and Cultural Resources

Recreation Overview:

Cultural and recreational pursuits are high priorities for Pittsfield's residents. This is nothing new for this town. Past community leaders and benefactors have left a generous legacy of parks and recreational facilities that are unusual for a town of Pittsfield's size. The Town is indeed fortunate to have such an expansive offering for its residents and visitors.

Prominent among these amenities are Pittsfield's seven public parks: Remembrance, Manson, Hathorn, Stein, Pinnacle, Veteran's, and Fendler. These parks are well-utilized and appreciated by Pittsfield citizens of all ages. Stein and Hathorn Parks provide immediate green space around one of the town's elderly housing complexes. Fendler Park, created in 2007, provides immediate green space to residents of another elderly housing complex. In 1997, members of the 1996-97 MCI Student Council, when asked what features of Pittsfield were most important to preserve for future generations, named Manson and Pinnacle Parks as Pittsfield's top two assets.

Pittsfield's Parks:

Hathorn Park

Hathorn Park occupies four acres, bounded by Central Street, Hathorn Street and Somerset Avenue. It was the first town park, formed in 1920 from the estate of Going Hathorn. The gazebo that stands today, dedicated to music teacher William Griffin, is thought to have been erected in the 1920's for band concerts. Records indicate that the steps leading into the park from Somerset Avenue were installed by the Town at the request of the Grand Army of the Republic to facilitate the efforts of their members to care for the flag.

The park used to be lined by trees, but age, disease and vandalism reduced their number over time. New trees were planted along Somerset Avenue and within the park through several grants obtained by the Town in the mid-2000's. Flower gardening has taken a back seat to lawn compared to the original design. The park features shaded walkways, ten benches and six picnic tables for passive enjoyment.

Hathorn Park also hosts the active pursuits of baseball and basketball. A Little League baseball diamond appeared in the park circa 1950, with bleachers, restrooms, a concession stand and an equipment storage shed. In 2010–2011, a Land and Water Conservation Fund (LWCF) Grant allowed the Little League Diamond and surrounding areas to receive necessary upgrades.

Hathorn Park also features a playground (see Playground section below) and a full basketball court. A fence was added along Central Street at the request of concerned parents during

the 1980's to help keep children and basketballs in the park. The park's sign was erected by the Kiwanis Club during 1971 and refurbished in 1994.

The newest addition to the park is the Pittsfield Farmers' Market, on the corner of Central Street and Somerset Avenue. This has sparked more interest in utilizing the gazebo and holding more community events in the park. A second LWCF grant in 2012 will enable the Town to add structural enhancements and electrical upgrade for the Gazebo, sidewalk upgrade to meet ADA accessibility, and reconstruction of the parking area in 2013.

Stein Park

Formerly called both "Linear" and "Mill Pond" Park, this two-acre park is situated across from Hathorn Park between Somerset Avenue and Mill Pond. It was named for Dr. Ernest Stein, a long-time physician in town. The park was created during urban renewal in the early 1970's. The park features attractive trees, walkways, and benches, with flowers planted, watered and weeded by the Pittsfield Community Garden Club. The park contains one of the community's original water troughs. It provides a picturesque and tranquil view of Mill Pond from Somerset Avenue.

In 2005, the Town received a LWCF Grant to upgrade the sidewalks in the park and to provide new lighting fixtures. These upgrades were necessary for safety in the park in the evening hours.

Remembrance Park

A pocket park located on Mill Pond at the junction of North Main and Sebasticook Streets offers benches and a picnic table on a well-kept lawn with a lovely view of the pond. The park was established in 1985 to replace a dilapidated structure removed during the Washington Street neighborhood revitalization project. This park was officially named in 2003. Shrubbery and flowers were planted as part of a Project Canopy grant in which Tree Walks were provided to the public and school children focusing on how to plant trees and shrubs.

Pinnacle Park

This park is located on and adjacent to an unusual geological feature adjacent to the Sebasticook River. It is bordered on two sides by Hartland and Waverly Avenues and was originally attached to the J.W. Parks Golf Course across Hartland Avenue. A portion of the park is owned by MCI, with a lease agreement to the Town in place since the mid-1950's. The Pinnacle Park Ski Club has managed the property for the Town at no cost since approximately 1955. Commonly called "The Pinnacle," the Park offers a very popular winter sporting opportunity for Pittsfield's youth, as many have learned to ski in this local, safe environment.

The park has several short alpine trails serviced by a rope tow. The clubhouse has rest rooms, a snack bar, fireplace and tables and benches. It is rented for private functions and in 1996-97 hosted the Easy Street coffeehouse.

The Town received Community Development Block Grant (CDBG) funding to enhance Pinnacle Park in 2009. Over the next several years, the Town upgraded the boat launch, installed an official skating rink, upgraded trails, added picnic tables and benches, installed an information kiosk, added nature signs, fishing platforms and bird watching huts among

other amenities. Public Works personnel and the Pinnacle Ski Club members worked on this project.

Mountain biking, fishing, hiking, watching nature and other pursuits are available. Pinnacle Park now is a multi-seasonal park with many interesting recreational pursuits available.

Manson Park

Mary Ann Lancey Manson Park is a jewel of an in-town park, located adjacent to Pittsfield's central business district. The park contains land on both sides of the Sebasticook River just south of Main Street. Most of the park was donated to the Town by John Manson and named for his mother, a member of the prominent family who ran the distinguished Lancey House Hotel.

The park was donated in two sections, the first in 1926 during Mr. Manson's lifetime, and the second upon his death in 1941. The bequest provided a trust to fund maintenance of the park. Pittsfield's Parks and Recreation Committee was established to direct the use of the maintenance monies. The committee is responsible for the "supervision, administration, maintenance, and improvement of Mary Ann Lancey Manson Park and Hathorn Park, and shall act in an advisory capacity to the Recreation Director."

Construction of the park commenced in 1946 and it was opened officially in 1948-49. The local newspaper reported that 282 young people participated in the first organized program held there. Since that time, the park has continued to provide a positive focal point for family activities in Pittsfield. An additional four-acre section was donated in 1973 by Mr. and Mrs. Ronello Brown. In 1983, a 17-acre addition came from Lancey Milliken. This land is on the east side of the Sebasticook River, extending to the railroad tracks. The land is primarily wetland, and is left undeveloped.

The park area now consists of approximately 45 acres, 18 of which are undeveloped. It is mostly open, with some tall, attractive trees on the southern end along Peltoma Ave. This area serves as headquarters for the Central Maine Egg Festival and Kiwanis Karnival, held as an annual joint event during July. In order to serve the festival and carnival, the area was improved with power and water connections. In the balance of the warm weather months, this carnival area is used as a soccer practice area for the MCI and Warsaw School teams. The K-7 Soccer program uses this area as well. It is also occasionally rented for private parties.

Manson Park now boasts two softball diamonds and one for baseball, with bleachers, tennis courts, a basketball court, horseshoe pit, a picnic area with tables, playground, good access roads, parking facilities, and benches. The park is largely maintained as lawn. While the widespread planting of gardens envisioned by the donor has fallen off in recent years due to vandalism and cost, the park is unquestionably both attractive and functional, offering a wide variety of active and passive recreational activities.

One special garden is maintained: During the 1980's, a group of citizens planted a perennial garden accompanied by a granite bench within the turnaround in the middle of the park to honor Kerry Martin, an avid teacher and community volunteer.

The most used section of Manson Park is the swimming pool complex adjacent to Lancey Street, although the pool is not technically part of the park. The least-used section is the undeveloped portion of the park on the northeast side of the river, accessible via a snowmobile bridge from the

southwestern section of the park. There has been interest in exploring the construction of a nature interpretation area there. A related interest involves increasing use of the public access to the Sebasticook River from Manson Park for initiating canoe trips to the Burnham Dam.

Publicly-owned Recreational Facilities:

Swimming Pool

The Town's original swimming pool was built in the early 1950's through fundraising efforts of the Kiwanis Club. A dedication ceremony was held in 1953. Over 500 people attended, with more than 100 reported to have tried out the facility after the ceremony. Renovations were required in the early 70's, with several local businesses and the Kiwanis Club contributing to the efforts. An official Pool Committee was appointed by the Town Council. This pool served the community until 2007.

During 1997, the pool had to be closed until repairs could be made. The Town had the facility patched in sections in 2004 to hold it together and stop the leaking. It became clear that a new pool would have to be built. The Swimming Pool Committee and staff organized a campaign, set goals, and adopted an Action Plan to start fundraising in late 2006. In October 2007. a Demolition Party was held by the Town. The new 50'X75' pool opened for swim lessons on July 28th of 2008, although there was still work to be completed at the facility. Work continued on new bathhouses/restrooms, security fencing, paving, an extended concrete deck, landscaping and the addition of a canopy and picnic tables. A grand opening ceremony for the Paul E. Bertrand Community Pool took place on June 13, 2009.

In 2010, the decision was made to charge pool fees for non-residents. This fee is $2.00 per adult and $1.00 per child per day. Swim lessons are $25.00 for residents and $30.00 for non-residents. One hundred twenty-five youth ages 4 and up took swim lessons in 2012. This number far exceeds the registration numbers for any other summer recreation program offered. The pool facilities are also available for rent.

Tennis Courts

There are three Town-owned courts within Manson Park, built with funding from a LWCF Grant in the 1970's. They are used by the MCI tennis team as well as by area residents and visitors. MCI hopes to build its own on-campus tennis courts, but the courts are low on the campus facility improvement plan. The tennis courts are several decades old now and require resurfacing.

Playgrounds

Pittsfield is fortunate to have four playgrounds available for community use. Two are located within public parks and each elementary school has a playground built by volunteers and maintained by SAD#53. The Manson Park playground includes swings, a slide, and a jungle gym. Although adjacent to the Manson Park School playground, the Town playground is designed more for older children than the school playground.

The playground in Hathorn Park offers swings and a children's sized basketball court. This park is scheduled to get updated equipment through grant funding received in 2012-13.

H.O.P. (Help our Playground) was the name for a creative wooden playground behind the Vickery School that was designed, funded, and built by a community-wide fundraising

drive in 1987-88. Children using the playground developed its initial design. This playground was updated in 2011. The update added a large piece with two slides, steps, climbers, a rock wall and another set of swings.

The Manson Park School playground was renovated in 1993-94. The playground surface is a sand base covered with wood chips. Funds were donated to the school to establish a continuing playground maintenance fund. The playground was revitalized in the mid-2000's to include two metal slides, two swing units with four swings per unit, with an ADA accessible swing, a tic-tac-toe board, picnic table under a wooden canopy, climbing unit, three tunnels, a steering wheel unit, a metal climbing unit with monkey bars and balance structures, a plastic climbing unit with 3 slides, and a plastic club house structure.

Outdoor Basketball Courts

Manson and Hathorn Parks each have basketball courts. In addition, Manson Park School has a backboard sized for 4-7 year-olds. These courts appear to be adequate for community use. The Hathorn Court was lighted, but unfortunately the electric service was discontinued for safety reasons in the late 1990's. When the basketball court was reconstructed and paved in 2011, the lights were taken down. Hundreds of people live in the vicinity of the park and it was felt that the residents should be able to relax in the evening after dark.

Ball Fields

There are baseball and softball fields in Manson Park and one Little League Field in Hathorn Park. MCI, Warsaw, and Vickery Schools have fields used for many activities. Area residents, school teams and recreational leagues use the fields.

The existing ball fields meet the current and foreseeable demand, although the Manson Park soccer fields are stressed in the fall months. As competitive team sports take first priority, it can be difficult for young people interested in informal games to find a place to play.

Community Theater:

The Pittsfield Community Theater, located on Main Street, has been run by the Town since 1977. It was purchased by a group of citizens to prevent the prospect of adult entertainment in the former Bijou Theater. The group was unable to pay the back taxes and the Town acquired it and decided to keep it for community use. The theater, like the Pinnacle, is one of Pittsfield's most unique recreational assets. It offers a 7-night-per-week movie schedule and has also been used for plays, public speaking, beauty contests and concerts.

The theater employs a director, a projectionist, and part-time concessionaires and operated on an annual budget of $122,662 in 2012. The 7-member Community Theater Committee advises the theater manager and is responsible for establishing policy and fees for use of the theater. Due to needed renovations at the Theatre a second group was started in 2009, known as the Theatre Fundraising Group in charge of efforts to bring in money.

The theater is housed in an aged, but well-built structure. The main floor features the foyer, a ticket booth, a concession stand, a seating area which descends toward the stage, a large stage which has both ceiling and floor theater lighting, and a movie screen. Limited dressing rooms are located behind the stage. A fully accessible rest room is located off the main foyer area, with additional rest rooms downstairs.

Structural repairs to the theater's roof in 2009 required it to be closed for approximately six months and resulted in the loss of 8 seats. The Theatre now seats 262. The next major project will be to convert from a film projector to a digital projector. After the projector is updated, the fundraising group will work towards renovating the entire theater including a new roof membrane, electrical system and marquee.

Low ticket prices have been in place for many years in order to allow children and families a place to go in the evening. With the current cost of the tickets, the theater loses money. As this facility can be used for other events which would be of great benefit to the region, it was decided to adopt rental fees. The rental schedule is designed to cover a proportion of the costs incurred through loss of anticipated revenue when the theater is normally scheduled to show a film. The 2012 rates were as follows:

Friday or Saturday evening:	$250
Sunday or Thursday evening:	$80
Monday, Tuesday or Wednesday evening:	$70
Full week:	$870

There has been some concern from non-profit community groups, particularly school groups, who have found the rental fees prohibitive. The current policy, though applied equally to all potential users of the facility and working in terms of making the theater more self-sufficient, has resulted in discussions about whether it prevents community uses of the facility. The public has a difficult time accepting market-level user fees for taxpayer-supported facilities.

A related consideration to making the theater more available for alternate uses, is the effect it might have on the quality of movies made available. These trade-off's need to be weighed so that the rental policy and movie schedule may be reinforced or adjusted to meet more diverse community needs. An assessment of the number of weeks or weekends that may be devoted to alternative uses without sacrificing movie selection quality is critical to fairly evaluating the theater's options.

Indoor Gymnasiums:

There are four gyms associated with the SAD#53 schools in town. Warsaw Middle School has a gymnasium with a basketball court, new climbing wall and adjacent weight room which is used by students, staff and a few community members. Both of these facilities at Warsaw, as well as of the gym at the Vickery Elementary School could be made more available to the public if a system of coordination and volunteer supervision were organized.

There are two gyms at Maine Central Institute, Parks and Wright Gymnasiums. MCI allows any non-profit group from the community to use school facilities at no charge if it does not conflict with MCI's programs. In the newer gym, residents can come in and walk around the track in the morning. At times, businesses have had teams that play basketball on lunch hours or in the evenings.

The older Parks Gymnasium is used for MCI's wrestling and cheering squads and also for Youth League basketball. It is available for community use, but the same limitation of coordination and adult supervision identified for the Warsaw and Vickery School gyms is true here as well. MCI also has weight rooms that are used by students, staff, and townspeople. Having more accessibility to the facilities would require hiring personnel, which has been the stumbling block.

Town Recreation Program

The Town's Recreation Department has a part time director employed year round. The recreation program starts in the spring with T-Ball, Farm League, Little League and Softball. In spring 2012, 228 youth participated. During the summer, the following recreational programming takes place: swimming instruction (ages 4 and up), open swim time (all ages), arts and crafts (ages 4 and up), soccer instruction (age 5-13), tennis instruction (age 6 and up), field hockey (ages 6-14), Golf, and basketball (age 9-14). Registrations for 2012 show 206 youth took part in the Summer Recreation programs. In the Fall the Town offers: Basketball, Field Hockey, Football and Soccer. Rosters from the 2011 teams show 395 youth took part in Fall Recreation programming.

Over the years, special activities have been offered through the Summer Recreation Program: Discovery Days (nature interpretation), Teddy Bear Picnic, Bike Safety Program, Egg Festival Float, Frog Jumping Contest, and Water Show. In 2012, the Town offered several new programs to provide more opportunity to children in the summer, such as softball clinics, football clinics, and a Track and Field program.

The Town is working on developing special classes to be offered during 2012-13. The Town recently received grant funding from HealthySV for a children's *Exercise is Fun* Class.

Privately-owned Recreational Facilities

J.W. Parks Golf Course

The nine-hole J.W. Parks Golf Course, located on Hartland Avenue, was originally donated by the Parks family to MCI, which ran the course for many years. In the mid-1990's, MCI sold to K&D Inc., which operates the course privately. The course is open to the public and used by school teams, leagues and tournament participants. There is available land to expand if desired. The greatest challenge faced by the owners is keeping costs in line to ensure availability to local adults and children. The golf course also contains a restaurant open to the public called "The Broken Putter."

Fitness Centers

Aside from the school facilities mentioned above, Pittsfield has one fitness center, a facility owned by UTC Fire & Security. Located in the basement of the Technology Center on Hunnewell Ave., the facility includes a weight room, cardiovascular equipment, and space for aerobics. Lockers and showers are available. Membership is limited. The facility is run by a volunteer committee, which is also responsible for planning general wellness activities and encouraging use of the facility among UTC employees.

A certified aerobics instructor and personal trainer teaches a variety of step/aerobics/strength classes, renting space at the First Congregational Church. She also offers childcare. Another certified aerobics teacher assists with step aerobics classes.

Outdoor Recreational Opportunities

Hunting & Fishing:

Many Pittsfield residents take part in the traditional outdoor activities of hunting and fishing. No problems regarding access to private land have been raised as concerns. Wildlife habitat is generally thought to be in good shape, although there are concerns about duck nesting and woodcock habitat loss.

There are no organized hunting or fishing clubs in Pittsfield. The Fish and Game Association was active years ago and had a clubhouse on Peltoma Avenue which it transferred to the Driftbusters Snowmobile Club. The Town owns four parcels that are maintained as public forests, which afford hunting areas open to the public.

Sibley and Douglas Ponds offer excellent fishing. Sibley Pond hosts a number of warmwater species, including largemouth bass (stocked by the State in 1970), smallmouth bass, white perch, chain pickerel and black crappie. In fact, Sibley Pond holds the State records for size of black crappie and fallfish. Public access to Sibley Pond by canoe and small boats is unimproved but adequate. There is no good public access for larger boats.

Douglas Pond was surveyed by the Department of Inland Fisheries and Wildlife (IFW) in 1988. That survey indicated that white suckers, brown bullheads, yellow perch, black crappie, smallmouth bass and chain pickerel were present in the pond. One may launch a boat just north of the dam by Pinnacle Park, however, this access has been improved as much as permitted under State regulations, and still can only take small boats. There is no other convenient public access point in Pittsfield.

The pond and surrounding wetland areas are considered high value waterfowl and wading bird habitat by the IFW. Pittsfield zones a portion of the surrounding shoreland as Resource Protection to maximize habitat protection and the wilderness character of the pond and river. The unfortunate problem with Douglas Pond is that chromium from the Hartland tannery is present in riverbottom sediment in significant quantities, presenting a hazard to plants, wildlife, and humans.

Swimming and Boating:

Sibley Pond and Canaan Bog may be accessed by canoes and small boats just to the southwest of the Route 2 Bridge. The roadbed is on a right-of-way which the Town inherited from Somerset County in 1976. The State of Maine researched this right-of-way to declare that the State MDOT owned it. The access has been acceptable for an unofficial put-in site, although there is a safety concern with sight distance from the old roadbed looking westward over the bridge. Sibley Pond property owners would prefer that the access, which is now only lightly used, be left unofficial and unimproved.

When the Route 2 Bridge was re-bulit by MDOT in 2011-2012, the existing boat access was extended and utilized as a detour for traffic. MDOT promised to put the boat access back in when the project was completed, to be in similar condition to when MDOT started the project. The State completed work on the boat access in 2012.

The Town acquired a lot on the north end of Sibley Pond for non-payment of taxes in the early 1980's. This lot is largely wetland. A plan prepared for the Town in 1997 calls for selective cutting, habitat management and improvement of a wood haul road to allow easy foot access to the former camp site on the pond. A greater problem appears to be in getting legal access to the lot from a former county road that has been discontinued. The Boy Scouts have utilized the lot for camp-outs. For those who wish to make the effort, this Town-owned lot will afford a semi-wilderness experience right in town.

Although the Town could develop this area into a formal town park if it was able to obtain access, it would be very difficult to police and keep clean, and would almost certainly disturb the

wildlife habitat. The lake's water quality is best served by keeping a full tree canopy over the property, leaving the wetland areas intact and minimizing human presence. With only a limited area that is dry enough to traverse most of the year, there is not room for heavy usage.

Occasional non-motorized use, is probably the best use of this property beyond maintaining it as a healthy woodlot and wildlife habitat area. The current Boy Scout use is consistent with this policy. Once the woods roads are in place, the lot and shoreland area will be more accessible for low-impact recreational use such as walking, snowshoeing and cross-country skiing.

Snowmobiling:

Located on Peltoma Avenue, the Driftbusters Snowmobile Club was established in the late 1960's. Driftbusters has approximately 64 families, 12 supporting businesses, 24 single, and 5 student memberships. Membership fees are collected by the club, with a portion going to IFW, the Maine Snowmobile Association, and the Town of Pittsfield. The funds paid to the State are made available as grants for trail maintenance. The Pittsfield Town Council has been very receptive, upon request, to return funds to the Club for the costs of trail maintenance.

According to the president of the Club, landowners have been very cooperative with accessibility. The Club goes to great effort to encourage appropriate use of trails, marking trails that run through open fields, and cutting trees carefully so that trails are no more than 8-10 feet wide.

Other Outdoor Recreation:

Other outdoor recreation activities are available in Pittsfield. These include skydiving, archery, radio-controlled plane operation, and hunting with dogs.

The local skydiving club operates out of the Pittsfield Municipal Airport through a lease agreement with the Town. A club of individuals who enjoy radio-controlled plane activities also meets at the Pittsfield Municipal Airport. The Town is pleased to host the Experimental Aircraft Association at the Pittsfield Municipal Airport. This group held a large fly-in to coincide with the 40th Anniversary of the Egg Festival in July, 2012.

Cultural Overview:

For a town of its size, Pittsfield offers a tremendous variety of cultural opportunities for its residents and those of surrounding communities. This section of the plan outlines the community's assets and desired improvements in the areas of historic, archaeological, artistic, intellectual, civic and religious resources. It is the desire of the community to strengthen its cultural offerings, particularly in the area of the Arts, and more aggressively address its beautification efforts.

The Arts:

Residents of Pittsfield and surrounding towns have a wide variety of talent in the visual and performing arts. With a strong community orientation toward sports, there has not been as much organized support for developing and appreciating musical and artistic talent as there might be. There are two organizations promoting the Arts in Pittsfield currently: A dance company and the Bossov Ballet Theatre.

Sally's Top Hat School of Dance has operated the school for the past twelve years and prior to that it was *La Petite*. *Sally's Top Hat* offers classes from September to May and includes Tap, Jazz, Ballet, and Hip Hop with one instructor. The annual recital used to be held at Warsaw Middle School Gym but has moved to Skowhegan to be held jointly with the parent school. The continuation of the dance school is determined each year based on the number of enrollments. The dance school moved around town prior to settling on the Lancey Street building and has been very popular with the students.

Bossov Ballet Theatre moved its home from Waterville to the Maine Central Institute in 1997. The group revolves around the master ballet artist Andrei Bossov and hosts a professional summer ballet camp at MCI, drawing students from all over the country.

The Ballet has a portable dance floor, enabling them to perform almost anywhere. The organization has become part of the community and has expressed interest in development of a Pittsfield Arts Council. The *Bossov Ballet Theatre* recently partnered with the local Main Street Restaurant Vittles to offer a dinner before ballet, which had high attendance.

The Ballet has continued to grow since 1997, and in 2012 dancers are receiving full academic credit for their ballet training. After school, dancers are often given an opportunity to train with professional dancers who will act as guest instructors at *Bossov*. The summer program accepts students ages ten and up. The year round program is offered to high school age students and afternoon, evening and Saturday classes are offered to the public.

A number of ideas have been floated for further supporting and enjoying the Arts in Pittsfield. First, a Pittsfield Arts Council could be created to serve as a coordinating body for events and promotions. The Maine Arts Commission is available to assist in this effort by linking organizers with other established councils. In the short term, the following specific achievable activities could be on the Council's agenda:

- Open air performances (Hathorn or Manson Parks)
- Concert in the Park series (instrumental, vocal, combined)
- Dance
- Theatre
- Community Actors Studio
- Summer youth performance camp
- Student, adult, combined workshops
- Development of a Readers Theatre
- Visual Arts
- Local art displayed
- Local artists commissioned by the Town
- Art shows in the park, public buildings, downtown

In the long term, the vision includes development of a Pittsfield Center for the Performing Arts. In the past, MCI Student Council members have suggested that Pittsfield would make a great host community for a jazz festival. The arrival of the Bossov Ballet Theatre provided a unique, high-profile professional performance and educational organization to the community.

Pittsfield Public Library:

The Pittsfield Public Library is located on the corner of Library and Main Streets. It was built with a $15,000 grant from the Andrew Carnegie Foundation and matched with $10,000 from

the citizens of Pittsfield, and $5,000 from the estate of Robert Dobson. The library and monument to the soldiers of the Civil War in front of the library, were dedicated in 1904 and named to the National Register of Historic Places in 1983, the same year the interior of the dome was painted. Granite inscriptions of World War I veterans are mounted on each side of the front entrance doors. The masonry building and the land on which it sits is owned by the Town. The building, of course, is old, and requires regular maintenance.

The library operates as a Town department, with a five member advisory board of trustees. It is staffed by a professional librarian and three assistants -- 2.75 full-time equivalent employees. It is primarily funded by local property taxes.

The collection currently consists of 27,154 volumes, including books, audio books, documentary and feature films, and 50 periodicals Open 43 hours per week, the library's annual circulation exceeds 47,600. The library offers many programs for children including preschool story time and a summer reading program, a monthly book discussion group for adults, and other special programs throughout the year. A community room and study room are available. Ten computers are used by the public for research, school programs, communication, job searches, and games. High-speed unfiltered Internet access is available through the library's wireless connection.

The library has developed a brochure explaining its history, services, hours, and policies. It also includes the library's mission statement: "The Pittsfield Public Library is a center for all members of the community gather to meet and interact. The library provides: General information and answers to questions; support for personal growth and development through lifelong learning; and recreational reading, viewing and information about popular cultural and social trends." The library supports the Library Bill of Rights and the Freedom to Read Statement.

A distinctive feature of the library is its central dome. The interior of the dome has a mural painted by Tim Sample, entitled "Reading, the Gateway to Adventure." The colorful mural was funded through a grant from the Maine Commission on the Arts and matching contributions from local donors.

The library completed an extensive renovation and expansion project in 2010 that doubled the library's usable space. Ample seating and tables are provided for patrons, materials are not crowded on the shelves, and the staff has sufficient space to serve the public. The climate is controlled at a comfortable temperature all year. The library complied with the Americans with Disabilities Act with the installation of a three-stop elevator in the entrance of the new addition and throughout the construction and renovation project. Many people with limited mobility previously unable to enter the building are now able to use the library services. The library staff makes accommodations for those unable to reach high shelves.

The library has two levels. On the main floor are informational books, fiction, the Maine collection, periodicals, teen books, printers, computers for the public, and a rest room. The lower level houses the children's materials, an activity area, a small study room, the Warren Community Room with a mini-kitchen, two restrooms, boilers and the oil tank.

The library is part of Maine InfoNet, a collaborative of academic, public, school, and special libraries that provides leadership in resource sharing, promotes cost effective solutions for quality library information services, and supports

the cultural, educational, and economic development of Maine. The library also participates in the *MINERVA* statewide, integrated library system that provides catalog and circulation functions. Patrons can monitor their library accounts and requests materials from their home computers. Through membership in the Maine Download Library, patrons are provided access to thousands of e-books and electronic audiobooks. *MARVEL*, Maine's Virtual Library, provides access to a wide variety of electronic full text resources, indexing and abstracting services and other authoritative information resources.

The Friends of the Pittsfield Public Library assist in maintaining, improving and enlarging the resources and services of the library and advocate for the library's present and future needs. They raise funds to support programs and grant gifts to the library.

Civic Organizations:

Critical to what makes Pittsfield tick are its numerous volunteer-based civic organizations. These are the motors which turn the gears to keep people active and relating to one another outside of schools and workplaces, advancing the quality of life in town.

A synopsis of many of these groups is included in this section of the plan. As there are a large number of groups and associated activities relative to Pittsfield's population, it sometimes is difficult to find enough people to keep each organization functioning as well as it might like to.

Community Watch: In the 1990's, a group of Pittsfield citizens agreed to conduct a volunteer patrol of downtown streets on Friday and Saturday nights in order to promote a safe atmosphere and sense of security for residents and travelers. The Watch acted as an extension of the Police Department. There was a tangible decrease in vandalism and other negative behaviors after the Watch began. This group has scaled back since 1997 and is now more of an ad hoc advisory group, meeting with the Police Department when issues arise.

Greater Pittsfield Area Kiwanis: Kiwanis is a global volunteer organization dedicated to "changing the world one child and one community at time." Their motto is "Serving the Children of the World." Kiwanis is best known for its major fund raiser – the Kiwanis Karnival at the Central Maine Egg Festival. The Kiwanis pays for all the tents, rides, fireworks and kiddie parade, and is responsible for all the booths.

Kiwanis sponsors two Key Clubs (MCI and Nokomis) as well as a Builders Club at Vickery. Kiwanis provided funding to help build the community pool and the Pinnacle Park improvements. Kiwanis sponsors activities such as *Reading is Fundamental*, *Terrific Kids* programs in the schools, Warsaw's *Special Nurses* fund, the local food pantries, Children's Miracle network and reading for young children. The group holds an annual Bike Rodeo giving out free helmets and safety booklets, and the annual Easter Egg Hunt, and sponsors the Pine Tree Ride-In. The group supports the Life Flight program.

MCI Key Club: The MCI Key Club offers young people an opportunity to actively serve their community. Activities by the Club include the Snow Ball, lemonade stand at the Egg Festival, participation in the March of Dimes Walk-a-thon and St. Jude Hospital Bike-a-thon, and serving diners at the Alumni Reunion and Foreign Student Dinner. The group meets bi-monthly on Wednesdays at 7:00 PM.

Pittsfield Historical Society: The Pittsfield Historical Society is a private non-profit organization which receives partial support from the Town to maintain the Depot House Museum. The group's purpose is to preserve the history and historical items of the Pittsfield region, and membership is open to anyone who shares that interest.

Activities include sponsoring an open house at the museum and conducting historical research, although keeping up with maintaining the depot and caboose are challenging the society's small membership. The Historical Society manages the Depot House Museum. The group has an ongoing campaign to save the deteriorating depot.

Burns Knowlton Post 32 of the American Legion: This post of the American Legion has 63 members. The Post's priorities are: community service, providing child welfare, supporting Boys State, assisting with nurse training and providing veterans assistance, notably transportation to the V.A. Hospital at Togus. The post sponsors the Memorial Day Parade and is funded through membership dues, yard sales and a 50/50 raffle.

Knights of Columbus: The Knights of Columbus (K of C) are open to active Catholics over the age of 18. The group exists to offer non-profit service to Church, youth, family, and community. The group meets at St. Agnes Church. The group holds socials, pot luck dinners, an all-you-can-eat breakfast, and a tootsie-roll campaign to help the handicapped.

Tuesday Club: The Pittsfield Tuesday Club was established in the mid-1800's as a literary club. It currently has 11 members, most of whom are from Pittsfield. The group meets 13 times per year, either at the home of a member or the Pittsfield Public Library. Activities include supporting the Community Christmas Project and parties at the Sebasticook Valley Health Facility. Some members travel to Augusta to participate in the Women's Legislative Council, listening to presentations on legislation and reporting back to members.

Sebasticook Valley Hospital (SVH) Auxiliary: "A tradition since 1963," the Auxiliary is currently about 50 area citizens who volunteer time to raise funds to support the hospital. The group holds teas and operates a gift nook at SVH. At one time there was another group in the area known as the R.N. Club. This group had a similar focus as the SVH Auxiliary and the two groups decided to become one.

Benevolent and Protective Order of Elks Lodge #2713: Instituted in 1986, The BPOE is a non-profit, fraternal and charitable organization, participating in veterans, scholarship programs, youth activity, and any worthy charitable cause. The area lodge has 325 members from across the region. Major charities supported by the lodge include the Maine Children's Cancer Program, the Elks National Foundation, and the Maine Elk's Diabetes and Hypertension testing van. Local support is given to a multitude of public projects and organizations. The BPOE is the second largest scholarship donor in the country.

The Elks Lodge includes a social lounge, a game room, and licensed gaming. The function room, complete with bar and kitchen, is available for rent. Numerous member and family social activities include dances, card tournaments, dart tournaments, pool tournaments, chili cook-offs, beano and barbeques, which also help raise needed funds.

Pinnacle Ski Club: The Pinnacle Ski Club is a membership group, promoting skiing and skiing instruction for adults and

children, encouraging friendship among skiers for the greater enjoyment of the sport, and stimulating the solution of common problems such as those dealing with ski programs, techniques, and equipment. The Club operates the ski area at Pinnacle Park. The club organizes a Ski Sale in November and has hosted the Special Olympics on more than one occasion.

Pittsfield Garden Club: The Pittsfield Garden Club exists to beautify the Town of Pittsfield and its visible efforts are well-appreciated. A plant sale is held in May to raise funds to purchase annuals for the library, Depot House Museum, Stein Park, hospital, and other locations in Town. In 2012, the group donated the hanging baskets seen throughout the downtown area.

Community Christmas Project (Pittsfield Food Pantry): The Community Christmas Project was begun in the 1980's by a couple who dedicated their lives to helping those in need. The Project began as a collection of Christmas gifts for needy families and has grown to become a year-round source of food, clothing, and items for those down on their fortune in the greater Pittsfield area. In late 1996, the Project was able to relocate from the basement of the founders' home to a permanent storefront on Connors Avenue. The Project is now run by a board of directors. The volunteer-staffed food pantry portion of this project is open Tuesday and Friday. In 2012, the Town honored this group with the *Pittsfield Spirit of America* award. Christmas Gift donations are solicited by the group each year for Christmas Baskets.

Volunteers for a Pittsfield Community Garden: This group formed in 2011 to work towards the development of a Community Garden in Pittsfield. Several forums have been held to discuss this idea and space for a Community Garden is being looked at on the Town Farm Lot.

Pittsfield Senior Citizens: The purpose of the Senior Citizens group is to bring Seniors together. The group meets at the Sebasticook Valley Elks Lodge on Middle Street every Wednesday morning. The members play cards, have potluck dinners and go on field trips.

Pittsfield *ARTS* Club: The Pittsfield Always Ready To Serve Club meets at the homes of members and local businesses on the second Monday of the month. There are 22 members who conduct fundraisers and then utilize the money to help others throughout the community.

The Welcome Table: The Welcome Table started in 2008. A group of organizers created this program as "a local service to provide neighbors with a place to gather, socialize and share a free meal." The Welcome Table is open every Friday in the basement of the First Universalist Church on Easy Street. Each week the meal is planned, paid for, prepared and served by a different local business or organization.

Healthy SV: Sebasticook Valley's Healthy Communities Coalition supports and promotes healthy lifestyles, to reduce chronic disease and increase quality of life in the Sebasticook Region. The coalition is one of the Healthy Maine Partnerships throughout the State dedicated to promoting healthy lifestyles. The Coalition focuses on assisting with changes to encourage physical activity, healthy food choices, and the decrease and prevention of tobacco use, alcohol abuse and drug misuse.

Mid-Maine Community Forum: The focus of the forum is to engage people in conversations and become informed and inspired to initiate positive change in themselves, their

community, and the world. The Forum began in the Spring of 2011 and has addressed a variety of topics from local farming, the arts, our environment, to civil rights. The planning committee consists of Church members and community members and meets at the First Universalist Church.

Veterans of Foreign Wars and Ladies Auxiliary: In 1997, the VFW had a 40-person membership from the greater Pittsfield area. The primary purpose of the organization was to help the widows and children of veterans. The group built a new hall in 1996, at which it held community suppers, teen parties, and dances. The VFW also sponsored a turkey shoot and managed a firing range. With dwindling membership, the VFW donated their hall to the Town in 2008.

Inactive Groups:

Pittsfield Community Youth Center: The Pittsfield Community Youth Center was an informal organization to promote baseball and softball for children ages 5-15 from Pittsfield, Detroit and Burnham.

East Street, Incorporated: Easy Street was a non-profit organization, which existed to provide and promote a safe place in the community for artistic expression. A coffee house, at which local musicians performed, was the group's most visible activity. Funding for the group came from coffee house admission, an auction and sale of promotional products. Easy Street shut its doors a few years ago.

Sebasticook Valley Boys & Girls Club: The Boys & Girls Club was a membership-based organization without a permanent home. It was open to youth aged 6-16. The Club's activities were funded through membership, donations and fundraising. The Town made generous annual donations to the Club, which eventually ceased operation in the 1990's.

The Sebasticook Club: The Sebasticook Club offered people from the region a chance to get together, play beano and raise funds to donate to charitable causes such as the Pine Tree Camp and Community Christmas Project. Club members also donated their time to efforts such as the repainting of the Depot House Museum and Caboose. There were 15 members when the Club closed in 2007.

Churches:

Pittsfield has 11 churches serving the religious needs of area residents. Much of the following information was obtained from the Pittsfield Historical Society's web page.

First Universalist Church: The First Universalist Church is distinguished by its building, which is one of Pittsfield's four listed on the National Register of Historic Places. Designed to accommodate a variety of communal activities, the church features a strikingly beautiful sanctuary adorned with Tiffany windows, hand-painted murals and a century-old organ. In addition to its tremendous visual appeal, the sanctuary has an outstanding acoustical design. Attached to the sanctuary is an auditorium with a stage and two small support rooms. The Ladies Aid Parlor offers comfortable space for small gatherings, while Kierstead Hall and a commercial kitchen downstairs provide meal and activity space. The building is fully wheelchair accessible with the use of a stair lift.

First Baptist Church: Records of Pittsfield's First Baptist Church date back to 1823. Much of the following information was obtained from the church's website. The Church was

incorporated in 1855. Following a fire that destroyed the original building, the current structure was built in 1892.

The Church is affiliated with the American Baptist Churches of Maine, and is evangelical in demeanor. There is a regular Sunday School program during the school year. Although the Church's identity is Baptist, members come from Catholic, Episcopal, Methodist, Reformed, Lutheran and Pentecostal backgrounds, as well as Baptist.

First Congregational Church of the United Church of Christ: The Church has traditionally been a training church for the Bangor Theological Seminary. A full-time pastor has been at the Church since 2003. The Church offers services, coffee fellowships, and suppers throughout the year.

Several years ago, the church razed its parsonage and moved their thrift store, Pennywise, into new and larger quarters. Pennywise is a mission of the church that provides people of the greater Pittsfield area with donated clothing and household goods. Pennywise is staffed entirely by volunteers who sort, clean, mend and stock the clothing racks and household items. Pennywise also provides, at no cost, clothing and household goods for families facing emergency situations.

Church of the Nazarene: In 1949, the congregation purchased the Leon Moody property at the corner of Somerset Avenue and Central Street. For ten years the congregation worshipped within the walls of this home. In 1959, a church edifice was erected on the property, most of the labor being furnished by members of the congregation. It was dedicated in 1960. In 2002 the outside of the church was re-sided and painted.

Community Cultural Events:

Central Maine Egg Festival: The Central Maine Egg Festival celebrates the once prevalent brown egg industry and is held annually in late July in Manson Park. The Egg Festival Committee plans the event each year. It is THE event of the year in Pittsfield.

Activities are held over five days, culminating in the parade and Kiwanis Karnival held on Saturday. The Egg Festival Committee begins planning early in the year; numerous civic groups participate with events or booths. Events in addition to the Big Parade include: a Scholarship pageant, an Early Bird Breakfast, chicken barbeque, street dance, "Egglympics," craft fair and fireworks. The Kiwanis Karnival offers rides.

Until 2012, groups forwarded 60 percent of their net receipts to the committee and kept the rest. In 2012, a fee schedule was adopted to alleviate any confusion over the proper amount to donate back to the Festival Committee. 2012 was the 40th Anniversary of the Egg Festival, resulting in a much larger event being held to celebrate Pittsfield and its history.

MCI Winter Carnival: On or about the last weekend of February, MCI hosts its Winter Carnival designed to alleviate the doldrums of winter by inspiring creative competition between the classes. Activities include snow sculptures, a tug-of-war, basketball, softball, volleyball, bombardment (dodge ball), and a Snow Ball, complete with traditional prom pomp and ceremony. Most events are open to the public.

Communication:

The Pittsfield community is served by the dailies *Morning Sentinel*, based in Waterville with a Somerset reporter, and *Bangor Daily News*. There are a number of weekly and monthly regional newspapers: the Newport-based *Rolling Thunder Express* (weekly), the Unity-based *Town Line* (weekly), and the Skowhegan-based *Somerset Times (monthly)*. These papers do occasional local features.

Pittsfield at one time had its own weekly paper, which is fondly remembered for its effective communication. The sense of togetherness within a community is greatly affected by communication, and the lack of a Pittsfield-focused paper is very noticeable. Restoration of a Pittsfield paper is a highly desirable goal; however there are myriad hurdles.

Broadcast television stations serve Pittsfield viewers from Bangor. Cable television service is available from Time Warner. A variety of radio stations serve the Pittsfield area from Bangor, Skowhegan, Waterville, Ellsworth, and East Orland (community radio station).

Several companies offer high-speed internet or broad band services to Pittsfield residents and businesses. Telephone service has been provided to the Pittsfield area by Fairpoint Communications. Pittsfield serves as a fiber-optic hub in the Bell Atlantic network, offering excellent telecommunications services for residents and businesses. It is a positive resource for economic development.

Part Five: Land Use and Development

Community Overview:

Pittsfield is a regional service center. As such, it contains elements of institutional, commercial and industrial development, as well as the backbone residential and rural land uses. The "town proper" consists of a downtown area, industrial park, hospital/medical service cluster, and several residential zones including recent subdivision and mobile home park development.

Pittsfield gained traction as an industrial town during the 19th Century into the 20th. This enabled us to create a fairly concentrated urban core. This core contains industrial and commercial sites – both old and new – and a range of housing styles and ages.

A stable population over the past few decades has allowed Pittsfield to avoid the sprawl and strip development characterized in much of central Maine. The addition of I-95 with an interchange has led to a commercial cluster on Somerset Ave., somewhat at the expense of Main Street, but the Town has been able to integrate these trends with its overall development.

Industrial Development:

Pittsfield, like many colonial towns, developed a river-powered industrial center surrounded by farm and forestland. Over the years, the nurturing of the industrial base has continued, with special efforts made during the Flood of 1987 to save the General Signal Building Systems Corporation (now UTC Fire & Security) plant from destruction, followed by a public-private partnership in 1993-94 to build a state-of-the-art technology testing center. This involved grant assistance, state-supported employee training, and establishment of a tax increment financing district. In 1995-96, the Town secured a grant to build a warehouse in the Industrial Park. The original facility has been sold several times since this period. UTC is now the owner of this and several other facilities and remains the second largest employer in Town.

The Pittsfield Industrial Park is a direct result of the 1984 Comprehensive Plan, which identified the parcel near the interstate as an important economic development asset. The industrial park has indeed provided space for local business development and expansion.

In 2003, the Town, its engineering consultant and state officials met to review the history of the Industrial Park and to agree upon the steps needed for the expansion of the park. Certain areas within the Park cannot be developed due to wetlands. The Town has concentrated upon the Industrial Park Expansion first proposed in 1989. The Town received approval from the DEP to continue with this project.

In 2009, the Town applied for and received federal stimulus funding to continue the build out of the Industrial Park. The Town's grant award of $880,000 and required town match of $220,000 in economic development funds, resulted in a strategic capital investment for the community. The funding allowed the roadways, water lines, sewer lines, and utilities to be constructed. The project was completed in November of 2011, resulting in six new lots ready for when economic conditions improve and businesses once again begin to invest. Privately-owned lots also front on the new roadway. During the project, the Town received permission to have water and sewer access constructed to those lots to allow for future growth and opportunities for other businesses to be developed.

The Town of Pittsfield markets available Industrial Park lots. The 1997 Comprehensive Plan stresses the importance of this area as the appropriate place within the community to situate large industrial uses requiring sewer and water. With the property located adjacent to the I-95 Interchange, it is very conveniently situated for transportation needs. The Town has recently received approval for Tax Increment Financing (TIF) to fund the expansion. This is a tremendous tool for job growth.

Cianbro Corporation is a strong presence in Pittsfield, employing 360 locally from its home office on Main Street, and more than 3,600 others across the country. Cianbro has established a service territory which spans the entire US, with corporate branch offices in the Northeast, Midwest, South central, and Southwest regions. Cianbro has experience in construction management, design-build, and engineer-procure construction practices. Cianbro acts as either prime/general contractor and joint venture partner or construction manager, subcontractor, fabricator, or consultant.

Land Air Express, a trucking firm that moved to Pittsfield from Waterville has received approval to build an expansion to their facilities. The original terminal was part of a TIF district. Oxus Environmental is now in the Industrial Park, purchasing the Town's speculation building. The company plans to expand in the near future.

Walpole Woodworkers, makers of outdoor wood products, has become a major tenant in the Industrial Park, expanding its footprint from two of the facilities to four. In 2005, the Town and Walpole cooperated to purchase an empty warehouse to assist manufacturing and distribution. Walpole then renovated the former Maine X-Ray building and now fully operates four facilities in the Industrial Park. In late 2011, Walpole closed its out-of-state distribution facility and consolidated its manufacturing operations in Pittsfield.

The Pittsfield Woolen Mills TIF District is still active, with the closed facility now used for storage for other businesses. Pittsfield Woolen was one of the last operating woolen mills in New England and kept going until it became clear that the facility could not compete with third world countries. The facility closed in 2004 after outlasting nearly every other woolen mill in New England.

Two other industrial giants in town for many decades deserve mention. San Antonio Shoe (SAS) made substantial and major contributions to the civic life of the community. This business had a pro-community and pro-employee ethic that made the town a special place to live. Key to the attitude was the fact that the CEO was personally involved in community life. When San Antonio Shoe's CEO passed away in the 2000's, the company closed its operations in Pittsfield, moving to Texas and Mexico.

The same can be said of C.M. Almy (manufacturer of church vestments), whose CEO called Pittsfield home. This firm remains one of the town's largest employers. The company's distribution center, textile, and metalware shops are housed in the Pittsfield plant, along with purchasing and IT operations. C.M. Almy maintains a showroom in Greenwich, Connecticut, as well as its mail order and call center.

The Town continues to focus on industries that will contribute to our local economy and provide for the creation of higher-wage, higher-skill jobs. Existing firms tend to be concentrated in three principal areas: precision manufacturing, forest products (advanced technology wood products), and high tech. The Town will focus economic development activities aimed at expanding existing firms or attracting new firms in these three principal areas/industry clusters.

The Institutional and Service Sector:

A number of Pittsfield's businesses provide critical services to people throughout the region. Accounting, engineering, legal services, office management, construction, veterinary services, animal boarding, chiropractic care, banking, insurance, surveying, and investment counseling are all available in Pittsfield. The area experiencing the most dramatic growth in Pittsfield, however, is health care.

Sebasticook Valley Health (SVH) is continually evaluating needed services that can be brought to Pittsfield. This review has resulted in SVH offering expanded full-time medical services. This is a great convenience for patients and brings people from surrounding communities to Pittsfield for health care visits. In addition to the hospital's significant base operation, SVH actively recruits physicians and other health care professionals to the area to set up private practices. The number of new outpatient medical providers in Pittsfield is making a very positive mark on the community. SVH is planning a $14 million dollar capital improvement to the facility to better accommodate the needs of the patients and the staff and to update older infrastructure. This major investment in the infrastructure is applauded.

Economic development and an attractive, thriving community work hand-in-hand. The hospital and extensive community and employer-based wellness programs that it runs are attractive to companies looking to relocate. Successful wellness programs can reduce lost work time, improve morale and moderate the high costs of medical and worker's compensation insurance. SVH and its relevant programming are a vital service to the region and a terrific asset to Pittsfield.

Retail Development Patterns:

Contrary to industrial and service sector experience, Pittsfield has experienced a gradual but steady decline in its retail sector since the interstate was built. Numerous businesses, particularly fast food and retail chains, have located seven miles to the north at the Newport I-95 interchange with Routes 2, 7, and 11/100. The competition has affected Pittsfield's downtown business district and the Somerset Plaza. Increased customer traffic in Newport has drawn hardware and discount stores. This trend has been a growing problem for Pittsfield's retail sector over the last 25 years, and the situation worsened further with the 1994 opening of a Wal-Mart at the Newport/ Palmyra town line.

In 2002, Somerset Plaza was purchased by Apple Mountain LLC, which has made a concentrated effort to improve the facilities. The owner has added multiple building enhancements, a new roof, and paving of the parking lot.

Apple Mountain works closely with the Town on marketing the Plaza and is very proactive on going after potential businesses. The Plaza is now a bustling shopping and professional services location filled with businesses: an expanded Bud's Shop and Save; Bangor Savings Bank; Family Dollar Store; Argo Marketing Group; Country Creations; Subway Restaurant; Oz Hair Salon; CARQUEST; Discount Warehouse; Far and Beyond Lawn Care; and professional doctor's services. The Town has worked with Apple Mountain to explore expansion opportunities in the front of and behind the Plaza with development options under review.

Pittsfield is not a town comprised of fast-food chains and has a chance to develop and promote a quality image with an upscale appeal. There is an opportunity to consciously formulate the future character and direction of the downtown area, and to develop a more attractive entrance to Pittsfield. The Town is faced with a tremendous challenge and opportunity – to find a way to reconfigure its downtown to take advantage of the link between needed goods and services and the significant number of consumers within Pittsfield's market area, particularly those already living or working in town. Ideally this would be topped off with a special attraction such as the railside museum to bring visitors to Pittsfield as well. The downtown is the center of the community, as well as a critical contributor to the retail sector.

The Downtown:

Since the late 1960's, downtown Pittsfield has been in decline, arising largely from the construction of I-95 and from the growth of shopping centers in Waterville, Newport, and Bangor. Prior to the opening of I-95, the traveling public passed through downtown Pittsfield and patronized its shops. The Town's 1958 Comprehensive Plan was concerned with ways to alleviate downtown traffic problems.

The traffic problem has evaporated, but so have retail customers, and downtown shops have been struggling ever since. Service-oriented firms, such as professional offices, banks, and barber shops, have largely occupied the retail space that remained. With the increased cost of fuel and travel, a case can now be made that shopping local is both economical and feasible.

In line with nationwide trends but unfortunate for the downtown, Somerset Plaza was, at first, quite successful. Bud's Shop 'n Save relocated from downtown, both to take advantage of the I-95 traffic and to occupy a larger space. The loss of this critical customer draw hurt the downtown business climate as well as residents of the 58 senior housing units downtown who found themselves without pedestrian access to such necessities as groceries and pharmaceuticals.

Pittsfield's downtown is partially a product of earlier urban renewal efforts. As mentioned above, the downtown began to erode during the late 1960's. An Urban Renewal Authority was established pursuant to the 1970 Comprehensive Plan, which proposed an ambitious downtown revitalization plan called "Sunny Side Up," building upon Pittsfield's identity as home of the Central Maine Egg Festival.

The plan resulted in the razing of blighted buildings on the east side of Main Street and on Somerset Ave. Mill Pond Park was developed, and the town office complex was built. Sidewalks and lighting were installed on Main Street. Major private investment in the form of an impressive corporate office for Cianbro Corporation and a new Peoples Heritage Bank

building (now TD Banknorth), were realized as a result of the blight removal. This work was completed in 1981.

The Town has not neglected its downtown since the 1970's urban renewal effort, but has focused on retaining its largest employers and developing its industrial park. The Town's economic development revolving loan fund and TIF districts have been used as tools to stimulate downtown investment and support small downtown businesses. A concentrated marketing of the downtown was undertaken in 2003 and again in 2008.

Through a public/private partnership in 1993-94, the downtown building vacated by Bud's was purchased and leased as a renovated modern technology center for GSBSC (now UTC). This very visible venture both created jobs and boosted downtown spirits, but it has not directly addressed the many serious problems facing the downtown.

While the Town has had great success with the industrial side of economic development, it is clear that the downtown needs major attention if it is to be viable. This Plan calls for aggressively addressing this problem, bucking the trends toward mall, mail order, and Internet shopping. Pittsfield needs to build on its many strengths to ensure community survival. Evidence of this determination is already showing, in the recent formation of a *Heart of Pittsfield* working group, an outgrowth of Pittsfield's 2012 visioning session.

Cianbro, Kleinschmidt Associates, and UTC create a job base of over 800 people who are within a three-minute walk of the Main Street block. This is a tremendous cross-sector asset for the service and retail businesses. Stretching this to a five-minute walk captures the 500+ students and staff at MCI and the 75 employees of C.M. Almy. The Town has a market base that is not being utilized at close to its full potential.

Community attractiveness has been repeatedly cited as a priority goal for the town and as one of its strongest economic development assets. It works for residents in terms of immediate quality of life enhancement, and makes a positive impression on visitors and potential residents and businesses. People with disposable income, as well as corporate site locaters, would probably choose to shop and locate in attractive communities over neglected ones.

When one enters the downtown, the picture is not uniform. People view the downtown in two ways – either it is interesting to utilize the various shops, or it is too time-consuming to go store to store when you can go to Wal-Mart to get everything.

On the west side of Main Street stands the traditional block of turn-of-the-century attached storefronts forming the core of downtown. Sixteen separate buildings with slightly different architectural styles make up this block, from Central Street to Somerset Ave. In 1997, one-third of the buildings were in a blighted condition, and one-third were vacant.

In 2012, the situation is vastly different. Business owners, particularly Kleinschmidt Associates, have made significant investments in the downtown. Now, only one building could use an upgrade and two buildings are vacant. Kleinschmidt Associates has expanded, now occupying four buildings, and has performed extensive renovations. Other businesses have made major improvements including Dysarts, the Antique shop, Vittles, Big Bill's, Sebasticook Valley Health, Heidi Ann's Flower Shop, Stan's Barber Shop, and Reny's. The downtown area has extensive foot traffic at times and most parking spaces are filled on weekdays.

The east side of Main Street is comprised of the Cianbro Corporate Offices, United Insurance Company, Skowhegan Bank, the Technology Center, and TD Banknorth, with all facilities in excellent condition. Three sizable modern structures -- the Cianbro corporate headquarters building (also containing ground level space leased to a bank and insurance company), TD Banknorth, and the Technology Center basically dominate the easterly side of Main Street and Hunnewell Avenue. This side of the street projects a prosperous but isolated image, as the individual structures have separate parking lots and green space surrounding them. Therefore, although geographically compact, the downtown feels somewhat disjointed.

Installed as an "attractiveness" feature of urban renewal, Main Street sidewalks and antique lamp posts are over 20 years old and require constant attention. The cost to replace the both would exceed $400,000. The Town has not been eligible for funding from CDBG due to its higher income levels. Other grant opportunities for this type of work do not exist.

In 2005, the Town started painting the antique lights to make them more attractive. This work was scheduled to be completed every three years, however, as the fixtures deteriorate, painting is now a yearly touch up job.

In 2010, the Town determined that a rebuild of sections of sidewalk could be completed within the Town's capital budget. In 2011, the Public Works Department rebuilt the section of the Main Street sidewalk on the east side of Main Street between the railroad tracks and Crosby Street. In 2010, the Town rebuilt the pedestrian walkway connecting Main Street to Connors Ave, and in 2012, rebuilt two brick esplanade areas on Main Street. In 2013, the Town plans to rebuild the brick esplanade area by the Pittsfield Community Theatre.

The Pan Am Railroad tracks cross Main Street just south of the "business district" portion of Main Street. The crossing is in poor condition despite repeated requests to the railroad to fix it. The most recent attempt at a fix was in 2011 which included a grinding of the pavement by the tracks. This repair was helpful; however the crossing deteriorated within one winter and now is a very bumpy ride once more. The railroad has advised the Town that it lacks funding for a major fix.

Pittsfield's historic train depot has been embellished by a donated railroad caboose, which was repainted by volunteers. Both structures are listed on the National Register of Historic Places. The original 1880's train station in its original location by active tracks is one of the last facilities in Maine. The building has held up well; however, requires a large infusion of cash for preservation. A number of ideas have been tossed around to develop a museum that would include a blacksmith shop and old fashioned soda fountain/drug store. These ideas need to be more fully explored, in the hopes of creating a unique attraction that would put Pittsfield on the map of sight-seers and museum buffs. Pittsfield could become a "destination" oriented downtown for visitors as well as local residents and workers.

The right-of-way by the railroad tracks was an eyesore in 1997 due to lack of maintenance and its unkempt appearance. When the Town took over the mowing of public facilities in 2008, the Public Works Department began mowing the entire area of the right-of way that lies by the Library. This has made a great difference in aesthetics of this area. The landscaping at the Pittsfield Public Library and the library's major upgrade and expansion has assisted in created an appealing appearance as one enters the downtown from the south.

The primary parking area for the Main Street west side block is behind the stores, but only a few of the businesses have developed a formal back entrance. Retailers should be encouraged to install a sign facing the parking lot and barrier-free access within their means. This would assist in attracting customers to their facilities. With over 200 spaces in the downtown parking lot, this provides access for a lot of potential customers.

A common design and facade improvement program on both the front and back of the Main Street block would likely improve the downtown's appearance and encourage private investment. More trees and landscaping would also make the area more inviting to shoppers.

Parking space is always a concern. Even though the Town has in excess of 400 parking spots throughout the downtown, the primary parking lot is often full. A part of any downtown revitalization strategy should focus upon parking needs.

A full plan for the revitalization of the downtown is beyond the scope of this comprehensive plan, but certain activities are either clearly needed or may be done in conjunction with other actions. For instance, it has been recommended in plans over the years that some form of merchants' association should be developed so that members of the business community can readily communicate with one another and work together. Some businesses already have informal efforts and team up with other businesses on the marketing and sale of products. Several attempts to create a merchant's association over the years have failed and conditions have not changed enough to expect a different outcome.

A unified theme for the downtown could be combined with a beautification campaign for Pittsfield in developing attractive gateways at the town boundaries and as one enters the urban section of the community. The downtown theme should be consistent with, if not the same as, the town-wide image.

The Agricultural Resource:

The Town of Pittsfield is well-endowed with prime farmland in comparison with the region and State. Pittsfield's largely ideal 3-8% sloping topography and central location means that farming has long been a primary land use. The extent of Pittsfield's prime farmland may be best seen on the *Agricultural and Forest Resources Map*, part of this report.

Quality farmland is one critical component of agricultural activity, but by no means the only one. Farming, after all, is a human activity and does not occur without a great deal of knowledge, effort, support services, financial assistance and a viable place in the economy.

In discussions over the years with the farm community of Pittsfield, it is clear that despite significant challenges most of those engaged in agriculture in Pittsfield are serious and wish to remain in business. This is very encouraging news in a time period in which one of Pittsfield's most prevalent traditional agricultural activities — dairying — is undergoing severe pricing problems and many farms are going out of business statewide. This follows the demise of the broiler and egg industries in the 1970's. The average age of farmers in Maine is over 50 and it is very difficult to obtain financing to begin farming today, so in many areas farming is going out as farmers retire.

While this is true to some extent in Pittsfield, contemporary trends in agriculture show us that, just as with manufacturing or retail development or other major economic activity, farms

must evolve into new markets or they will wither and die. This brings the conversation beyond preserving agricultural land for future generations to keeping the town's existing agricultural infrastructure and commercial viability in place.

Soils:

Prime farmland soils are those which have the least limitations for growing food and will produce the best yields with the least damage. According to *Soil Survey Data for Growth Management in Somerset County, Maine, Southern Part*, the following soils are considered prime farmland. The most prevalent prime farmland soils in Pittsfield are the Bangor, Dixmont, Buxton and Thorndike-Bangor silt loams.

- BaB Bangor silt loam, 3-8% slopes
- BuB Buxton silt loam, 0-8% slopes
- DxB Dixmont silt loam, 0-8% slopes
- Ha Hadley silt loam
- MbB Madawaska fine sandy loam, 0-8% slopes
- Wn Winooski silt loam
- AaB Adams loamy sand, 0-8% slopes
- PgB Plaisted gravelly loam, 3-8% slopes
- TtB Thorndike-Bangor silt loams, 0-8% slopes
- TpB Thorndike-Plaisted loams, 0-8% slopes
- Lk Limerick silt loam

The best agricultural soils are also suitable for development, and in many communities the only good development soils are also prime farmland. Pittsfield is fortunate to have a number of land areas that are well suited for development *in addition to* its prime farmland. This makes for far less conflict in designating land uses. Pittsfield can well afford to set land aside for agricultural use without sacrificing land needed for development.

The built-up area of town, as well as most of the road network, were built on prime farmland. But the concentration of most developed uses within the compact urban area has preserved the vast amount of Pittsfield's productive land for natural resource based uses. There is ample access via the existing road network to suitable soils in Pittsfield.

Active Farms in Pittsfield:

Table 9 consists of a survey of current farming operations in Pittsfield, conducted by the Code Enforcement Officer in the summer of 2012. This information is based on observation and the farm operations range from full-time commercial enterprises with several employees to non-commercial and part-time farms. In all, the list includes four dairy farms, 24 farms with some other form of livestock, six farms devoted exclusively to haying, and four growing fruit or vegetables.

Table 9: Active Farm Operations in Pittsfield, 2012

Location	Map	Lot
523 Main St.	11	57
105 Barney Cianchette Rd	4	34
1657 Main St.	2	17
1519 Main St.	2	28
1482 Main	2	7
27 Organic Farm Rd.	10	23
52 Snakeroot Rd	2	37
226 Snakeroot Rd	4	4
523 Snakeroot Rd.	6	26
461 Webb Rd	10	12
353 Higgins	10	27
67 Phillips Corner Rd	12	12
188 Canaan Rd	18	59
121 Canaan Rd	18	28

356 Canaan Rd	18	62
428 Canaan Rd	18	63
884 Canaan Rd	13	1
63 Pooler Rd	18	21
308 Beans Corner Rd	17	49
4 Beans Corner Rd	17	41
22 Daisy Ct	13	5-4
473 Higgins Rd	10	33-1
10 Hussey Rd	10	26
223 Hussey Rd	9	2
59 Hussey Rd	9	5
McCarthy Rd	11	1
484 North Main St.	16	49
199 Second St	33	58
404 Phillips Corner Rd	18	57

Source: Pittsfield CEO Survey

Farmers are encouraged to enroll land in the statewide program to reduce property valuations for tax purposes, known as the Farmland and Open Space Program. In Pittsfield, only three farms are enrolled, totaling 138 acres and $66,240 in valuation. Most of the land enrolled is either pasture or woodlot.

Farmer Attitudes:

For the 1997 Comprehensive Plan, over a dozen farmers were surveyed for their attitudes towards the future of farming. Of the surveys returned, four of the five full-time dairy operations were represented, as was the major potato grower. Three retired farmers who rent their land to dairy farmers also responded. Two of the five full-time operations were using organic methods and selling their milk as organic. Rounding out the respondents were five part-time farmers, including a tree farmer, horse stable owner and three vegetable farmers. One of the vegetable farms is combined with a small dairy operation.

Most of the respondents indicated they expected to keep farming in Pittsfield for at least the next 20 years or "as long as they can." This level of commitment provides the human energy needed to keep Pittsfield's agricultural base alive. The survey responses supported the theory that Pittsfield's farms are making a significant contribution to the local and regional economy. Farms estimated their local input purchases (labor, supplies, feed, equipment, veterinary services, etc.) from a few thousand dollars to $450,000 per year. Employment levels naturally varied, with the larger farms employing 5-8 people (full-and part-time) year-round, adding more during the growing season.

Respondents were asked whether they felt that the community as a whole is supportive of local agriculture and were divided. Of the 14 respondents, only three responded "yes" while five responded "no." The others either felt that there were mixed signals, that there was ambivalence toward agriculture, or that community support was qualified.

One insightful comment illustrative of the distance Pittsfield has traveled from its agricultural roots was that the Central Maine Egg Festival, still Pittsfield's annual community celebration, no longer includes an agricultural aspect. Others mentioned that farms were never mentioned among Pittsfield's businesses and that services such as the Town's revolving loan fund were never offered to farmers.

Asked whether they felt that farming has a future in Pittsfield, respondents were evenly divided. Seven felt that it did. Two observed that larger single-product farms were not likely to be

successful anywhere in the Northeast; smaller diversified operations were given a better chance of survival.

All but three of the respondents made their land available for hunting, trapping, cross-country skiing and/or snowmobiling. Some problems were noted: leaving trash, causing ruts, cutting fences, damaging crops and stealing trees for Christmas. The problems did not stem from those who asked permission.

Low product prices and high costs of electricity and property taxes were cited as problems in running farm businesses. Suggestions for supporting farms were sharing fencing costs along public roads, creating a special electricity rate classification for farms, supporting current use property valuation, having a lower tax classification for farms, and educating the public about the high costs of raising produce in Maine.

The Town could help to guarantee the availability of farmland for future generations and maintain the current agricultural base by purchasing farm properties and leasing them to new farmers. This would alleviate the debt load which saddles farm operations and inhibits new farm start-ups. Farms could also be encouraged to the same extent other businesses are to make use of the Town's revolving loan fund to obtain gap financing when needed.

Agricultural Issues and Proposed Solutions:

Residential development presents a problem to some forms of farm operations, particularly in threatening the availability of land owned by landowners who rent land to farmers. New rural landowners often don't understand the need to fertilize land or think that grassland never needs to be re-seeded. This attitude contributed at least in part to the passage of a restrictive sludge spreading ordinance in the early 1990's. Practically speaking, only sludge from Pittsfield's own sewage treatment facility may be spread within the town borders.

A proposal has been made to establish an official town committee to concern itself with the status and needs of rural Pittsfield (including agriculture, forestry and open space). This committee could work on public education efforts, keep rural issues visible as an important aspect of Pittsfield, and keep an eye on town policies that might adversely affect rural interests. The agricultural community has gone without direct representation in town for many years and farmers need to assert themselves more.

How can we use local government to play a role in supporting commercial agriculture? Agricultural protection districts in other parts of the country have protected land from development pressures; however, the voluntary district in Pittsfield's existing zoning ordinance has not drawn any interest. Property taxes on the farm are driven by *building valuation* rather than *farmland valuation* (explaining why few bother enrolling in the Farm and Open Space Tax Program). A development rights purchase program could help keep productive land undeveloped while compensating farmers the developed value of their property. The Maine Farmland Trust administers a similar program statewide.

The *Pittsfield Tomorrow* Vision calls for protecting productive rural lands and maintaining the low development density. This is not likely to happen absent conscious steps to on the part of the Town, as well as numerous individual decisions. The test on the Town's part will come when specific strategies that might require public investment are put before the public.

Support services are critical to agricultural viability. Feed Commodities is located next door in Detroit, providing grains, nutrition consultants, and a farm store. Also in Detroit is Northeast Agricultural Sales, with crop and forage seeds, agricultural supplies, a fertilizer plant and certified applicators. Paris Farmers Union, located in Newport, offers milking parlor equipment, manure handling equipment, fertilizers, and supplies. Other suppliers are also active in the area. Sufficient equipment dealerships, large animal veterinarians and livestock dealers are still available within the region.

The property tax burden on farms continues. Very few landowners take advantage of the Farm and Open Space Tax Program because it offers only modest tax relief and significant penalties for withdrawal. The larger property tax burden is represented by homesteads, barns and farm equipment, which are not discounted in the valuation computations.

Pittsfield Farmers' Market:

A very positive development for Pittsfield agriculture occurred in 1997. A vegetable farmer in town organized a Pittsfield Farmers' Market and found a location at the Central Street and Somerset Avenue corner of Hathorn Park as a permanent market site.

The eight founding members of the Pittsfield Farmers' Market included farmers, gardeners, cooks and artisans. Products available include fruits, vegetables, herbs, home-baked pies, goat milk and cheese, and spun wool.

Over the years, the number of vendors has increased or decreased based upon the schedule of other farmers markets, the local economy and the Pittsfield Farmers' Market organization. It is hoped that additional local producers will join in to increase the offerings available to residents who wish to support fresh, local food, and home-made products. The Farmers Market is open May through October on Mondays and Thursdays from 2–6. The Pittsfield Farmers' Market works with HealthySV on specialized programs such as cooking demonstrations. "How to cook vegetables" was held in the summer of 2012.

Farmers' markets help raise awareness of the public that local farming does occur and that fresh food with known components is worth supporting. Face-to-face communication between producer and consumer is a very powerful aspect of developing community support for local agriculture. The State also supports this notion, and has developed a "Get Real Maine" campaign to highlight local producers and markets.

Summary of Farming:

Farming's contributions to the local economy and preservation of the rural landscape have long gone underappreciated. People have grown apart from their agricultural heritage and farms have not been treated with the same respect as other businesses.

Pittsfield's commercial agriculture is a critical component of the local economy, providing not only jobs and a market for support services, but maintaining the infrastructure needed to feed the future population. Prime farmland, agricultural buildings and equipment, and the trained and committed humans who are farming should be considered of equivalent economic importance to the Town's other industrial and commercial infrastructure.

Due in part to a national food policy which works against small-scale local farming, Pittsfield's farms are on shaky

financial ground. If the Town wishes to maintain farming as an economic asset and preserve its infrastructure for future availability, it must consciously care for this resource and invest in its maintenance. The need to produce food locally could become very real very quickly and Pittsfield should be prepared for this eventuality.

Farming must be maintained as a viable enterprise to keep the infrastructure available. Without activity, infrastructure such as land, buildings and support services will either deteriorate or disappear. The knowledge of how to farm will also be lost. The viability of start-up agricultural efforts will be seriously eroded.

Commercial Forestry in Pittsfield:

Like most of Maine, Pittsfield has returned to being largely forested after the massive clearing of land for farms in the 1800's. Most of the remaining cleared land is adjacent to the roads, while backland has been left to grow trees.

Common species found are white pine, balsam fir, cedar, red and sugar maples and aspen. Other species counted on Town lots include spruce, hemlock, tamarack, white and brown ash, white, gray and yellow birch, and larch. Foresters' management plans usually take great pains to advocate for quality wildlife management. Among strategies suggested are creating occasional canopy openings, leaving minimal mature timber of various sizes in a stand, leaving dead and dying woody matter on site, leaving veteran apple trees, and seeding down skid trails and haul roads.

It is estimated that 50 Pittsfield residents make their primary living from logging; this does not include employment at Pittsfield's other forestry-based industries such as Maine Fence, Walpole Woodworkers, and Hancock Lumber, nor at other regional wood products employers such as Pride Manufacturing or the paper mills. Collectively, of course, the forest product industry employs a large number of workers in Pittsfield as is true elsewhere in most of Maine.

Forestry Issues:

As forest land within the state and town is largely wetland, forest operations such as wetland-crossing are difficult at certain times of year. While from a purely environmental standpoint logging should be a seasonal rather than year-round activity in many areas, this does not meet the economic needs of those earning a living from the woods. The price the market has been paying for paper and other wood products does not cover the costs of a logger staying out of the woods when it is wet.

There are honest differences of opinion on the impacts of soil disturbance caused by logging activity. Issues related to damage done on property by skidders can best be handled directly between landowners and logging contractors. We could make sample harvesting agreement language available to woodlot owners at the town office, which could outline expectations on issues regarding selective cutting, restoration of skid trails and the disposition of slash. The Small Woodlot Owners Association of Maine (SWOAM) is a valuable resource for those who own woodlots. Investment in a forest management plan is recommended as the single most important step a landowner could take in both reaping maximum economic return and properly managing the natural resources in his/her backyard.

Use of the Tree Growth Tax Program is modest, but slowly increasing. The facts that woodlot ownership is generally more

stable than farm ownership, and that woodland is often less suitable for developed uses, may explain why there is more registration in the Tree Growth Tax Program than in the Farm and Open Space Tax Program.

Table 10 on the following page shows the recent history of tree growth enrollment in Pittsfield. In 2011, 35 parcels of land were enrolled in the program, accounting for 4,370 acres. This is close to the high point of enrollment for the six-year period. Almost half of all acreage is classified as "Mixed," with 28 percent hardwood and 16 percent softwood.

Table 10: Tree Growth Enrollment, 2005-2011

Year	Number of Parcels	Softwood Acres	Mixed Acres	Hardwood Acres	Total Acres	Total Valuation
2005	46	702	3,245	1,596	5,543	$634,632
2006	25	703	3,191	1,609	5,503	$631,755
2007	47	703	3,108	1,714	5,525	$567,521
2008	49	719	3,180	1,652	5,551	$507,426
2009	49	942	3,054	1,652	5,648	$691,504
2010	48	912	3,135	1,593	5,632	$669,442
2011	35	807	2,093	1,175	4,370	$490,239

Source: Municipal Valuation Return Statistical Summaries, Maine Bureau of Taxation

Town Forests:

The Town owns several parcels which it manages for wood harvest and wildlife habitat. Among these parcels are the following: the former Town Farm property along lower Peltoma Avenue, a parcel that was donated to the Town by the U.S. Forest Service off the Grant Road, a parcel acquired for back taxes on the north shore of Sibley Pond, and a lot between the Industrial Park, I-95, the rail line and the Webb Road, which is mostly wetland.

The 100-acre Grant Road parcel has been selectively cut and planted in larch. The 51-acre Webb Road site was selectively cut in the Winter of 1996. The haul road that runs through the parcel is available to the public for non-motorized recreational use. Most of the middle portion of the lot, including Farnham Brook, is rather wet, containing species such as cedar and aspen that are best left as wildlife habitat for deer and rabbits.

The 123-acre parcel bordering Sibley Pond is a good woodlot site. While 17 acres adjacent to the pond are recommended to be left as wildlife habitat, the other 106 acres have an old timber management plan calling for individual tree selection which will maintain a continuous crown cover to encourage favorable tolerant desirable species.

Residential Land Use:

Pittsfield's community character is defined to some extent by its downtown core and rural environs. This is maintained by continued development in the village area. In 1990, the "census designated place" (downtown area) within Pittsfield contained 75 percent of Pittsfield's housing units. In 2010, the (slightly enlarged) CDP contained 194 more houses and accounted for 82 percent.

Statewide, the trend for development of new housing has been characterized by the term "suburban sprawl." We have seen small suburban towns explode in population and cities shrink. Pittsfield has characteristics of both. The town has an active urban core, but rural land is available for development if markets warrant it.

A series of projects in the urban area have prevented the tendency to sprawl here. First, the location of the Carriage Estates mobile home park in the urban portion of town has likely prevented a good deal of rural mobile home placements. According to building permit records, from 1989-1996 about half (78) of permits for mobile homes were located at Carriage Estates. From 1997 to 2012, Carriage Estates accounted for 75 permits, while all other mobile homes accounted for 145.

Forest Park was another strong shot for Pittsfield's effort to combat residential sprawl. Forest Park is an example of a nicely designed upscale subdivision within the urban area with householders who might well have otherwise chosen to build in rural Pittsfield.

The MCI neighborhood, with its stately turn-of-the-century homes, also attracts residents, most of above-average means, into Pittsfield's urban area. Many of the homes are large and some are two-family. The quality appearance of this neighborhood, as well as its proximity to schools and parks, offers an attractive option to families with children.

Despite the active housing market and available area in the urban core, signs of sprawl are emerging in Pittsfield. Between 1997 and 2012, 183 of the 300 building permits for new housing units or significant upgrades went to the rural district (C-4) – approximately 60 percent. Seventy nine of those permits were for stick-built homes, while 104 were for mobile homes. One of Pittsfield's four mobile home parks (Ames) is located in the rural zone, and accounted for eight permits.

Housing in the rural area is generally spread out and influenced more by availability of lots on a case-by-case basis. There have been no subdivisions of greater than four lots in the rural area since the 1997 plan.

There are very small clusters of new housing in a few rural areas: along Phillips Corner Road, the intersection of Higgins and Hussey Roads, a number of mobile homes along Bean's Corner Road, and generally along Route 100. These concentrations are likely to be more a matter of random chance than economic influence. Route 100 may be an attractant, simply because it is a state road and Philips Corner Road because of its proximity to the interstate and Route 2. Virtually all of the new development (except inside subdivisions created prior to 1997) is fronting on public roads.

Current Land Use Regulation:

Land Use Districts:

Bounded Districts:

- R-1: Single-family Residential
- R-2: One- and two-family and Mobile Home Residential
- R-3: One- and two-family Residential
- R-4: Family and Community Residential
- C-1: Town Center
- C-2: Highway Commercial
- C-3: Industrial
- C-4: Rural

Special Districts:

- Corridor Development Overlay

- Agricultural Protection
- Riverfront
- Medical Services Overlay
- Scenic Overlay
- Airport Overlay

The current zoning/land use map is attached at the end of this document.

Minimum Building Lot Requirements:

As a baseline for its in-town Residential Districts, Pittsfield has a minimum building lot size of 10,000 square feet (0 .22 acres) and requires a minimum of 50 feet of continuous frontage on any one street. The various residential districts have differential minimums in keeping with the desired neighborhood character (see table at end of section).

Minimum Structural Requirements:

Pittsfield has a minimum square footage requirement for buildings outside of the Town Center District of 750 square feet, with 1,200 square feet required in the lower-density R-1 District. The standard was enacted in part to ensure that mobile homes were at least 14' x 54'. In the R-2 and R-4 Districts, buildings and mobile homes must be at least 14' wide. In R-1 and R-3, a building must be at least 24 feet wide. Fourteen foot wide structures are allowed in the Rural District, where only residential buildings are subject to minimum size and width codes.

In all districts, residential buildings are limited to a maximum of 35' in height as there is no ladder truck to provide fire protection to taller structures. Commercial structures in the Town Center and Highway Commercial Districts are also limited to 35'. There are no minimum or maximum standards in the Industrial District except the 35' height standard.

Building Codes:

Pittsfield is now required by The State of Maine to administer the Maine Uniform Building and Energy Code (MUBEC) as provided in 10 M.R.S. § 9722 et seq. requirements that are not superseded by State plumbing and electrical codes.

The CEO is taking the necessary training to perform inspections but more time may be needed to be budgeted to handle inspections. Fees should be charged to cover the personnel cost to the Town.

There is a limit of 6 months in which to reconstruct a structure which has suffered a casualty loss of 75% or more of its fair market value. If not to be rebuilt, the owner must remove the structure within 30 days of being issued a notice.

Planned Residential Developments:

Planned residential developments are allowed in the R-1, R-2, R-3, R-4 and Rural District C-4. All common area maintenance must be assured by deed restriction enforceable by the Town. High quality community residential developments are allowed in all four urban residential districts and will adhere to a number of quality standards which will be inserted into the Subdivision Ordinance *(see Land Use Plan)*, with landscaping standards similar to those expected of mobile home parks as outlined below. Multi Family home are allowed only R- 2, R-3 & R-4

Mobile Home Parks:

This is one of a small number of land uses for which the Town has enacted specific standards. The current performance standards augment those prescribed in State law and regulation, and include the following provisions:

- Minimum of 30' separation distance between mobile homes;
- Must meet all subdivision regulation requirements (other than paving road);
- Requirement for common water supply system;
- Minimum road frontage per lot of 30' on road meeting subdivision requirements excepting pavement;
- Continuous landscaped area not less than 25' in width and 6' high visual barrier required along all park lot lines except for driveways;
- New mobile homes require concrete pads;
- Minimum of 2 off-street parking spaces per home;
- Garbage cans and trash collection responsibility of park owner;
- Sale of mobile homes other than homes in place on rental lot not allowed in park;
- Adequate lighting required;
- Park lots not meeting regular dimensional requirements for district may not be sold as building lots.

Given the low density desired in the Rural District and unavailability of water and sewer services, mobile home parks should be limited to a maximum of four units (not currently in the ordnances) in the Rural District. This would allow for extended family and small rental arrangements without having a serious impact on the desired rural character. The 5-acre minimum lot area requirement was determined to be unjustified and counter-productive and is proposed to be eliminated.

In sum, this Plan calls for the following additions to and changes from the existing mobile home park regulations:

- Require concrete pad for new home placements to conform to upgraded State requirements.
- In the Rural District, mobile home parks will be limited to a maximum of 4 units.
- Full skirting shall be required around all homes.
- Oil drums shall be installed to meet state requirements.
- Trees shall be retained and/or planted to offer shade and visual screening. In the case of new plantings, species, age and spacing shall be such that effective visual screening shall be achieved within four years of planting.
- Existing parks shall be encouraged to come into compliance within 3 years of the effective date of the ordinance change.

In addition, there should be clarification that a "common water supply system" could be supplied from individual wells that are tested and maintained by the park owner.

Accessory Apartments:

The current ordinance does not include any provision for accessory apartments, so they have had to be officially treated as a separate housing unit. This means they have been illegal in the R-1 District. Given the need of many households over the course of years to house adult family members needing support, this inflexible approach is both unresponsive to community needs and practically unenforceable.

Some form of accessory apartments should be an allowed principal use in all residential districts, while limited to one per

premise. An accessory apartment will be defined as an efficiency-style or one-bedroom apartment clearly subordinate to the main residential unit(s). In a two-family district, each 2-family home may have one additional accessory apartment. Adequate off-street parking must be demonstrated to the CEO in order to be granted a permit.

Adjunct Residential Uses (Home Occupations):

Pittsfield's traditional approach to single-use zoning districts is undergoing some pressure associated with increased ability of people to work out of their homes. Professional offices, generally seen as a quiet commercial use that justifies maintenance of many large stately homes, have already been added as a use in the R-1, R-2, R-3, R-4, and C-4 Districts. Home occupations with a maximum of one non-resident employee have been allowed in all districts.

The ordinance has standards that apply to home occupations:

- Not more than one person who is not a member of the family shall be engaged in such occupation.
- The use of the dwelling unit for the home occupation shall be clearly incidental, with a maximum of 35 percent of the gross dwelling unit floor area utilized for the home occupation. There shall be no change in the outside appearance of the building or other visible conduct of such home occupation other than one sign as a permitted accessory use.
- No traffic shall be generated by such home occupation in greater volume than would normally be expected in a residential neighborhood and any need for parking generated by the conduct of such occupation shall be met off the street. The ordinance now states no more than 25 trips per day.
- No equipment or process shall be used which creates noise, vibration, glare, fumes, odor or electrical interference detectable to the normal senses off the lot if a single family residence or outside of the dwelling unit if conducted in other than a single family residence. No off-premises electrical disturbances may be caused by the occupation.

Bed and Breakfasts:

Bed and Breakfasts are specifically addressed in the Zoning Ordinance. Conditions for approval include adequate parking and satisfaction of all town and state regulations. Home occupation defined Bed and Breakfasts are allowed in R-1, R-2, R-3, R-4 and C-4. Other type Bed and Breakfasts are not listed in the use tables. Therefore these are allowed in all residences provided ordinance and state requirements are met. See chapter 13-C of the Zoning Ordinance for definitions of the types of bed and breakfasts.

Junk Regulations:

The Town of Pittsfield does not have an ordinance that prohibits the storage of appliances, unlicensed vehicles and unused items outside of an enclosure. Instead the town ordinance refers to the State of Maine statute 30-A. M.R.S.A 3751 to 3760, the State's authorizing legislation.

Table 11A: Residential District Dimensional Standards
(NOTE: A summary, not for use with Zoning Ordinance)

DIMENSIONAL STANDARD	R - 1 RESIDENTIAL DISTRICT	R - 2 RESIDENTIAL DISTRICT	R - 3 RESIDENTIAL DISTRICT	R - 4 RESIDENTIAL DISTRICT	C - 4 RURAL DISTRICT	
					RESIDENTIAL USE	OTHER USES
Lot Area Lot Frontage	Min. 22,500 sq. ft./unit Minimum 75 feet	Min. 10,000 sq. ft./unit Minimum 50 feet	Min. 10,000 sq. ft./unit Minimum 50 feet	Min. 22,500 sq. ft./unit Minimum 150 feet	Min. 1 Acre/Unit Minimum 200 ft.	Min. 2 Acres/Unit Minimum 200 ft.
Building Size Building Height Building Width Lot Coverage	Minimum 1,200 sq. ft. Maximum 35 feet Minimum 24 feet 20%	Minimum 750 sq. ft. Maximum 35 feet Minimum 14 feet 30%	Minimum 1,200 sq.ft. Maximum 35 feet Minimum 24 feet 30%	Minimum 750 sq.ft. Maximum 35 feet Minimum 24 feet 20%	Minimum 750 sq.ft. Maximum 35 feet Minimum 14 feet 20%	No minimum Maximum 35 feet Minimum none 20%
Street Setback Setback all Other Boundaries	Minimum 40 feet Minimum 30 feet	Minimum 30 feet Minimum 20 feet	Minimum 30 feet Minimum 20 feet	Minimum 40 feet Minimum 30 feet	Minimum 50 feet Minimum 30 feet	Minimum 50feet Minimum 50feet

Table 11B: Commercial District Dimensional Standards
(NOTE: A summary, not for use with Zoning Ordinance)

DIMENSIONAL STANDARD	C-1 TOWN CENTER DISTRICT	C-2 HIGHWAY COMMERCIAL DISTRICT	C-3 INDUSTRIAL DISTRICT	*CDOC - CORRIDOR DEVELOPMENT OVERLAY DISTRICT	*MSOD - MEDICAL SERVICES OVERLAY DISTRICT
Lot Area Lot Frontage	No Minimum 20 feet	Minimum 40,000 sq. ft. Minimum 200 feet	Minimum 2 Acres 200 feet	Minimum 2 Acres 200 feet	Minimum 10,000 sq. ft. 100 feet
Min. Building Size Max. Building Height	No Minimum 35 feet	No Minimum 35 feet	No Minimum 35 feet	No Minimum 35 feet	700 sq. ft. 35 feet
Street Setback Rear Setback Side Setback Max. Lot Coverage	No Minimum No Minimum No Minimum No Maximum	30 feet 20 feet 20 feet 65%	50 feet 25 feet 25 feet 60%	30 feet 50 feet 50 feet 20%	30 feet 20 feet 20 feet 30%

Part Six: Business and the Economy

Highlights:

- The Town of Pittsfield is a well-recognized employment center for eastern Somerset and western Penobscot Counties. Less than half of Pittsfield's workers commute to out-of-town jobs, while some 1,700 non-residents commute into town for employment. About 39 percent of the jobs in the Pittsfield Area Labor Market (LMA) comprised of 18 towns are in Pittsfield.

- Pittsfield's 2010 census-estimated labor force was 2,160 workers, about 56:44 men to women. It averages out to 1.3 workers per household.

- Pittsfield's unemployment rate during most of the 2000's averaged around 7 percent. The rate shot up to 12 percent during the national recession, but has been slowly dropping back since then, currently standing at about 11.1 percent.

- Pittsfield has a diverse mix of industrial employers, with health care and educational services leading the way. Seven of eight workers are in the private sector, either self-employed (11 percent) or working for wages (76 percent).

Overview:

Pittsfield has always been a dynamic town with regard to economic development, particularly in the industrial sector. Throughout our history, community leaders and citizens in general have played their part in purposefully attracting employment and tax base to Pittsfield. These efforts continue to this day, as the Town moves to keep up with shifts in economic activity — from a manufacturing focus to a more service and telecommunications-oriented economy — as well as changes in retail consumption patterns.

This chapter seeks to describe current conditions, outline Pittsfield's role in the regional economy, identify the town's numerous economic development assets, examine visible trends and areas of need, incorporate public sentiment and lay out a direction and strategy to guide the Town's economic development efforts for the foreseeable future.

The Town has spent considerable time and energy implementing its Community Development vision since 2003. Town staff have focused upon developing and writing grant and foundation requests. From mid 2003 through the end of 2011, the Town of Pittsfield has received over 100 grants, allowing the Town to complete an extensive capital investment program in the community.

Much more remains to be addressed, as has been identified in the Capital Improvement Plan.

Pittsfield's Role in a Regional Economy:

One of Pittsfield's strengths is its diversity of business types and sizes. These businesses both train and employ a well-rounded highly skilled labor force. Pittsfield's businesses employ a wide variety of white and blue collar workers, from physicians and other medical professionals to engineers, textile workers, electronic assemblers, bankers, waitpersons, and clerks. A number of trades people and service providers are also based in Pittsfield.

Table 12: Pittsfield's Role as a Regional Employment Center

Town of Residence	Employed Workers in 2000	Working in Pittsfield in 2000	Percent Employed in Pittsfield	2000 Unemployment Rate
Pittsfield	**1570**	**896**	**57 %**	**7.6 %**
Hartland	749	171	23	9.1
Palmyra	812	165	20	6.1
Detroit	371	99	27	7.5
Burnham	506	112	22	6.3
Clinton	1586	50	3.2	6.2
Newport	1201	155	13	7.7
Dexter	2189	51	2.3	5.0
St. Albans	833	128	15	6.0
Skowhegan	4918	79	1.6	5.4
Plymouth	457	70	15	7.3
Troy	463	43	9.3	5.7
Fairfield	3214	49	1.5	3.9
Waterville	7357	85	1.2	3.9

SOURCE: 2000 "Civilian Labor Force Estimates,"; (Maine Department of Labor), 2000 U.S. Census

Pittsfield is an employment center for the region, with an estimated 2,850 people working in town. As one can most readily see in Table 12, Pittsfield provides a job for over half of its own workers and more than one in five workers from bordering towns. Over 100 Pittsfield-based workers come from Newport or St. Albans, while 50 come from each of Clinton, Skowhegan, Waterville, Dexter, and Plymouth. (These figures are all from 2000 as the 2010 census has not reported commuting data.)

The other 43 percent of Pittsfield's residents commute primarily to work in the communities listed in Table 13. The average commute took 23.3 minutes in 2000, but had lessened to 21.9 minutes in 2010, suggesting that more recently a higher percentage of Pittsfield residents have been able to find work closer to home.

Table 13: Workplaces of Pittsfield Workers in 2000

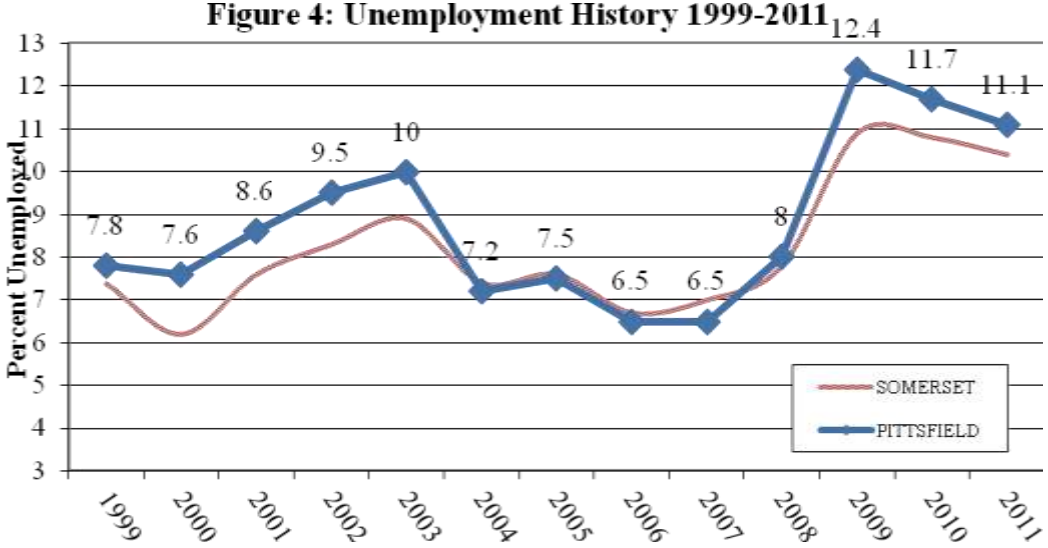
Place of Employment	Number of Pittsfield Workers
Pittsfield	896
Newport	81
Augusta	74
Skowhegan	71
Bangor	134
Fairfield	68
Detroit	53
Employing 30-50: Portland, Waterville, Palmyra, Belfast	
SOURCE: 2000 U.S. Census	

Pittsfield is part of the Pittsfield Labor Market Area (LMA), the basic unit of organization for most Department of Labor (DOL) statistics. The Pittsfield LMA currently includes 18

towns extending from Wellington to Plymouth. It is named after Pittsfield as Pittsfield is the largest employer in the region. Boundaries of labor markets change every ten years.

The total labor force in the LMA, as of 2011, was 7,482, with Pittsfield comprising about 27 percent of the workers and 39 percent of the jobs. With Pittsfield being the dominant employment center in the LMA, it is not surprising that the unemployment rate for the Town and LMA are about the same (11.3 percent for LMA versus 11.1 for the town).

Figure 4: Unemployment History 1999-2011



Local Labor Force and Employment:

In 2010, Pittsfield had a labor force of 2,160, according to the census. Census numbers are based on a statistical estimate. State numbers are considered more accurate. The Department of Labor estimate for 2011 was 1,998. The 2010 Census reports that the labor force was about 56 percent male, 44 percent female. That is 72 percent of all working-age males and 60 percent of all working-age females. (The census defines "working-age" as everyone over 16, regardless of whether they are retired.) That is an average of 1.3 workers for every household.

The recent history of the unemployment rate in Pittsfield and in Somerset County is illustrated in Figure 4. Both lines follow the statewide and, indeed, national trends in the economy. The recession beginning in 2008 interrupted what was a very positive trend line. In 2007, Pittsfield's unemployment rate was inching below that of Somerset County for the first time. Pittsfield unemployment rate shot up to 12.4 percent in 2009, but slid back to 11.1 percent in 2011.

The census categorizes workers by the type of industry they work in (Table 15, next page) and their occupation (Table 14). "Industry" refers to the type of business they are employed in, and is a good measure of the strength of various industrial sectors. "Occupation" refers to the type of job a worker does

Table 14: Occupation of Pittsfield Workers in 2010

OCCUPATION	Number of Workers	Percent of Workforce
Managerial and Professional	577	31.4%
Sales and Administrative	351	19.1%
Service Occupations	312	17.0%
Natural Resources or Construction	164	8.9%
Production, Transportation	435	23.7%
Source: American Community Survey (2006-10)		

within the business, and can suggest trends in education, salary levels, and opportunities for future expansion.

Table 15:
Industrial Classification of Pittsfield Workers in 2010

Industrial Sector	Number of Workers	Percent of Workforce
Agriculture, forestry and fisheries	39	2.1
Construction	290	15.8
Manufacturing	301	16.4
Transportation	46	2.5
Wholesale trade	59	3.2
Retail trade	298	16.2
Information Services	10	0.5
Insurance, real estate and other finance	47	2.6
Professional, scientific, management service	159	8.6
Education and health care	419	22.8
Entertainment and recreation services	39	2.1
Other services	86	4.7
Public Administration	46	2.5
Source: American Community Survey (2006-10)		

A diversity of employment opportunities available to area residents is very healthy for the community. In 2010, while employment in the education and health care industries led the way, three other sectors – construction, manufacturing, and retail trade, were about equal. This is quite consistent with national trends, where manufacturing is on the decline, while any form of service-based economy is on the rise. In most areas, the category for construction is tenuous, because the construction industry is up-and-down, but it is likely that Pittsfield, with the Cianbro facilities, is much more stable in this category. With Sebasticook Valley Hospital and the related health community expanding in Pittsfield, an increasing number of jobs in health-related occupations are likely to be available.

Almost one-third of Pittsfield's workers now are in a management or professional occupation. These tend to be among the highest salaried areas of employment.

Among Pittsfield workers, 76.5 percent are now employed in the private sector as wage or salary workers. That is a decline from 1990, when 83 percent worked for wages in the private sector. By comparison, 11 percent are self-employed (only 8 percent in 1990) and 12.5 percent work in the public sector (9 percent in 1990).

Local Business and Economic Development:

The Town of Pittsfield maintains an up-to-date directory of over 200 Pittsfield businesses. The data available includes the business name, mailing address, phone number and contact person. To better understand the local economy, the Town should collect other information such as the number of employees and business needs. Many self-employed individuals and families as well as farmers are not listed; therefore the actual number of businesses in Town is more likely in the range of 240-250.

Pittsfield's largest employers as of 2012 include the following:

- UTC, security sensing equipment manufacturer, employing 330
- Sebasticook Valley Hospital, employing 278
- The Cianbro Companies, including Cianbro Fabrication and Coatings, employing 360 locally (4,000 nationally)

- SAD#53, employing 125
- Maine Central Institute, employing 115
- Argo Marketing Group employing 85
- C.M. Almy, church vestment manufacturer, employing 75
- Kleinschmidt Associates, employing 85
- Hancock Lumber, employing 50
- Walpole Woodworkers, Inc., employing 50
- Homstead Enterprises, employing 65

Economic Development Activities:

Current projects include providing bulletin board space and displaying business cards, materials and specials at the Town Office, which has a flow of several hundred people per week. The Town maintains an e-mail listing of businesses, and forwards items perceived to be of interest to assist them.

The Town has signed up businesses for Buy Local Campaigns in order to provide exposure, works with the businesses for displays and activities during Egg Festival Weeks and contacts businesses to team up on special events such as fundraisers.

The Town has organized Business Nights in which the businesses can hear presentations on various financing and program options at the state and federal level. The Town has also organized Business Display Nights in which the community is invited to learn about local businesses. After discussions at the Sebasticook Valley Chamber of Commerce, the Town hosted the Trade Show and Community Fair in 2009 and 2010. SVCC now holds this Annual event in the larger towns on a rotating schedule.

The Town, in partnership with several agencies, organizes a Regional Job Fair every year. The job fair features as many as 50 employers, staffing agencies, and resource providers and draws in 500+ job seekers from the region. The Job Fair is so popular that the Town receives requests all year round to hold job fairs.

The Town has engaged in many low cost marketing and promotional activities that have been popular and had high attendance. More events are planned for the future.

The Town Council has voted to support economic expansion of four significant employers and taxpayers. The Town has issued tax-exempt bonds as part of tax increment financing (TIF) districts to partially subsidize the technology center and warehouse construction, now owned by UTC and the Land Air Express Terminal construction. The Town has issued credit enhancement agreements for the TIF districts for the Pittsfield Woolen Yarns expansion (now used for Commercial Storage facilities) and the New LLC, Inc. (Varney Dealership), as well as the Pittsfield Industrial Park Expansion.

The Town benefits immediately by sheltering the added valuation of these properties from state and county assessment formulas and looks forward to putting the value of the increased tax base “on the books” at the termination of each district’s life. On the other hand, the town foregoes the regular tax revenue, which it would normally collect during the life of the district. It is critical that the positives outweigh the negatives for this to work in the Town's best interest. Due to the costs involved and significant debt, the Town no longer offers tax exempt bonds and now utilizes Credit Enhancement Agreements in which a percentage of the tax paid is immediately returned to the taxpayer and the Town retains the

remainder of the tax payment in a special fund for capital projects.

Regional Coordination:

It is not enough that Pittsfield seek economic development for the benefit of our own residents. As the regional leader in job opportunities, Pittsfield has learned the benefits of working with regional groups and initiatives for the betterment of the entire area.

In addition to its local economic development team and the Pittsfield Economic Expansion Corporation, Pittsfield is active in the two significant economic development organizations in the region. The Somerset Economic Development Corporation seeks out new business opportunities and attempts to expedite economic growth generally. The SEDC is effectively the economic development arm of Somerset County. Kennebec Valley Council of Governments serves both Somerset and Kennebec (and a portion of Waldo) Counties. It is focused on development of infrastructure necessary to support growth, including federal grants. Pittsfield is an active member of KVCOG's Comprehensive Economic Development Strategy Committee.

Many Pittsfield businesses are members of the Sebasticook Valley Chamber of Commerce. Town officials work closely with SVCC to sponsor local job fairs and other regional events.

Economic Development Assets:

Although businesses have often times been attracted to Pittsfield from other places (with Argo Marketing Group the latest example in 2012), the heart of what makes Pittsfield's economy tick is the devotion of individuals to the community. Perhaps the greatest reason that Cianbro, C.M. Almy and Walpole, three of Pittsfield's largest employers, remain located in Pittsfield is that their current or former chief executive officers or managers have been personally rooted in and committed to the town. The "love of Pittsfield," then, is arguably the town's most solid economic development asset. In today's technology-driven world, many businesses can locate virtually anywhere. Transportation opportunities, energy costs, labor availability and costs, taxes and proximity to inputs and markets will always be factors. However, in the end, especially for corporate headquarters, the decision-makers are in large part looking for a place where they want to live.

What does this teach us? <u>It suggests that Pittsfield's best economic development assets are its people, its quality of life, and its strong community ethic.</u> These seem to be the best launching pads from which to grow the local and regional economy. The best businesses are those which are attached to the community voluntarily. They are not looking at Pittsfield as a chip in a poker game, carefully calculating if they are getting the "best deal" for their business. Certainly, Pittsfield must offer positive reasons to be based in town that relate to the business bottom line, but in terms of where to place emphasis in terms of stability, it seems prudent to work with individuals who have integrity and a true personal affinity for Pittsfield. These are likely to be the local businesses who are already here and entrepreneurs hoping to join their ranks. Not only do these individuals keep their respective businesses in town, but their positive attitudes serve as excellent recruitment tools for others considering a new location.

In addition to Pittsfield's people, quality of life, and community attractiveness are a long list of other valuable economic development assets:

- Pittsfield Municipal Airport with its new runway, apron and safety enhancements
- Interstate 95, which provides an easy commute and easy access to Waterville and Bangor
- Routes 2, 69, 100 and 152
- Pittsfield Industrial Park and Industrial Park Expansion
- Seven Town Parks, all of which have had renovations/upgrades and multiple walking trails
- Existing diversified employment base
- Sebasticook Valley Health network
- Town government structure organized to accommodate needs and make timely decisions
- Community attractiveness with a number of initiatives underway
- Sewer system with excess capacity
- Upgraded water supply and treatment system
- Skilled and dependable work force
- Quality education and cultural resources available at SAD#53, MCI, KVTC, and area colleges
- Cultural and recreational resources such as the library, theater, parks, Pinnacle Ski Area and all year recreational facility, Historical Railroad Station Museum and Caboose, golf course and swimming pool
- Four bank branches and credit union
- Pittsfield Farmers' Market
- Active business development focus
- Regional Service Center designation by State Planning Office (increases grant opportunities)
- Pittsfield Expansion Corporation, with its 501(c)(3) tax-exempt status to receive tax-deductible donations
- Available support services for businesses
- Pro-community and pro-employee ethic of existing industry
- Beginnings of coordination between industries for clustering
- Hub for NYNEX fiber optic lines offers top-notch telecommunications system
- Town's history of success in federal and state grant awards, improving infrastructure and supporting business expansion.
- Skill and commitment of retired residents and town staff
- Network of community volunteers and businesses that assist the Town with community development projects

The following characteristics have been identified during the planning process as desirable in Pittsfield businesses and should guide the use of community resources in recruiting and/or supporting new or expanded business ventures.

- Adds diversity to employment/product base
- Has potential for steady growth and permanence
- Is in a location community favors for that type of activity
- Is visually compatible with the community
- Contributes to community through personnel and financial involvement
- Makes a positive contribution to the tax base and does not overload community services
- Is environmentally friendly
- Offers good full-time pay

Economic Development Objectives:

In addition to the general characteristics listed above, the following specific retail services have been identified by several residents as desired Pittsfield businesses during various portions of the development of this Plan. Their viability needs to be checked with market studies.

- overnight accommodations (nice inn, B&B, conference center)
- hardware
- office supplies
- clothing
- bicycle repair
- downtown coffee shop and bakery
- upscale restaurant

The Town has attracted several Bed & Breakfast facilities, which assist businesses and schools, which require accommodations for their clients, staff or visitors. The Town now has a family oriented restaurant on Main Street, which is well liked and very accommodating. Market studies would show the need for a specific size customer base that Pittsfield would not necessarily have for some of the items listed. The Town has pursued the hardware store business several times to be advised that the size customer base is not available given the close proximity of a hardware store in the region.

A number of initiatives have been suggested (or already implemented) for improving Pittsfield's economic health. They need to be organized into an implementation program with reasonable expectations and sufficient town support staff in place:

- Continue to provide more support for small businesses through mentor program (e.g. SCORE), required of Town loan recipients
- Link skills training needs with educational system
- Market Pittsfield goods and services to residents and commuters with a year round Buy Pittsfield, Buy Local Program, utilizing as the base, the successful day long programs that have been initiated.
- Do market study of retail needs.
- Develop facade improvement program to make Main St. block, especially in back, more attractive
- Develop unifying theme for downtown and use for signage, gateways, and advertising
- Continue to pressure Pan Am Railways to rebuild the Main Street railroad crossing
- Assist with the organization of collective purchasing of common supplies among area businesses and institutions (already beginning with fuel oil; consider computer supplies, vehicles, etc.)
- Inventory business raw materials or needed supplies that might be purchased locally if available
- Develop Pittsfield business group to coordinate joint marketing strategies, organize community events, and represent business community in economic development efforts
- Continue to enhance the Town of Pittsfield Home Page
- Conduct market analysis and identify local investors for development of appropriate upscale meal/lodging/ conference center area
- Market theater as night out; combine meal and/or other recreational activity as package for out-of-towners
- Use students and teachers as a labor resource for marketing

studies
- Tap retirees to share knowledge
- Survey needs of existing businesses
- Add budget for Community and Economic Development for implementation of all of the above-listed ideas so that adequate staffing and resources are available or prioritize the strategies to the most important strategies to pursue.

The Retail Sector Challenge:

While Pittsfield has a solid and growing industrial base and a service sector driven by Sebasticook Valley Hospital, the retail sector is not as healthy. The emergence of Newport as a retail hub has contributed to this challenge.

Pittsfield should be able to improve its position. Marketing studies conducted for area businesses several years ago generally concluded that the Pittsfield market area includes 18,000 persons. With the employment in downtown Pittsfield, bolstered by the loyalty of the firms keeping their offices in the downtown, the retail sector should be able to thrive without fast food chains, franchise big box stores, and strip development. Newport, unfortunately, for all of its bustling retail activity, has lost its traditional downtown area. Pittsfield does not want to go down the same road.

It is clear that leaving businesses alone to make the struggle has not worked out well. Over the last 20-25 years, dozens of retail businesses have opened and closed, most attempting to set up shop in either downtown Pittsfield or the Plaza. While a lack of customers has generally been a major factor in these businesses' demise, each one has had its own unique set of circumstances. Still, some common themes are evident.

Start-up financing has sometimes been an obstacle, and the Town has stepped in to help. Pittsfield has a revolving economic development loan fund which has provided significant assistance to small businesses, many of them retail efforts. Some of these assisted businesses failed nonetheless in the 1990's. A lack of management support may have contributed to these failures, showing a need for better access to technical assistance. The Town has adopted as a loan requirement consultation with free counseling and assistance from the Small Business Development Center (SBDC) counseling program located at the Kennebec Valley Council of Governments.

Prospects for Economic Growth; Land Use Implications:

It is difficult to project commercial and industrial growth with any degree of accuracy, but it is critical for the community to be clear about the type of growth it desires and have appropriate locations available to accommodate such growth. As the town adds households, it must also add job-producing businesses. The current ratio is 1.3 new jobs for every new household created.

The Pittsfield Economic Expansion Corporation and the Economic Development team, with the assistance of town staff, should evaluate the Town's current commercial and industrial districts and consider other areas currently not zoned that might be added to ensure that enough space was available for anticipated commercial and industrial development.

While the Industrial Park was originally envisioned as a place to accommodate manufacturing, warehouse, and trucking

facilities, the economy has shifted so that there are other types of businesses that need good access, water, sewer, and a good-sized lot. Call centers and data processing centers are two of the many information-processing "industries" that are growing today. Pittsfield's excellent fiber optic network, airport, I-95 interchange, skilled labor force, pro-active business support system, hospital, recreational opportunities and attractive community character could well attract such businesses to Pittsfield.

Part Seven: Local Housing Profile

Highlights:

- Due to steadily declining size of the average household, Pittsfield's housing stock grows despite the lack of population growth. The town has 117 more housing units now than in 1990, and 92 more households.

- Since 1980, housing supply has grown by 24 percent; about half of those are large, multi-family units or mobile homes.

- The town will continue to add housing units, but the style of unit may need to change. More than one-quarter of all households in 2010 were single persons, and over half of that number were elderly. As population continues to age, there will be more demand for small units that accommodate seniors and single persons.

- Although the housing stock is in generally good condition, thanks in part to years of housing improvement programs, it is older than the average for Somerset County. There are more "pre-war" homes, and fewer new homes.

- The value of residential property in Pittsfield made a healthy jump in the past decade, from $67,500 to $97,700 for the median single family home. The 2010 figure, however, was based on a sample that included some homeowners before the price drop in 2008, so it may not be up to date. Homes in Pittsfield – at least the average ones – are currently affordable for households making 80 percent of median household income.

- At the same time that property values were going up, rents in Pittsfield were rising. The median monthly rent rose by 58 percent, from $420 in 2000 to $663 in 2010. Unlike owner-occupied housing, rents are becoming unaffordable. Fifty eight percent of renters are paying more than 30 percent of their income for rent.

- Projections for growth in housing stock must account for aging and smaller households. By 2030, Pittsfield will need to add 112 new homes, an average of 5.6 per year, to maintain its current population level. To establish a growth rate similar to what was estimated in the 1997 plan, the town would need to add an average of 26 per year. This would result in a 2030 population of 5,175.

Pittsfield's Housing: Supply and Demand

The purpose of housing is to provide residence for the population. The characteristics of the population drive the demand for housing, and vice versa. An aging population or a number of single-person households signals a demand for

smaller housing units, while a surplus of large homes will naturally attract larger households. A community which does not respond to changes in housing demand is one that is likely to lose its population or change its character.

"Average household size" is the number which connects the population with its housing needs. The average number of persons in a household in Pittsfield has been shrinking steadily. In 1970, there was an average of 3.2 persons in every household. By 2010, there were only 2.45 persons on average. This is a national trend. Almost all social and economic factors favor smaller households – more independent living among youth and elderly, smaller families, and more single-parent families. While there are early indications that this trend may be reversing in some parts of the country, it has not yet done so in Pittsfield.

What does this mean for housing demand? In short, fewer persons per household means more housing needed for the same population. When the average household in Pittsfield contained 3.2 persons in 1970, the town had 1,316 occupied housing units. Even though the town lost 60 residents in the past 40 years, it now has 1,639 households. With only 2.45 persons per household, we needed an additional 323 houses. Over a 40 year period, that averaged eight new homes per year. (In Pittsfield, there are also 120 people who are not in households, and not counted in the calculations. These are people in group quarters such as nursing homes, but in Pittsfield's case may also include boarding students at MCI.)

Of the 1,639 households in 2010, two-thirds of them (1,095) were families. The average family size was 2.92. But less than half were families with the traditional husband and wife. Over two hundred were single-mother families. Another 428 households (about one-quarter) were single-person households. In 190 of these, the single occupant was over 65 years old. In 2000, 183 households were single and elderly.

Table 16 below illustrates changes in Pittsfield's housing supply over the past thirty years. Overall, the supply of housing has grown by 24 percent. Any individual component growing below that rate is lagging; components

Table 16: Trends In Housing Stock And Tenancy, 1980 - 2010

Type of Unit	1980		1990		2000		2010		Change 1980-2010	
	#	%	#	%	#	%	#	%	#	%
All Housing Units	1464		1711		1808		1812		348	23.8%
1-unit site-built	1036	70.7%	1112	65.0%	1145	63.3%	1201	66.3%	165	15.9%
2-4 units	174	11.9%	241	14.1%	234	13.0%	174	9.7 %	0	0
5 or more units	102	7.0%	126	7.4%	107	5.9%	185	10.2%	83	81.4%
Mobile home	152	10.4%	242	14.1%	310	17.1%	252	13.9%	100	65.8%
Year-Round Housing	1449	99.0%	1665	97.3%	1744	96.5%	1753	96.7%	304	21.0%
Seasonal Units	15	1.0%	46	2.7%	64	3.5 %	59	3.2 %	44	269 %
Vacant Units	100	6.8%	164	9.6%	117	6.5 %	189	10.3%	89	89 %
Owner-Occupied Units	1004	74.2%	1129	73.0%	1196	66.2%	1178	71.9%	174	17.3%
Renter-Occupied Units	352	25.8%	418	27.0%	431	23.8%	461	28.1%	91	31 %

SOURCE: U.S. Census

growing above that rate are becoming more prominent. The stock of traditional, site-built homes has not grown as fast as the average. The numbers show no change in smaller multi-family units, but a big change in larger ones. There has also been a dramatic increase in mobile homes, although dampened somewhat by a decline since 2000. Mobile homes only became a popular affordable option in the late 70's-early 80's, accounting for the big bump at that time.

Pittsfield has a small percentage of seasonal units compared to many towns. Newport, for example, has 231 seasonal units, and Burnham has 174. Pittsfield has very little lake frontage suitable for camps. Many that do exist are owned by local residents, so seasonal population fluctuation is not an issue in Pittsfield. The number of vacant units is a concern, though 2010 may be an anomaly bought on by the recession. The rental vacancy rate (6.7%) is higher than the owner vacancy rate (2.8 %).

It looks as if the proportion of rental units is increasing over time. However, the numbers are very small. A swing of just seven units from rental to owner-occupied could make it appear as if rentals are falling behind.

The census estimates that only 215 housing units have three or fewer rooms – 11.8 percent of all units. A single person household is most suited to three or fewer rooms. Pittsfield has 428 of these, so there is more than twice the number of small households as there are appropriate-sized units. That is even assuming that all of the <3 room units are already devoted to single-person households. The census estimates that seven houses in Pittsfield contain more than one occupant per room.

Discrepancy in Housing Counts:

The preceding discussion (and much of the remainder of this section) is based on reports of the US Census. However, there is a considerable discrepancy noted between the census and local information sources on the number of new housing units built in Pittsfield over the past decade.

The Census count in 2010 indicated that there were just 20 new houses built between 2000 and 2010. This is a "net" figure and includes seasonal and vacant homes, while deducting homes that may have been razed or moved out.

According to the Building Permit files, since 1997 there have been an even 300 building permits for residential units issued in Pittsfield. This includes 105 permits for permanent homes and 195 permits for mobile homes. That is a 13-year span, and includes some permits for expansions or additions. It is possible that some permits were issued but never acted on – the homes never built. It is also possible that some of the mobile homes just replaced older units. These conditions have not been noted on the permits.

The assessor's records would be considered the most accurate source, since it is the source of property tax bills. According to the assessor's records – as reported on the Town's Municipal Valuation Returns and confirmed in discussion with the assessor – the Town added 126 new housing units to tax rolls between 2000 and 2010. Among them were 16 new multi-family units (which would not have been counted as multiple building permits). The ratio of permanent housing to mobile homes was about 2:1 (twice as many houses as mobile homes).

This is not merely a technical disagreement. If the Census did miss over 100 homes in Pittfield (something that has been known to happen elsewhere), it probably means they also failed to count up to 250 residents. That is over 5 percent of Pittsfield's population. Population numbers are used in allocating federal and state dollars to Pittsfield, and for several other purposes. The following actions are recommended to address the difference between the Census and the town's housing counts.

1. Report the town's new housing construction numbers to the U.S. census, and remember to double check the preliminary housing counts when they are made for the next census in 2019.
2. The CEO should indicate on building permits for mobile homes whether they are replacement units.
3. The CEO should verify whether or not units are actually constructed. This is usually done through occupancy permits, which are then forwarded to the assessor for adding to the tax base.

Housing Conditions

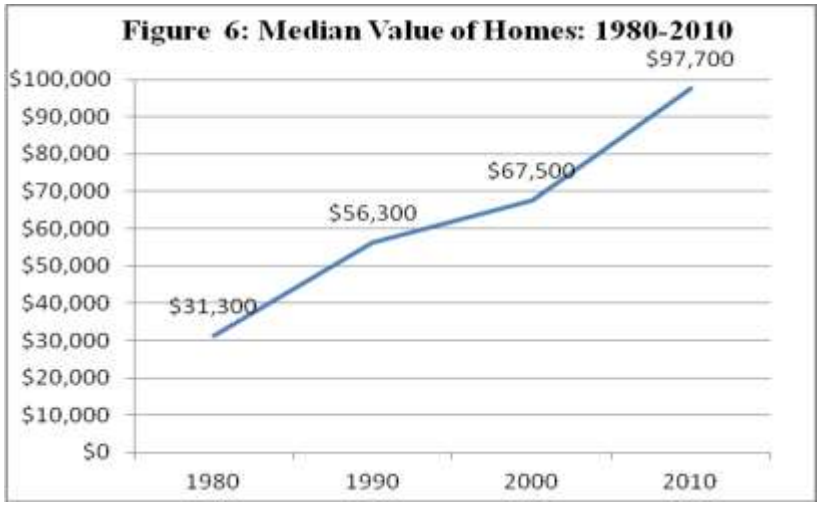
Although it is known that a number of older homes in town need renovations, the 2010 Census found that 100% of Pittsfield's housing units met criteria for complete kitchen and plumbing facilities. These data are extrapolated from a sample of Pittsfield's homes, so errors are certainly possible, but the figure is probably reasonably accurate.

The Town has actively worked to address housing condition issues since beginning with urban renewal in the early 1970's. Since 1980, the Town has developed a strong partnership with KVCAP and has undertaken housing rehabilitation efforts in the Washington St. and Waverly Ave. neighborhoods, and have provided significant housing assistance funds to qualifying households and landlords. Proceeds from loan repayments from the Washington St. project allowed the Town to finance a modest revolving loan fund of its own, which has been used to finance furnace replacements and other critical housing improvement needs.

The age of structures is sometimes an indicator of condition as well. Some very old homes are structurally very sound but may have inadequate wiring or plumbing. Homes built in the 60's and 70's tended to have inadequate insulation, whereas homes built more recently have mostly conformed to modern building code requirements. In Pittsfield, 603 houses (exactly one-third of all houses) were built prior to WWII. Compare this to Somerset County, where 29.6 percent are "pre-war" homes. Two hundred nine homes (11.5 percent) have been built since 1990; in Somerset County, that figure is 19.5 percent.

Price and Affordability

The growth management goal for affordable housing states that ten percent of new housing should be affordable to households making less than 80 percent of the median household income. The goal leaves it up to towns to determine whether that ten percent should be as stick-built homes, or mobile homes or rentals or elderly apartments.



The determination of whether housing is affordable begins with a discussion of cost. The census provides very good (though sample-sized) data regarding price of housing in Pittsfield (see Table 17). This price is arrived at by owners' estimates of value, meaning it does not necessarily match up with actual recorded sales prices. According to the census, the median value of owner-occupied housing in 2010 was $97,700 (Figure 6). The rise in property values since 2000 was 44.7 percent, a substantial increase even considering the 28 percent inflation rate and the recent dip in home prices. The rise between 1990 and 2000 was only 20 percent.

Table 17: Value[1] Of Owner-Occupied Housing Units, 2000 And 2010

	2000	2010	change
Median Value of Specified[2] Housing Units	$67,500	$97,700	$30,200 (44.7 %)
Number of Units Valued at:			
Less Than $50,000	117	220	103
$50,000 - $99,999	456	398	-58
$100,000 - $149,999	73	260	187
$150,000 and over	24	322	298

SOURCE: U.S. Census

1/ "Value" is the census respondent's estimate of how much the property would sell for if it were for sale.

2/ "Specified" units exclude one-family houses on ten or more acres and units with a commercial establishment on the premises. In 2000, mobile homes were excluded as well, but not in 2010, accounting for the significant rise in housing counts.

Maine State Housing Authority (MSHA) tracks actual sales data, though it is sometimes out of date by the time it is published. According to MSHA, the median price (actual sales) of a home in 2009 was $70,000. This represents a precipitous drop from the high in 2007 – a factor which homeowners may not have taken into account when they reported on property values to the census.

The median household income reported by the census in 2010 was $40,042, making the threshold of 80 percent of median $32,033. MSHA calculates an affordable home at various income levels, factoring in interest rates and other variables, and using the rule of thumb that a household should pay no more than 30 percent of its monthly income in housing costs. According to MSHA figures, an income of $32,000 should be able to afford a home priced at $95,000. That means, in rough terms, that a family earning 80 percent of the median income for Pittsfield can afford approximately half the homes in town.

Despite the lack of a widespread affordability issue in 2010, the challenge going forward is to provide that "ten percent of new housing be affordable at 80 percent of median

income." It is very difficult to put together a stick-built home for $95,000 with current prices, meaning that the town should look elsewhere for opportunities. One opportunity might be in mobile homes, though even mobile homes these days are pushing the $100,000 threshold. Another might be in multi-family housing, either condominiums or rentals.

Table 18 shows changes over time in the cost and affordability of rental housing in Pittsfield. The median rent charged increased by 58 percent, a rate faster than inflation and faster than home values. As might have been predicted with such a jump in prices, there are virtually no rentals available for less than $200 a month, and where there were no rental units costing more than $750 a month in 2000, there are now 130 – 28.7 percent of the total rental stock. More important are the figures on affordability. Affordable rental housing has declined, while the number of renters paying more than 30 percent of their income for rent has nearly doubled.

MSHA also tracks rental data. According to MSHA statistics, in 2009, the average two-bedroom rental in Pittsfield was $681. The income needed to afford that rent was $27,254. That means that the average two-bedroom unit in Pittsfield still qualifies as "affordable," though that data conflicts with the census data. However, MSHA estimates that 157 renter households earn less than 50 percent of the median income level – able to afford only $500 a month rent. According to MSHA, the average rent between 2000 and 2009 rose by 27 percent, while the median income of renters rose by 23 percent.

Pittsfield's housing (sale) prices are lower than surrounding communities and Somerset County as a whole. In 2010, median home values in neighboring communities ranged from $98,000 in Hartland to $127,200 in Palmyra. Newport's median home value was $122,500. The median value of homes in Somerset County was $102,400. The median rental in Somerset County cost $551 per month, putting Pittsfield's rents ($663) well above. Most towns surrounding Pittsfield don't have enough rentals for a statistical comparison, but Newport's median rent was $467.

MSHA programs are designed to provide affordable housing options. MSHA is the conduit for state and federal initiatives for buyers and renters. Subsidized rent programs are active in Pittsfield. These include Deer Hill Apartments, with 24 family units, Hunnewell Apartments, with 8 family units, Park View

Table 18: Monthly Cost, Rental Units, 2000 and 2010

	2000	2010	% change
Median Monthly Rent Specified Renter-Occupied Units	$ 420	$663	58 %
# of Units With Cash Rent of:			
Less Than $200	44	10	-77 %
$200 - $499	227	114	-50
$500 - $749	104	197	89
$750 - $999	0	111	
$1000+	0	18	
Rent as a Percentage of Household income:	114	116	2 %
Less than 20 percent	110	72	-35
20 – 30 percent	144	262	82
30 percent or more			
Rental Vacancy Rate	9.1 %	6.7%	

Source: US Census, American Community Survey (2006-10)

Apartments, with 20 elderly units, Westbranch Terrace, with 40 elderly units, and Pittsfield Park with 18 family duplex units. Pittsfield Gardens, with 2 elderly and 13 family units, is supported through programs administered through HUD and the MSHA. "Section 8" vouchers are portable subsidy programs that can be applied to a variety of rentals. The first-time home buyer program offers interest rate discounts for buyers new to the market.

Projections of Housing Demand:

If you go only by the population projections in the Demographic Profile (Part Two), it is difficult to anticipate any demand at all for housing – a population estimated by two outside sources as continuing at about 4,200 over the next 20 years. However, that does not take into account the decline in household size. Between 1970 and 2010, the simple fact of the shrinking household drove demand for eight new homes per year. Between 1990 and 2010, while Pittsfield was only adding 25 residents to the population, it added 92 housing units to the tax rolls.

We cannot expect household size to continue to shrink indefinitely, but if we assume that it will shrink another five percent over the next twenty years, the average will go to 2.33 persons per household. In order to house 4,200 residents, the town would need to contain 1,751 households, adding an average of 5.6 housing units per year, 112 in total. That is construction at a little faster rate than actually happened between 1990 and 2010.

The town could also choose to visualize a scenario of growth. Example #1: Somerset County increased its housing stock by about nine percent in the 2000's. If Pittsfield were to increase its housing stock at the same rate, over twenty years, the town would see 295 new homes – an increase of nearly 15 homes per year. At a household size of 2.33, that would result in a 2030 population of 4,626. Example #2: The 1997 plan estimated a growth rate of 48 persons per year. If we took that estimate and projected it to 2030, the population would be 5,175, with a construction rate of new homes of 26 per year.

A construction rate of only 5.6 homes per year makes it difficult to establish a target of ten percent of new homes affordable. Over a ten-year period, though, 56 new housing units would mean about 5 ½ would need to be affordable under the planning goal – a sale price of $95,000 or rent of $800 a month. Under the two growth scenarios, affordable housing requirements would mean 15 units per ten years (#1) or 26 per ten years (#2).

The aging of the population also suggests that condominiums and creative retirement community living arrangements are likely to be needed in town within the next 15 years. While not necessarily falling within the definition of affordable housing, this is a housing type that will be in demand.

The addition of housing units will require the consumption of more land for development. How much will be needed to accommodate demand? With the rural minimum lot size of 1 acre, development at the projected rate would consume at least 112 acres if located entirely in the Rural District. Under the fast growth scenario, it would consume at least 520 acres. Building lots are also required to have at least 200 feet of frontage. One hundred twelve new units would occupy 22,400 feet of frontage, equivalent to a little over two miles of roadway, developed on both sides. Five

hundred twenty new houses would occupy at least 104,000 linear feet, or a new road ten miles long.

Development of the rural area is a worst-case scenario typical of sprawl. Judging from Pittsfield's past history and its accommodating zoning, we would undoubtedly experience a high percentage of new development within the urban area. Placement of 75 percent of new housing units in the town's designated growth area is consistent with the comprehensive planning guidelines.

If 75 percent of the projected housing is in the R-2 or R-3 zones, at 10,000 square feet per unit, the requirement for land drops to 47 acres (19 in the growth area for 84 units, plus 28 in the rural area for 28 units). Under the fast growth scenario, the land requirement is only 220 acres. Under either scenario, we should ensure that we have adequate vacant and buildable land in the districts. Some of the districts may have very little opportunity for infill.

Part Eight: The Transportation System

Highlights:

- Pittsfield's transportation system has elements that the State is responsible for and those that the Town must maintain. While highways and bridges are the primary mode of transportation, airports, rail, sidewalks, and bike trails also serve local residents.

- Downtown Pittsfield has an extensive sidewalk network, and is increasing its bicycle capacity. There are several municipal parking lots available downtown, although visibility and access to the stores has been a continuing issue.

- The Pittsfield Municipal Airport is an economic development asset. Millions of dollars have been invested over the past few years to improve the facilities, with planning for further improvements.

- Local roads are inventoried and maintained with regular planning. With costs increasing, regular maintenance is becoming more difficult.

- The volume of traffic using our road system is not likely to be an issue. Somerset Ave., our most heavily used street, is not near capacity. However, concerns have been expressed about speeding and pedestrian crossings, and the intersection with Industrial Park Street may need to be looked at some time in the future.

Introduction:

Transportation is key to participation in society. Travel routes define the layout and pattern of mobility of the community. The most cherished times in Pittsfield are those in which people come together and interact; the transportation system exists to facilitate this social function, as well as getting people to and from work, school, shopping, and services.

The character of transportation sets a tone in the community and makes a difference as to how people involve themselves in the local economy. The placement of roads, parking lots and other transportation facilities has a great deal to do with community attractiveness, a high priority of Pittsfield residents. Without conscious actions to the contrary, vehicle-oriented transportation pervades community design and can make pedestrian and bicycle travel unpleasant and unsafe. Pittsfield desires to be a community which encourages non-motorized travel while facilitating the movement of vehicles.

Pedestrian Transportation:

Pedestrian transportation is a top priority for access in and around the community. Pittsfield has many attractive urban walking areas, due to its proliferation of parks, river views, historic architecture, and street trees. The Town has established and maintained a sidewalk network for decades and continues to support it through appropriations to the Sidewalk Reserve. The Town has a comprehensive inventory of the sidewalk locations in the community.

The crosswalks at Main/Somerset/Easy Streets and Hunnewell Avenue have walk lights associated with the traffic signals located at those intersections. This feature adds a great margin of safety to these crossings. In 2004, the Maine Department of Transportation (MDOT) updated these analog traffic signals, which were wearing out, with a new traffic control system at Somerset/Main/Easy Street. MDOT left the old analog traffic signals at Main/Hunnewell Avenue where the Town advised that new lighting was needed due to the age of the analog system. Walk lights were retained by MDOT at the Somerset/Main/Easy Street crossings.

In 2011, the Town retained engineers to review the Somerset Avenue, Main Street, North Main and Madawaska Road sidewalks, which are approximately 3.25 miles in length. Pricing for new sidewalks in these areas is estimated to range from $1,125,000 to $2,184,600 excluding engineering. A new area identified for sidewalk since the 1997 Comprehensive Plan would extend along School Street in front of Vickery School to serve as a safe walking route. The Town was fortunate to receive two Safe Routes to School grant projects in 2004 and 2008. The Town is applying for a third grant opportunity in 2012 to finish the school walking loop.

Pittsfield's two highway commercial areas require enhancements to be more pedestrian friendly. Priority attention needs to be focused upon the Somerset Plaza/Industrial Park area, an area identified as a priority gateway to the downtown. The crosswalk from Somerset Plaza to the Industrial Park has been improved, however, still remains a difficult area to cross due to extensive traffic flow and multiple patterns. Although the Town has marked the sidewalk with fluorescent beading in the paint, more review is needed for better visibility. A raised crosswalk or neckdown at this point may serve to slow traffic on Somerset Ave. as well.

Industrial Park Street is extremely wide and is currently being used as a walking route by many pedestrians. There are two main sources of pedestrian traffic making this crossing and many of them are children — the residents of Carriage Estates Mobile Home Park, and high school students using Industrial Park Road to get to the Plaza from MCI. It would also be a plus if customers felt they could walk between Rite Aid and the Plaza, on opposite sides of the street.

One option for Industrial Park Street is for the Town to simply stripe and mark a bike and walking lane on one side of the street while retaining a sufficient travel way for truck traffic. In addition, we should review whether the speed limit should be reduced. Although a lot of the traffic using the street is local, the Industrial Park was designated as a major truck route by the State to reduce the traffic flow issues at downtown intersections.

In our motor vehicle-oriented society, drivers tend to forget that other modes of transportation also legitimately use the roads. Roads serve multiple transportation modes, especially in the urban area. Signage, including road cones, help remind motorists that pedestrians, cyclists and skaters have legitimate use of the road and the right-of-way. "Share the road" signs, perhaps creatively drawn by a local artist, are a means of reinforcing this message.

In its 2012 public forum, townspeople noted that sidewalks with a green space, or esplanade, between the sidewalk and roadway are safer and prettier, and less likely to be inundated with snow. Maine has typically not designed sidewalks in this style, due to the difficulty of maintenance. It was also

suggested that additional, well-marked pedestrian crosswalks on Somerset Ave. could have the effect of slowing traffic.

Bicycling:

Bicycling should be promoted for its multiple benefits of transportation, air quality, recreation, and fitness. Bicycling is often thought of as "kid's stuff," but should be developed into a lifelong habit. Pittsfield can be a desirable place to cycle for all ages. The present regulation prohibiting bicycle riding on downtown sidewalks is appropriate but should be balanced with improved bicycle lanes, amenities, and signage.

Bike racks were acquired through a HealthySV grant and Community Gateway grant for the downtown. They have been placed on Main Street by the pedestrian walkway, Hathorn Park, and the Somerset Plaza. Locations may be adjusted as we better understand the patterns of use. The Library has a new bike rack installed as part of the Library Restoration and Expansion Project. Pinnacle Park has a new bike rack funded through the Riverfront Bond grant program.

There are some noteworthy hazards for cyclists in the downtown area. The rail crossing on Main Street is difficult for motorists and potential disaster for cyclists. The Town has complained to Pan Am Railroad, which is responsible for its maintenance. Pan Am did bring a grinding machine to the tracks in 2011 and leveled the travel lane. The ride was better until winter and the subsequent frost. The Main Street tracks are again bumpy. The area probably requires a major overhaul.

Outside of the downtown area, soft rural road shoulders are hazardous for cyclists, with Route 100 south cited as a current concern. In addition to soft gravel, sudden changes in shoulder width and major gullies (in pavement or gravel) should be corrected by Town and State maintenance crews for cyclist safety. As there are over 65 miles of roadway in the community excluding I-95, this will take time. There are no separately-designated bicycle trails, although cyclists sometimes use walking trails or the old rail bed.

Rail Facilities:

Currently there is only freight passing on the rails through Pittsfield, but the Town wishes to remain in a position to resume passenger service as transportation needs evolve. Advocates for the return of passenger service between Boston and Bangor expect to see some movement on the effort in the next 20 years.

The existing rail line is owned by Pan Am Railroad and is actively used for freight hauling. The rail passes through the center of town, bisecting the Industrial Park. A portion of the line through downtown is double tracked, to accommodate the original use of the depot. There is also an abandoned right-of-way, now owned by the Town, running from downtown towards Hartland. The tracks have been gone for years and it is now actively used for a multipurpose trail.

Safety at rail crossings is a valid concern. The Town has two crossings without signals – Webb Road and Snakeroot Road. The Town will continue to encourage MDOT to make these installations.

For safety and aesthetic reasons, and with direct implications for transportation efficiency and downtown revitalization, the Main Street railroad crossing needs to be upgraded. This issue has been cited in several areas of this Plan and is an extremely high priority. This is the second top-priority gateway

development locale, along with the Somerset Plaza/Industrial Park site mentioned in the Pedestrian section above.

Pittsfield Municipal Airport:

The Pittsfield Municipal Airport is a terrific asset for the town and operates on a break-even basis with user fees. Pittsfield's general aviation airport is especially attractive to local business executives, as the rental costs are low, there are no scheduling or parking hassles, and commuting time is negligible. As such, the airport is an economic development draw, though it will never be of the size to ship serious cargo.

Its service area is a 20-mile radius, and the estimated existing annual passenger level is 48,000 people. There is no scheduled passenger service. Thirty-four planes, including one seaplane, are housed here.

The airport began operations in the 1930's with a 2000 by 100-foot north-south gravel runway (1-19) on a portion of land that was formerly used as the Town's fairgrounds. The U.S. Navy used the airport from 1942-44 as a training facility. In 1961, a private citizen leased the airport from the Town and became the first fixed base operator (FBO). By 1968, the airport was receiving scheduled airline service from Inland Air, which provided round-trip service between Pittsfield and New York City. This service only lasted six months.

During the 1970's, new aircraft navigational aids were installed at the airport. In 1979, the airport dredged an 1800-foot seaplane taxiway south of runway 1-19 to the Sebasticook River. This created a public seaplane base.

In 2003, the Town received a $2.5 million grant for rehabilitation, new runway lighting and a new electrical vault. The grant was amended to add $155,000 in safety enhancements. The project was completed in early 2005. The Town was awarded another grant in 2011 to complete a large reconstruction project of the airport apron. The terminal facilities and parking appear to be adequate although the parking area at the entrance of the airport needs to be reconstructed and repaved.

Crosswinds are a limiting factor at the airport. Aircraft with wingspans under fifty feet are estimated to be able to take off and land less than the 95% level recommended by the Federal Aviation Administration. For larger planes, the airport is usable an estimated 96.3% of the time.

The airport currently has two full-time fixed-base operators (FBO), Curtis Air and Spirit Aviation. There is no designated passenger terminal; however, Curtis Air provides passenger/pilot facilities and services. Curtis Air provides snow-removal services, issues notices and advises the Town of airport facility needs. Curtis Air also provides aircraft maintenance/repair, rents/leases hanger space, provides charter flights and arranges for flight instruction.

There is no air traffic control tower at the airport. Approach and departure control is provided by the Bangor Flight Service Station. The airport has a rotating beacon and Runway 1-19 has medium-intensity runway lights. A radio beacon 4 miles south of the runway in Burnham provides a bearing for pilots.

Looking towards the future, a conservative one percent annual growth rate is projected. Given the demands of corporate aircraft, the Town would like to extend the runway length to 5000 feet. The runway is twice as wide as required, but the 1997 Master Plan recommends keeping the 100 foot width to allow for maneuvering during crosswinds. In 1997, it was

estimated that hangar space for seven more planes would be needed by 2017. Additional space was needed much earlier - by 2009 - and has been added to the Capital Improvement Plan.

Due to the importance of the airport to the economics of the region, the Town's business base and the recreational flying community, the airport's hangers, tie downs and services are often full. The Town's Capital Improvement Plan for the Airport lists $1,287,895 in projects for the upcoming five-year period. At the present time, the Town is required to provide a 2.5% cash match for grants. The Town's reserve account with funding for this specific purpose is sufficient through the Apron Expansion Project. The Town will then need to dedicate funding through the budget toward the remaining projects on the Capital Improvement Plan. Projects on that plan include an Expansion of the Apron for more tie-down space and better traffic flow; paving between the hangers; Airport Master Plan Update; Hazard Site work; Security/Wildlife Fencing and an 8 bay nested T-Hangar. The Pittsfield Municipal Airport, with its significant upgrades, is an important regional facility for this part of the State of Maine.

Full commercial passenger and cargo service is available forty miles north at Bangor International Airport.

Bus, Van, Taxi and Ride Sharing Services:

There is no local or long-distance scheduled bus service in Pittsfield. The Kennebec Valley Community Action Program (KVCAP) operates the "KV Van" service and volunteer drivers available only to disabled and Medicaid recipients. Commercial bus service is available north and south along I-95 but the closest bus stop is in Newport since no business wished to stay open in Pittsfield during the hours required to maintain a stop in the 1990's and therefore, the service was ceased. Private taxi service is available in town.

Approximately 50 parking spaces at Somerset Plaza are leased by the State for a Park-and-Ride lot. Apple Mountain upgraded it with paving while MDOT provided the required Park and Ride Signage. MDOT and the Town have advertised the site and the lot is frequently near capacity. The State runs a ride-matching service available to local residents. According to the 2010 Census, approximately 9 percent of workers (161) carpooled to work. This is actually a decline from the 16 percent that used carpools back in 1990.

The Highway System:

Pittsfield is a logical halfway point between Bangor and Waterville along Route 100. In the mid-1960's I-95 was constructed, resulting in a dramatic decline in traffic on Route 100. State Routes 152 north to Hartland and 69 east to Detroit originate in downtown Pittsfield. The town is further crossed by Route 2, central Maine's primary east-west highway, although not through its downtown.

Pittsfield's 74.4 mile highway network includes 9.3 miles of interstate highway and 20 miles of urban streets. About 15 miles are classified as arterial roads, maintained by the State. Close to 16 miles are classified as collector roads, with the State and Town sharing maintenance responsibilities. The State provides additional assistance for capital investments on the Town's 44-mile local road system (URIP Program).

State Roads:

State Highways are generally the responsibility of MDOT to maintain and improve, and to manage for access.

- I-95 is a federal interstate highway, carrying the most traffic through town. It has a single interchange in Pittsfield, at Somerset Ave.

- US 2 is a principal arterial, built to National Highway System design standards. While US 2 does not serve the built-up portion of Pittsfield, it is an important regional east-west link, particularly for freight traffic. The road is kept in a very good physical condition, including the recent repaving of the roadway and the recent replacement of the bridge at Sibley Pond.

- Somerset Ave. is classified as a minor arterial, primarily because of its link to the I-95 interchange. As a minor arterial it has a higher priority for maintenance and a higher standard for access control than other local roads. Somerset Avenue, as of 2012, is sorely in need of pavement rehabilitation, and is the highest local priority for state-funded improvements.

- Routes 11/100, 69, 152, as well as a 0.37 mile section of Peltoma Avenue are listed as major collector roads. The physical condition of these roads is the responsibility of the DOT, although they are a low priority in limited budget years. While portions of these roads are in good physical condition, as a group they are fair to poor. Route 69 is a particular concern, as it runs along the Sebasticook River in many places, with major drainage issues. Route 100 is also a concern due to its deteriorated condition.

- Phillips Corner Road and Madawaska Ave. are classified as minor collectors. The State has some responsibility for them, but if the Town wanted improvements, we would have to fund the majority of the cost.

Local Road Maintenance:

Pittsfield maintains its roads with a four-person highway department crew. The Town has its own grader, street sweepers, and sidewalk plows. Winter plowing, major road reconstruction, and paving are contracted out. Other equipment owned by the Town includes 3 dump trucks, 1 pickup, 1 one-ton truck, a backhoe/loader, a front-end loader, and a bulldozer. The Town makes annual appropriations for the highway equipment reserve.

The equipment is housed in the Public Works Garage off Waverly Avenue, a forty-five year-old metal structure with four truck bays, toilet facilities, an office, and storage space. The building is not fancy, but is adequate for its use. The building requires an upgrade of its roof, siding and heating facilities. The public works crew has spent a great deal of time cleaning up debris and equipment at the back of the property which abuts the golf course.

Most of Pittsfield's roads are paved, and the Town is working on a plan to upgrade its gravel roads. One of the Town's challenges is funding an adequate road maintenance program out of the $190,000 annual capital improvement budget that is shared by 10 departments. Generally, over $100,000 is spent every two years on paving. The Town was on a 29-year paving plan, but at current paving costs, it would now take 39 years to pave all the roads in Town. That paving plan now estimates $3,885,614 to pave all the roads for which the Town is responsible. The Town's road reconstruction plan to fix those roads in the roughest shape exceeds $1,164,040. The cost to reconstruct and pave all of the gravel roads exceeds $1,107,390.

It is very hard to raise additional funds for town projects. $190,000 for capital projects has been the most funding that the tax rate could bear. To make the most of scarce dollars, the Town is prioritizing drainage and preventive maintenance. Installation of adequately sized culverts, coupled with an aggressive ditching program, has prevented serious storm damage. Pittsfield was one of the few central Maine communities that did not sustain major flood damage to its roads during 1996. In 16 years since, few washouts have taken place during major storms.

In the downtown area, the Town has utilized CDBG Grants to rebuild Peltoma Avenue and roads in the Waverly neighborhood in the 1990's. This was completed in association with water and sewer improvements. Water and sewer coordination influences priorities regarding street repair. Although residents of the rougher streets are impatient for attention, when informed the rationale for making utility improvements together with road repair, and shown the waiting list of water, sewer, and storm drainage projects to be accomplished, it is clear that this approach does work well.

The Town participated in the MDOT Rural Road Initiative, a state-local grant program for an upgrade of the first section of Phillips Corner Road. This project included some reconstruction, major ditching and shoulder work, and a heavy pavement overlay. No new prioritization schedule for road maintenance is proposed in this Plan.

Use of the Highway System:

The highway system functions as more than simple infrastructure. Its purpose is to provide mobility for commerce and residents. One measure of this is the volume of traffic that the roads carry. This is illustrated in Table 19 and graphically depicted on the *Transportation Map*. Traffic is measured as "Average Annual Daily Traffic" (AADT), being the number of vehicles that pass a given point during a 24-hour period. The important element of the counts is the change over time. This tells us whether the particular road will continue to have the capacity to serve its function as traffic grows.

The table shows two growth rates – one as of 2006 and one as of 2011. Traffic throughout the state peaked in 2007. In 2008, traffic dropped dramatically, the result of the one-two punch of the gas price spike followed by the recession. Traffic levels have slowly risen since then, but in many locations have not yet equaled 2006 levels. Therefore, the average change to 2006 is more likely to reflect "normal conditions."

Pittsfield's highest traffic levels, excluding the interstate, are on Somerset Ave. The highest level (and fastest rate of growth) is west of Industrial Park Street. This is probably the result of growth within the Industrial Park itself. A two percent

Table 19: Historic Traffic Counts

Location	Historic Count (year)	2006	2011	Average Annual Change to 2006	Average Annual Change to 2011
I-95 Southbound	7430 (97)	8480	8620	1.50%	1.07%
I-95 Northbound	7310 (97)	8300	8030	1.42%	0.67%
US 2 w/of Higgins Rd.	3640 (96)	4760	4700	2.52%	1.72%
Main w/of Easy St.	5800 (96)	6750	5630	1.53%	-0.20%
Main n/of Somerset Ave.	5880 (96)	6450	5270	0.93%	-0.33%
Somerset Ave. w/of Industrial Rd.	4670 (96)	5900	6380	2.37%	2.10%
Somerset Ave. w/of North Main	5670 (96)	5800	6070	0.23%	0.46%
Peltoma Ave.	1220 (96)	1380	1080	1.24%	-0.81%
Industrial St. s/of Somerset Ave.	2070 (96)	2260	2720	0.88%	1.84%

Source: MDOT *Traffic Volume Counts*

growth rate means that traffic will double in less than 30 years, but even at that volume, it will not pose a capacity problem for Somerset Ave. The Somerset Ave./Industrial Park Street intersection is unsignalized, however, and traffic flows could be jeopardized by growth near the intersection. Future problems can be avoided by careful planning of new commercial entrances onto Somerset Ave.

The Maine DOT no longer provides detailed accident data for local planning. In its place, the department identifies High Crash Locations (HCL's) based on historical crash data. An HCL is an intersection or road segment that has had at least eight crashes over the prior three years, and where the rate of crashes exceeds average for the volume and design of the road.

There is no location in Pittsfield that meets these criteria. The only segment listed as an HCL is the portion of northbound I-95 near the rest area. However, both Route 69 and Madawaska Ave. have high crash locations beyond the town's boundaries. This does not mean that roads and intersections in Pittsfield are completely safe. The intersection at Somerset/Main/Easy (the town's only signalized intersection) is a difficult intersection to maneuver at times for truck traffic.

This corner is busy and visibility is difficult at times. Given the location of existing buildings close to the street, corrective options are limited. Signage, additional tree planting leading into the intersection to add a traffic calming effect, and an occasional police presence seem to be the best solutions.

Local Road Maintenance Management:

A detailed Town Road Inventory is maintained by the Town of Pittsfield. All roads are reviewed every four years to determine priorities. The Town maintains a master listing of roadways, their condition and paving priority as well as a gravel road maintenance plan and sidewalk capital improvement plan. The roadways are reviewed and ranked into priorities of 1-5 depending upon their condition, amount of traffic and available funding. Mileage is indicated where known. For road names revised in 2007 for E-911 Addressing, former names are listed as well for clarity.

Bridges:

Maine DOT inventories and rates the conditions of all public bridges in Pittsfield, a total of 35, according to the DOT database. Of these, 18 are interstate bridges and not included this plan. Of the remaining, some are state-maintained and some are town-maintained. Not too long ago, the state took over responsibility for many local bridges when it became evident that towns could not afford to keep them up.

Table 20 (following page) lists non-interstate bridges in Pittsfield and their characteristics. The important column in this table is the "federal sufficiency rating (FSR)." If the FSR falls below 50, it is a red flag that the bridge has flaws which must be addressed promptly.

The Town-owned bridges are the Johnson Brook Bridge on the Johnson Flat Road, the Mosher Bridge over Farnham Brook on the Crawford Road, and the Merrill Brook Bridge on the Weeks Road. MDOT also classifies the twin culverts under Sebasticook Street as bridges. All Town bridges appear to be in good condition, although the culverts on Sebasticook Street should be monitored.

The Maine DOT replaced the Neal Bridge in 2008 with the installation of a bridge-in-a-backpack. This concept was developed at the University of Maine at Orono with the Neal

Bridge as the first project. MDOT replaced the Route 2 Sibley Pond Bridge in 2011. The only other state bridge highlighted by the inventory is the Osbourne Bridge, on Route 100 over Farnham Brook. While not an imminent hazard, the bridge will probably have to be re-decked within the next ten years or so. All other State bridges are in good condition.

Table 20: Non-interstate Bridges in Pittsfield, as of 2012

Bridge Name	Road	Passes over . . .	Length	Type	FSR	Notes
Eel Weir	Eel Weir Road	Sebasticook River	250’	Steel Girder	99	Channel Poor
Sibley Pond	Route 2	Sibley Pond				Replaced in 2011
Osbourne	Route 11/100	Farnham Brook	16’	Concrete Slab	49	Poor deck and superstructure
Neal	Route 11/100	Neal Brook	38’			Replaced in 2008
Main St. Short	Route 11/100	Sebasticook River	58’	Steel Girder	98	
Main St. Long	Route 11/100	Sebasticook River	42’	Steel Culvert	99	
Johnson Brook	Johnson Flat Road	Johnson Brook	19’	Concrete Frame	99	
Merrill Brook	Weeks Road	Merrill Brook	14’	Steel Culvert	99	
Sebasticook St.2	Sebasticook St.	Sebasticook Stream	16’	Steel Culvert	89	Channel Poor
Sebasticook St.1	Sebasticook St.	Sebasticook Stream	30’	Steel Culvert	73	Culvert Poor
Mosher	Crawford Road	Farnham Brook	16’	Concrete Slab	95	
Farnham	Route 11/100	Farnham Brook	15’	Concrete Slab	87	Channel Poor
South of Village	Route 11/100	Trib. of Farnham Bk	16’	Concrete Slab	61	
Peltoma	Peltoma Ave.	Sebasticook River	271’	Steel Girder	80	
Hunnewell	Route 69	Sebasticook River	110’	Steel Girder	83	
Waverley	Waverley Ave.	Sebasticook River	262’	Steel Girder	66	
Farnham Brook	SA 1	Farnham Brook	6’	Steel Culvert	88	
Spring Brook	SA 1	Spring Brook	13’	Concrete Slab	97	Channel Poor

Source: Maine DOT *Public Bridges Inventory*

Access Management and Parking:

Access Management is the practice of regulating the location and design of driveway entrances. Vehicles turning into and out of driveways are responsible for a large fraction of crashes, and it has been demonstrated that good driveway location and design can reduce the frequency of crashes. Driveway design also plays an important role in managing stormwater and roadside drainage.

Reducing the overall number of driveways and eliminating “uncontrolled” curb cuts (an entrance that extends virtually the length of the frontage) can cut back on the impact of access points. These practices are important in urban areas like

Pittsfield's, where traffic volumes are high and driveway entrances proliferate. In more rural areas, the best access management practice is to assure "sight distance." Sight distance is the length of road ahead that a driver can see traffic pulling onto the road. Adequate sight distance allows drivers the time to see and react to potential conflicts from entering or turning traffic.

The Maine DOT has access management regulations for state roads. Any person who wants a driveway entrance on an arterial or collector road must get a permit from MDOT; larger developments must be preceded by a traffic study to determine if road improvements (such as islands or traffic signals) are necessary. The design rules are fairly simple for collector roads (sight distance and drainage only), but increasingly strict for more important arterial roads, such as Route 2.

The state's rules do not apply to town roads. The Town has upgraded its access management standards since the 1997 plan to include requirements for driveway setbacks, number of driveways per property, driveway widths for both commercial and private access, driveway restrictions near intersections, and safety islands.

Site plan review, covering most commercial developments, contains strict requirements on access-way location and spacing. The subdivision ordinance contains extensive access standards for new subdivision roads. However, since many of these standards were enacted prior to the State adopting its rules, a review of Pittsfield's standards to assure consistency is warranted.

Parking is a necessary consideration, especially in commercial and public locations. At most commercial sites within Pittsfield, parking is provided by the business owner or employer, as required by the town's Site Review Ordinance. The only area where parking is a municipal concern is the downtown block, where most development took place before cars were an issue.

The municipality maintains a number of parking lots for public use downtown. The Town maintains a total of 389 parking spaces. The primary municipal lot is located behind the town office and Main Street block. The lot is not easily visible from a street, but driveway entrances are signed. Some Main Street businesses, however, do not have doors that provide access to the lot. Rehabilitation of this lot is in the Capital Improvements Plan.

A new parking lot was built in the late 1990's across Somerset Ave. from the town office. It is utilized mostly for town office business.

Environmental Impacts of the Transportation System:

The transportation system provides many benefits to the citizens of Pittsfield, but it also has the potential for negative impacts. Many negative impacts are the result of design considerations that can be addressed. Common negative impacts are in the area of noise, light, stormwater management, and wildlife movements.

In general, noise impacts from the transportation system are minimal, because volumes are relatively low. If volumes were higher at any point, particularly near residential areas, it might suggest the need for noise barriers. There are no locations in Pittsfield where noise reduction is suggested.

Lighting impacts consist of glare from nighttime driving or from signage lighting at night. There are no reported instances

of highway glare in Pittsfield. The town's zoning ordinance has strict standards on lighting of commercial signs.

Stormwater runoff can be a problem in all areas of impervious surface, and paved roads are one of the most common generators. While runoff cannot be eliminated completely, there are several management practices that may be instituted to minimize the impacts. These include proper ditching and revegetation, culvert maintenance, detention areas, and other techniques collectively titled "best management practices." Training is available in these practices for local highway crews, and Pittsfield sends its crews to participate in them on a regular basis.

There is also a set of technological advances that are reducing runoff volumes, such as porous pavements and bio-remediation areas. While these are not generally appropriate for highway construction, they could be very useful in development or rehabilitation of parking lots where runoff has been a problem.

Roads have the potential to interfere with wildlife movements. In some areas with important wildlife corridors, structural techniques may be used to minimize conflicts between wildlife and vehicles. An example of this is the Pittsfield airport fencing its runway area to prevent wildlife intrusions. Areas of transportation-wildlife conflict can be identified by a larger-than-expected number of wildlife deaths. The most likely locations for this would be along streams and wetlands. There are no reported areas of this type along Pittsfield's road system.

Part Nine: Essential Services

General Government:

Town Council:

Pittsfield utilizes a Council/Manager form of Government. The Town Council has seven members, with four councilors elected from within a voting district, and the other three representing the voters at-large. The Council meets as a whole semi-monthly and has a number of standing committees such as Finance and Ordinance, which meet as needed and bring recommendations back to the Council. Councilors are paid a nominal annual sum of $300 apiece which assists with mileage costs.

Department Organization:

The Town Manager is responsible for running the Town and hiring all other employees. The staff is organized into departments, with eighteen positions reporting directly to the manager.

Departments with department heads or supervisors responsible for other employees include Police, Fire (part-time on-call), Public Works, Recycling, Transfer Station, Cemetery, Water, Sewer, Library, Community Theater, and Recreation.

In addition to these departments, which largely manage their own staffs and internal affairs, the following employees work out of the town office and report directly to the town manager (those working less than 40 hours/week are so noted):

- Administrative Assistant to the Town Manager in the areas of economic/community development and grants;
- Deputy Treasurer/Tax Collector
- Town Clerk
- Two Financial Clerks/Deputy Clerks who cover multiple areas
- Code enforcement officer (part-time)
- Assessor (1 day/week – currently an assessing firm)
- Animal Control Officer (part time contractual)

The Water and Sewer Departments make an annual payment for use of the Town Office in areas of administrative, financial support and collections. The Town pays a portion of the Water Department budget for making water available for fire protection. Budgets are managed to fairly apportion costs for services rendered between property taxpayers and water/sewer users. Time spent on tasks is monitored and the budget adjusted for the following year through the budget process as necessary.

Organization Theory recommends that the “span of control” of supervisory responsibilities not exceed six (i.e. no more than six people should report directly to the same individual). This is clearly not the case in Pittsfield, although under municipal law some duties are required to be appointed to a specific official though they may be part-time activities in a small to medium size community. The need for diverse duties to be performed for a few hours/week creates the need for more

complexity and visibility to specific job functions than might be true in private sector organizations. In addition to the above-named regular employees working for the Town, the Manager also supervises contracted service providers, such as engineering, planning, road/utility construction and custodial services as well as grant award projects.

Employees are cross-trained in the Town Office, which is extremely helpful, and assist a number of departments as time permits. The outside departments assist each other as needed during emergencies, vacations, medical leaves and/or large projects. The Highway, Transfer Station, Recycling Center, Cemetery, Water and Sewer personnel share equipment and resources as much as possible leading to better budget utilization and the ability to complete smaller jobs which in the past had required contractors be hired.

Citizen Committees:

Civic involvement is the lifeblood of the town. How people feel about their community is greatly influenced by how they receive information, how involved they are in decision-making, and how open and fair they perceive the process to be. Pittsfield's vision makes it clear that this is a priority in several areas:

- The Town's desirable quality of life will be made possible through a cohesive community vision, a thriving economic base and spirited volunteer involvement.

- Neighbors in Pittsfield will know one another and look out for one another's welfare. The citizenry as a whole will be vigilant over the town's cherished quality of life, taking conscious steps to both nurture and protect it.

- Residing in town will be a popular choice for those employed here, allowing for a closely-knit community in which civic involvement is widespread and appreciated.

- Local government will be managed cost-effectively, with public matters handled in an open, efficient, fair and caring manner. Townspeople will be aware of town and school affairs, participate, and feel comfortable that they are in control of their community. All residents will both receive and *feel* that they receive a fair share of town services for taxes paid.

Like the issue of departmental organization, the Town's volunteer system also needs attention. We need active, productive, accountable citizen committees advising the Town Council and staff on various aspects of Town government. These Committees need a support system; just as paid workers do, to effectively perform their jobs, including factors such as:

- clear mission and objectives;
- leadership;
- access to information and effective communication;
- adequate meeting space;
- clear expectations of committee members, including attendance requirements;
- committed participants who understand the time and effort expected of the job; and
- public recognition and appreciation from the Town Council and staff for the valuable public service provided.

Municipal Building

The Town Office, as well as the police and fire departments, are located in the Municipal Building in the center of town. The fire station portion of the building was renovated in 1974 from part of old "Union Hall." Construction of the town office

and police station was completed in 1978, and the facility is in good condition. The building is wheelchair accessible at the Somerset Avenue entrance, with a dedicated ample parking space on Connors Avenue to the side of the building. An elevator provides access to the first floor, where elections and meetings are held. Most customers and employees enter from the municipal parking lot to the rear of the building. Many regional services take place at the Town Office during the year including the State Motor Vehicle outreach site and the HEAP sign up outreach site.

The downstairs contains the Council Chamber, which can accommodate 60 or so people, two conference rooms capable of seating up to fourteen people each, a large vault, and rest rooms. As the Council Chamber is set up for Council and Planning Board meetings with a podium for the mayor, clerk, and manager and six councilor desks, it is not readily converted to conference-style committee meetings, so some committees meet in the smaller conference rooms. The smaller conference rooms also provide space for agency functions, taking applications for state and regional programs, and business counseling as well as an area for congressional and legislative representatives to hold meetings. These rooms also provide valuable staff work space away from interruptions for accomplishing projects requiring long-term concentration, such as writing grant applications.

The main floor upstairs contains a lobby and counter for transaction of Town business, with space for three office workers and equipment. Separate offices are available for the assessor/tax maps, town manager, deputy tax collector/treasurer, code enforcement officer, and administrative assistant to the town manager. The town clerk works from an adjoining area with its own counter. There is a vault and employee kitchen as well. The police department is located on the other side of the lobby. As customer traffic is generally steady during business hours, employees develop strong concentration skills to avoid being distracted.

Town Office:

A great deal of work takes place in the Town Office, with motor vehicle registrations, hunting and fishing licenses, marriage certificates, building permits, water and sewer bills, and tax payments processed. The Auditors have complimented the Town during the last ten audits, which have been issued as unqualified reports and with excellent management letters. In 2011, $6,359,593 passed through the Town as revenues and $6,338,393 was expended on projects and bills, resulting in financial transactions totaling $12,697,986.

The Town has re-filed the vault in the downstairs as well as the upstairs vault. As records must be kept, in some cases, forever, the offices are very full of file cabinets and boxes. A long-range plan for storage and filing is needed. The Town has comprehensive files with filing systems, however, at this time lacks space for future records.

The Town has made a concentrated effort to ensure that employees are cross-trained on operations. As a result, over the last decade efficiency and customer service has been enhanced. At the same time, the Town has taken on more tasks and areas due to the influx of federal and state dollars and functions being decentralized by the state government due to budget cuts.

The Town, like most businesses today, is very dependent upon computers. As no one on the administrative or library staffs is a computer technician, the Town has tried to develop a close working relationship with a service provider who can

understand the Town's needs and software, set up a user-friendly, efficient system, train employees to use it, and be there on short notice to solve problems. At the current time, the Town is utilizing support assistance from the TRIO Financial system and its service contractors. It would be a good idea to once again explore the possibility of a joint computer services contract with the school district, MCI, hospital, and/or other large consumers. It would seem that computer service needs of the Town, school district, MCI, and hospital could keep one technician close to fully employed.

Cemeteries:

Pittsfield has five public cemeteries. Neither the Town nor the Historical Society are aware of any private family cemeteries in town. Three of the five cemeteries are full. In the late 1990's, the Town purchased additional land by the Powers Cemetery and cleared additional area so there is adequate area available for the future. The Village Cemetery on Peltoma Avenue is large and has an estimated 500 lots left, enough for several decades. Costs are very affordable as follows: (1) Residents: $25 for a deeded lot; $10 for a deed and perpetual care of $150 per grave and (2) Non-residents: $75 for a deed lot; $10 for a deed and perpetual care of $300 per grave. Some older gravestones and monuments have fallen into disrepair. The Town does not have jurisdiction over private markers, but does try to keep them upright.

Table 21: Pittsfield's Public Cemeteries

Name	Location & Access	Lots Available
Village Cemetery	Peltoma Avenue, open	500
Powers Cemetery	Canaan Road, open	12
Wilson Cemetery	Wilson Road, open	0
Carr Cemetery	Burnham Road, open	0
Weymouth Cemetery	Burnham Road, gated	0
Source: Peter Snow, Sexton, Pittsfield Cemeteries, June 2012		

The cemeteries are managed by a part-time sexton, who hires grounds keeping and burial help as needed or is assisted by the Town's public works and/or water and sewer personnel. The sexton is advised by a Cemetery Committee. Although the cemeteries are well cared for, and all but the Weymouth Cemetery are kept open for the public at all times, there have been issues with visitors leaving the gravel driveways and driving on lawns when the ground is soft. The sexton suggests that in the Village and Powers Cemeteries that the driveways be wire-roped at an estimated cost of $5,000. This recommendation should be considered by the Cemetery Committee.

Solid Waste:

Pittsfield has been a leader in solid waste management, particularly in the realm of recycling, where it has received statewide recognition for its innovative efforts. The Town utilized a landfill located west of Peltoma Avenue until it was closed in 1982. The landfill was capped and reseeded in 1983, in accordance with its closure plan. Monitoring wells have been installed and are regularly checked for leachate. In 2010, the Town received approval from the DEP to monitor once yearly.

Upon the closure of its landfill, the Town considered a number of options regarding solid waste collection and disposal, deciding on a transfer station and recycling facility. Pittsfield

purchased its own roll-off waste transporter, which has proved a cost-effective means to deliver solid waste from the transfer station to the Penobscot Energy Recovery Center (PERC) in Orrington. The Town also uses the truck to deliver its bulky waste, tires, special waste, wood chips and demolition debris to the Crossroads Landfill in Norridgewock, and to transport some recyclables to processing centers.

The Town has two compactors to maximize storage space and minimize transportation costs. Neighboring towns will frequently contract with Pittsfield for use of its waste transporter. The Town does offer a dumpster to its residents and businesses for a nominal fee to help them with demolition, clean-up, or home remodeling jobs. This allows the wastes generated to be hauled directly to the disposal facility, thereby saving room at the Town's facility.

Residents may bring their trash to the transfer station after purchasing a dump sticker from the town. This is required in order to control out of town solid waste being deposited at the facility. A lot of households and businesses choose to contract with private waste haulers who will bring the solid waste to the transfer station. The Town also allows contractors doing work in the town to bring demolition debris to the transfer station under a fee system. The fee structure was adopted in order to cover the Town's cost and to reduce the possibility of contractors bringing in debris from other communities and disposing of it free at the Town's site.

In 2008, the Town banned the disposal of Household Hazardous Wastes in the transfer station. The Transfer Station offers a HHW disposal day once a year so that these household hazardous wastes get properly disposed of and do not enter the landfills. A contractor collects HHW, processes it, and removes it during the collection day.

In the late 1980's, the Town of Pittsfield decided to initiate a recycling program. The Town started by recycling newspapers and cardboard, which saved roughly $3000 and made $800 from the sale of the recyclable materials. Today, the recycling program has grown into a regional program servicing eight other communities. Materials can be dropped off at the facility, or at the multi-bin container located behind the town office, or may be picked up bi-weekly by a curbside contractor paid for by the Town. Recyclables are processed and baled at the recycling center for shipment to brokers. In 2012, the Town accepted the following materials for recycling: (1) newspaper, (2) magazines, (3) white ledger, (4) soft cover books, (5) paper board, (6) cardboard, (7) #1-#7 Plastics, (8) clear glass, (9) Tin/aluminum cans, (10) Bulky metal, (11) clean brush, (12) textiles, (13) batteries, (14) electronics, and (15) used waste oil.

In 2006, the Town banned organic materials such as grass and leaves from disposal at the transfer station. Residents may dispose of those materials at the Snakeroot Organic Farm on the Snakeroot Road so they may be composted. Since the start of the composting program at the organic farm, the Town has saved thousands of dollars and promoted sustainability by composting organic materials to grow food.

In the early 2000's, the Town of Pittsfield became concerned about the amount of mercury containing products and electronics that were being disposed of. The State of Maine soon followed suit by banning mercury-containing products from being thrown away, starting a Universal Waste-recycling program. This program initially was extremely costly, with the cost running over $20,000. The recycling of those products now does not cost residents due to the law shifting recycling costs to the manufacturer.

The Town now saves $110,000 a year in disposal costs and generates over $50,000 in revenues from the sale of recycled materials. In the program's first year, the Town had a recycling rate of 12%; today the recycling rate is well over 60%. The Town's program has been recognized by the State as being one of the top municipal recycling programs in Maine.

In 2010, the Town expanded its recycling capacity with the use of a former VFW building that was donated to the Town. It is located across the street from the Transfer Station/Recycling Center and is now used as a Re-Use Center. Residents are able to drop off items that they no longer need so that someone else may pick them up and use them. These items are free of charge to anyone who needs them. The Trash to Treasure Re-Use Center is run by volunteers. Currently, the Re-use Center is open on Saturdays Spring-Fall from 10 am until 4 pm.

In 2010, the Town received a grant from the State for a Bergey 10 kW wind turbine to help offset the electricity consumption to process recyclables. The purpose of the grant was to have a demonstration and educational model in Central Maine. The wind turbine produces about 20% of the electricity used at the facility. There are many tours of the facility, as the wind turbine serves as an educational tool for visitors who come to the Transfer Station from around the State. Residents are able to tour the wind turbine and get answers to their questions about the use of alternative energy resources like wind power.

Sewer System:

Pittsfield's sewer system began in the 1890's, with the original system map prepared in 1895. The 1970 Comprehensive Plan utilized this base map and updated it, providing a very useful reference map with estimated main size. At the time, the town's raw sewage was still entering the river directly. The 1970 Plan recommended sewer improvements with two major interceptors designed to collect waste from each side of the river. These interceptors would transport sanitary waste to two treatment lagoons located at the end of McCarty Road. These recommendations were accomplished in 1978.

The majority of the current urban area is served by public sewer. The most recent extension was along Madawaska Road in the 1990's, which opened that area up for more compact residential development. There are two gaps of service within otherwise sewered areas: One is on Grove Hill, and the other is along Somerset Avenue, just south of the Industrial Park Street. New development in these areas may require sewer line extensions to reach one of the existing lines.

The two 35-acre lagoons treat the effluent naturally, by aerobic bacterial action, so that by the time water reaches the outflow at the end of the second lagoon, it is clean enough to discharge into the adjoining peat of Big Meadow Bog, and secondarily into the Sebasticook River. There is an effluent chamber at the outflow at which samples are taken. The chamber is set up to add chlorine prior to discharge if bacteria levels warrant it; this has been virtually unnecessary during the life of the system. This treatment system is the most cost-effective type available, with no mechanical operations and virtually no maintenance except the removal of accumulated sludge.

The system is licensed to handle an average of 1.5 million gallons of wastewater per day. The current usage averages 600,000 gallons per day, so there is considerable room for growth. Up to 2500 gallons per day of septage waste may be added to the lagoons; this is more than sufficient to handle Pittsfield's septic system biosolids, making a land-spreading

site unnecessary. Accumulated sludge was removed from the lagoons in 2011.

Another priority is the separation of stormwater drainage from the sanitary sewer system. The Town's maximum sewage flows occur during and following storm events, indicating that there is a substantial amount of stormwater entering the system. Sources include residential and commercial roof and cellar drains, catch basins, and infiltration through cracks in sewer pipes. Sewer improvements are paid for by ratepayers while stormwater diversion costs are borne by taxpayers.

In 1999 – 2001, the Town completed a major separation and diversion project that removed sanitary overflows during storm events from the East Farnham Brook watershed.

There are serious gaps in the Town's information about the location, size, material, elevation and condition of many sewer lines. In 1997, an engineering firm was contracted to locate mains using GPS, and ascertain their size, material, elevation and condition. A map was created of the system with the best information that the engineering firm could determine.

The Town has a set of Sewer User Rules and Regulations, which includes prohibitions on pollutants entering the system. Industrial applicants must fully disclose chemical processes, wastewater high in biological oxygen demand (e.g. food processing facilities), or abnormalities in alkalinity or temperature. For any substance that might harm the sewer system, the Town requires pre-treatment of wastewater prior to it entering the system. Town officials are confident that the current system is sufficient for protecting the integrity of the system. The Town's license requires annual toxicity testing of lagoon effluent.

Sewer user fees are based on water consumption, and were the lowest in Maine for many years. With the rates being so low, the Town was never able to save for future work or be proactive with its repairs. In 2004, the Town identified the need to plan for repairs and reconstruction of the system as well as to clean out the accumulated sludge. This meant that sewer rates had to be brought up to a level that could properly support the system. As part of the $3.4 million dollar sludge removal and sewer rehabilitation project, the USDA requires that the Town establish sufficient rates to support the system, maintain a reserve for future work and pay for debt service on the loan. In 2010, the Town's sewer rate, although increased to address work that needed to take place, still remained less than the average sewer usage cost in Maine. The Town will track this cost each year when the Maine Rural Water Association's survey results are released to determine where the Town's rate stands in comparison to the State.

In 2008, the Town borrowed money to replace sewer mains in problematic areas of the system. These improvements reduced the amount of backups and blockages in the system by approximately 85%. This reduction has benefitted the Town and its users by allowing for more resources being used for preventive maintenance instead of constant repairs.

In 2011, the Town has been able to replace a significant amount of sewer mains after a study identified needed repairs on Cianchette Street, Chester Street and Livingston Street.

In 2012, the Town began a major upgrade of the sewer system on Somerset Avenue, to replace the current sewer main from Hathorn Street to Birchwood Terrace. The project will be completed in 2013.

Other improvements during the last few years included a second sewer lift station built to accommodate future development in the Pittsfield Industrial Park. The Town's CIP lists priority sewer projects over the next ten years. A more complete list of all recommended future sewer projects has been identified in the *Sewer System Evaluation Survey* by Olver Associates, February, 2012.

Water System:

Pittsfield Water Works began operation in 1891, with three dug wells drawing water from the sand and gravel aquifer along Hartland Avenue. These wells served the water system for over 80 years, until they were contaminated by the Town's salt/sand pile in 1974. The utility went through a series of wells, but the newest well, drilled in 1996, just across the Sebasticook River in Burnham, seems to provide a plentiful water supply. Sixty-four percent of the well's recharge will come from the Sebasticook River, after it has been filtered through 600 feet of sand and gravel. The new well does not require a filtration plant; the water will be treated with hypochlorite and fluoride. The Town's drinking water will also be aerated to lower the pH, in order to reduce potential corrosion on older system pipes made of lead and copper. The Town's two standpipes are filled daily. Of the Town's average 455,000 gallon/day usage, 330,000 gallons are pumped into the standpipe each night. The 50-foot high Phillips Corner tank is filled to 48.5 feet.

Like the sewer system, the water works has been run as a self-funded Town department. The option of creating a separate water district has been discussed in the past but rejected, as the current system works well.

The water system is more complex than the sewer system. Fortunately, the Town is utilizing the least-cost groundwater source option, which minimizes treatment requirements under the Safe Drinking Water Act. Water mains are of varying sizes, materials and condition, linked closely to age. The Town has inventoried its system in detail, and this data has been translated to GIS format for querying ability. This makes system analysis much more readily accomplished.

By far the most significant (and expensive) project was construction of a new water source and related investments, including purchase of a 35-acre parcel for wellhead protection, installation of a pump station and extension of the water main 1.2 miles. Another major system improvement put into place in 1997-99 was the replacement of the 40-foot high 100,000 gallon Grove Hill standpipe with a 100-foot high, 500,000 gallon tank.

In 2008 the Town embarked on an aggressive meter replacement program. The new meter is a radio meter, allowing readings to be done in hours rather than weeks.

In 2011-2012, The Town replaced approximately 1500 feet of 8" water main on Waverly Street and added 2 hydrants. Several years prior, the water line had broken at the bridge and after many repairs, had to be shut off, resulting in two dead-end lines and the need for more flushing. This new line will greatly improve water pressure and quality in the Waverly Street area and make the former SAS building more attractive to investors.

Since 1997, the Town has replaced or added approximately 20 fire hydrants system wide in an effort to better the flushing of the water mains and to provide for better fire protection.

The growing sophistication of firefighting equipment has rendered a number of 4- and 6-inch water mains and hydrants obsolete. Another problem is that the distribution system has insufficient valving. The Town can deliver, with the pump running, excellent firefighting water pressure of 1500 gallons per minute throughout service area and as much as 2500 gallons per minute downtown.

The following were identified as bottlenecks in the distribution system:

- Waverly Avenue 8" main increased to 12" ($63,000 estimated cost)
- Merrimac Street 10" main increased to 12" ($56,000 estimated cost)
- Somerset Avenue 8" main increased to 12" ($60,000 estimated cost)

The Town's Capital Improvements Plan lists priority water projects for the Town for the next ten years. The list includes water main, valve, and hydrant replacements, and building and equipment upgrades.

The Town has made substantial improvements in its water supply and distribution system so that it now has excess capacity to serve anticipated needs as well as offer a reliable, high-pressure supply for commercial and industrial users. With most necessary improvements in place, additional needs may be approached in a more relaxed manner.

Public Safety:

Police Protection:

Security is a high priority of Pittsfield residents and they have expressed their willingness to pay for it. The Town is well served by a small full-time police department and 24-hour dispatch service provided by the Somerset County. There are six full-time officers including the chief and sergeant. There are also five reserve officers who have had a 100-hour Criminal Justice Academy training course.

The police department emphasizes community policing, which includes drug prevention education, road debris removal, support for Community Watch, working with the code enforcement officer on building concerns and receiving citizen complaints regarding all aspects of town government, especially when the town office is closed. The department attempts to keep in touch with youth from a positive perspective, making regular classroom presentations and getting involved in programs such as the "Stranger Danger" and "Hooked on Fishing" programs.

Staffing levels are being driven more by outside forces than by changing community needs. State regulations limit what reserve officers are allowed to do; this may result in the need to hire another full-time officer. If the chief had resources for another officer, someone with detective training would be the first choice to bolster the department's crime-solving abilities.

The police department is kept well equipped. With 100 miles averaged per patrol shift, the two cruisers are budgeted for in the Capital Budget so that they can be replaced every three years. The office has a main communications and administrative room, an office for the chief, an interrogation room for finger-printing, photographing and processing of suspects, an officers' day room where reports are filled out, and a storage room for housing various types of evidence and ammunition. There are also locker room and bathroom facilities.

In its effort to foster positive activities for youth, the department also participated in a Hooked on Fishing program for youngsters in 1997, which was re-instated in 2011. The department, at times, has operated a McGruff Safe House Program for youth, and has participated in the middle school DARE program.

The Town has a mutual aid agreement with Newport for police back up, which works very well. Relations with State and County police departments are good, although the Town calls on them only when absolutely necessary. The County deputy on duty has to patrol 12 towns and the State Police often have personnel vacancies. In fact, the assistance often works in reverse, with the Town often called in to help with accidents on I-95.

Fire Protection:

The fire station is housed in the municipal building. A four-bay garage with automatic doors houses the department's three pumpers, one tank truck, one rescue truck, one utility vehicle and a hose-drying tower. The trucks are conveniently filled from overhead pipes. The station has a recreation room, kitchen, rest rooms and storage areas. Training is conducted in the Firemen's Muster Room.

The firefighters are on-call employees. The department overall, not counting truck purchases, has a budget of $77,840 in 2012. The tremendous commitment of the department's officers and firefighters to the safety of Pittsfield's residents and protection of their property is impressive.

Pittsfield's fire department, like others relying entirely on call-in help, is having problems keeping up with training required by state and federal rules. At the same time, the economy and social changes make it more difficult to summon a fully trained crew, particularly those qualified to drive fire trucks, during daytime hours. Record keeping and building inspections could be more easily done during daytime hours, however, only the Chief is available at that time outside of emergencies.

Pittsfield has mutual aid agreements with Burnham, Canaan, Clinton, Hartland, Detroit, Plymouth, St. Albans and Newport. This system works very well for all involved, but lacks any central coordination for equipment purchases or daytime coverage. At this time, coverage is adequate with the highly operational mutual aid, but this trend bears monitoring. All departments and town fire protection would likely benefit from a regional full-time staffing arrangement. Culturally and politically, however, this will be difficult to implement due to independent department pride and parochial interests.

Although endowed with numerous tankers and pumpers, the regional firefighting force lacks a ladder truck. Pittsfield has about 10 3-story buildings, which the Insurance Standards Organization (ISO) likes to see protected with a ladder truck. Ladder trucks are also helpful for chimney and structure fires. It would be beneficial to have one shared ladder truck available within the mutual aid region. If one community made the purchase, perhaps costs could be recovered on a use basis for mutual aid calls. It might make sense for Pittsfield to purchase such a vehicle if other towns agree to support it in some way. During the last 15 years, this model has not been popular.

The ISO and fire department have a concern about being able to respond to a fire on the south side of town when a train is blocking the tracks on Main Street. Another station would bring more of Pittsfield within the five-mile road distance that ISO considers within the coverage. The cost of building and maintaining another station are out of proportion to the number

of trains passing through Pittsfield at this time or the impact on insurance rates. Coverage to southern and western Pittsfield is accomplished through mutual aid with Burnham and Canaan. Distance from a fire station is one of the realities of choosing to live in the rural portion of town and might help discourage development sprawl.

Given the increased need for training and burden placed on firefighters to commit the time to attend sessions, it would be beneficial for the region to have a local training facility. Pittsfield is in a position to host such a facility. The Fire Department has been approved by the Town Council to utilize a designated area along the front of the Town Farm Lot beside the Re-Use Center, which was cleared and graveled in 2011.

Health Care:

While not typically a municipal function, basic medical services are an essential regional service. Pittsfield is fortunate to have a very high level of quality medical services available right in town. Central to the delivery of most health care services in the region is Sebasticook Valley Hospital (SVH), located on Grove Street. SVH is a primary care hospital, with some surgery performed as a secondary level function. The 26 in-patient beds are generally half full. The hospital's emphasis is on out-patient and well-care.

The hospital operates a 24-hour emergency room which serves 12,000 patients annually. SVH provides an ambulance service with full paramedic coverage, with which the Town contracts for emergency medical service.

The hospital has a strong commitment to community wellness education and programs. A health fair is held annually and classes are held in numerous health-related topics. Free blood pressure screenings are held at diverse community locations twice each month in Pittsfield alone. SVH also provides space for various support groups, including Cancer, Diabetes, Grief, Family and Caregiver, Encore Breast Cancer, and Alpha One Persons with Disabilities.

SVH is working on establishing a more formal relationship with Eastern Maine Medical Center (EMMC). The objective is to provide a continuum of care for patients between the two facilities in the most cost-effective manner.

With many people utilizing the emergency room as a primary care facility, the hospital is considering setting up a primary care tract in the emergency room. SVH has already established an after-hours Telephone Triage Service, which assists callers in assessing their health care options. This service has diverted 40% of calls away from the emergency room after hours.

The most requested service by area residents is obstetrics. The hospital has not delivered babies since the mid-1970's. With the budding relationship with EMMC, SVH is seriously looking into resuming the service. If the service is re-established, only low-risk pregnancies would be accommodated, as the sophisticated equipment and specialized staff needed to improve survival rates of higher risk deliveries would not be available.

Convalescent Care and Assisted Living:

Pittsfield is fortunate to have a nursing home and a licensed boarding home, but additional boarding home beds are needed and more such arrangements will be needed as the population continues to age. The Zoning Ordinance's Medical Services Overlay District near the hospital is established to attract high-

quality retirement communities into a residential growth area, to include convalescent and assisted living arrangements.

Home health care is provided primarily by Waterville-based HealthReach. In-home hospice is provided by HealthReach, while in-patient hospice care is conducted by SVH staff. The two providers coordinate closely to assure consistent treatment for patients in transition. The Hospice Volunteers of Somerset County make house calls. Sebasticook Valley Home Care is based in Palmyra and provides similar services to HealthReach.

SKILLS is the Somerset Kennebec Individualized Learning and Living Supports. SKILLS is "a nonprofit organization in Maine that helps all people with intellectual disabilities and other challenges to achieve their goals through employment, residential and supportive services and through educating the public to eliminate barriers. In 2005, Sebasticook Farms merged with Ken-A-Set to create SKILLS, Inc. SKILLS utilizes a former kennel space owned on Hartland Avenue for the Day Services where clients work in the "Practical Life Skills Program."

Adult day care for those who do not qualify for services provide by SKILLS has been identified as an anticipated future need, but not a current one.

Education:

Public education for Pittsfield residents is provided by School Administrative District (SAD) #53, which also serves the communities of Burnham and Detroit. Schools operated by the district are the Manson Park School (grades K-1), Vickery School (grades 2-4) and Warsaw Middle School (grades 5-8). The district also operates programs in special and adult education. Secondary education is contracted to Maine Central Institute (MCI), a private secondary school located in Pittsfield.

The school system is an extremely high priority for Pittsfield residents. This strong commitment to education puts an increased level of strain on the municipal budget, as the combined tax rate is very hard on many property taxpayers.

Table 22: Per-pupil Expenditures, 2010-2011 Fiscal Year

School District	Elementary	Secondary
SAD 53 (Pittsfield)	$7,411	$ 9,383
SAD 49 (Fairfield)	$8,308	$ 9,682
SAD 54 (Skowhegan)	$9,186	$ 11,710
SAD 22 (Newport)	$9,050	$ 10,334

For the 2010-2011 fiscal year, however, expenditures within SAD 53 were considerably below other school districts when measured on a per-pupil basis. As seen on Table 22, elementary expenditures are about 15 percent below the average for neighboring school districts; secondary expenditures were about 11 percent below. Compared to statewide averages of $9,017 and $10,946, SAD 53 was at 18 percent and 15 percent below, respectively. Per pupil expenditures are the common method for comparing school investments across jurisdictions. Every school district has fixed costs, regardless of enrollment size, so per-pupil expenditures would be expected to be higher in districts with smaller enrollments. SAD 53 costs are still lower than neighboring districts.

As evidenced by enrollment trends in Figure 2 (Part Two), Pittsfield's public school enrollment has been declining on average one percent per year for much of the past decade. Some of this is to be expected as a result of aging of the baby

boom, but the accelerated decline since 2007 may be due to other factors. SAD 53 enrollments are also in decline, although the non-Pittsfield portion of those numbers is staying fairly stable.

Elementary Schools:

The district has consciously tried to keep up with building maintenance needs. The elementary and middle school buildings are in good general condition. Many renovation projects have taken place at the schools. In addition, the District has filed a request for State funding to build a new elementary school. The new school would take the place of Manson Park School and Vickery School. This would allow all elementary students to be under one roof and provide for many benefits. The State funding queue is long and the process generally takes many years.

All school buildings are near capacity. Despite falling enrollments, there could be a need to add portable classrooms or permanent additions before a new school is funded.

Maine Central Institute:

Maine Central Institute, founded in 1866 as a preparatory school for Bates College, is one of Pittsfield's most unique and well-known assets. MCI is a town academy, a private school that serves the public school population as well. The school is located on a 31-acre campus and conducts its programs within seventeen buildings. One of the academic buildings, Founders Hall, is listed on the National Register of Historic Places, and provides a stately and proud center for the campus, situated behind an attractive green facing Main Street.

MCI has always had a boarding population, with a high of 240 residential students in the 1960's. At that time and until the early 1990's, most boarders were post-graduate athletes preparing for college. During much of the school's history, it has served as the public high school. As with any school mixing public school students with boarding students from other cultural backgrounds, it is a challenge to make everyone feel like a priority. Local people have sometimes felt that the public school students are taken for granted, while no doubt the boarding students, many of them from very different backgrounds and countries, have always been in the minority and would understandably feel in need of extra support.

While serving the public school population, MCI's relationship with SAD#53 has been up and down over the years. Fortunately, through a great deal of commitment and effort, the relationship today is a good one. Constructive channels are in place for dealing with issues that arise. Communication is open and the MCI administration and board of trustees have taken conscious actions to remove both real and perceived barriers regarding MCI's relationship to the greater community. The School makes its facilities available to community organizations and individuals who wish to use the gyms or grounds for exercise.

Still, MCI is a private institution with its own mission and needs, and it should not be expected to be controlled by the community. Efforts to promote the Institute while delivering a high-quality education in line with community objectives will hopefully produce satisfying results for both those who see Pittsfield as a support system for MCI and those who see MCI as one of Pittsfield's many strong assets.

The School is in its third year of a Five-Year Strategic Plan, adopted to guide its educational philosophy, aspirations for

student achievement, fiscal decision-making, and operational focus from 2010-2015. MCI is also guided by their Campus Master Plan, which provides it with an integrated framework to guide its physical development over a 25 year time frame. Driven by academic planning priorities, the master plan provides a set of guidelines for decisions about classroom space as well as residential and co-curricular priorities and programs.

It is generally felt that MCI offers a better high school education than most of the surrounding public schools. Aside from the unique campus and multi-cultural environment, the school seeks to offer a wide array of extra-curricular activities and a good deal of individual attention. The average class size is 15 students, with a student teacher ratio of 9:1. There are 21 varsity sports and nearly 30 clubs and activities in which students may participate. MCI is also the home of Bossov Ballet Theatre, a pre-professional ballet school that draws students from across the United States as well as internationally.

MCI, like the hospital, is an economic development center for the town, beginning with the 115 paychecks written each week to area residents employed at the School. Summer programs like Bossov Ballet's summer ballet camp as well as the boarding population, also bring dollars to Pittsfield.

School Transportation:

As the SAD#53 busing contract is based on road miles and Pittsfield's rural school population is sparse, buses often run with excess capacity. Unless the cost formula changes unexpectedly, additional students locating on rural routes would be unlikely to increase district costs for the foreseeable future. Unless there is a dangerous situation or an empty bus going by, students within ½ mile of a school walk.

Part Ten: Fiscal Capacity

Overview:

Similar to other towns in Maine, Pittsfield is limited in the methods it may use to raise revenues. The property tax is an overly burdened yet stable source of revenues. The Town has always been conscious of developing and maintaining a strong and diverse non-residential tax base with which to support municipal services. The strong ties between the Town and its major employers have been important over time in maintaining taxpayer willingness to contribute to municipal needs and community quality of life.

Pittsfield offers a level of service reflecting the needs and priorities of the community utilizing a combination of public and private resources. A full-time police department provides protection, while taxpayers have opted for private waste hauling. Pittsfield boasts a full-time library and is unique in having a community theater. Town parks are indisputably a wonderful asset, largely due to the generosity of community-minded citizens of years past. Grant awards have upgraded the original park facilities and provided many recreational pursuits for families and children.

The Town has a reputation in the region for having high taxes. Ours is the largest town in the service area and supports a broad but older infrastructure. In addition, we have higher than average tax-exempt property, due to the type of facilities that locate in regional service centers. However, the Town is in a stable financial position. Pittsfield's 2012 tax rate of $18.50 per thousand dollars of valuation is certified as 100%. Taxes reflect the community's strong commitment to education expressed via a voter-approved local option budget (that amount over and above the minimum required to match allocated State funds). $10.21 or 55.17% of the tax bill is allocated to MSAD #53; $5.94 or 32.11% of the tax bill supports municipal services; and $2.35 or 12.72% of the tax bill supports Somerset County. With its relatively high valuation, Pittsfield carries 61.7% of the three-town district's financial burden. Without the additional local option funding, the Town's tax rate would be much lower, however, the impact on educational services provided would also be extreme if the local option were not funded. During 2012-2013, the three-town tax base is supporting a high proportion (about 40.2%) of the cost of education in SAD#53, with the State contributing 57.6% and SAD#53's Fund Balance and Additional Revenues picking up the remaining 2.2%.

Fortunately there is good news as well. Both the District and the Town have very little debt. MSAD#53 is applying to the State of Maine for a new school facility. This project, if approved, would not be constructed for several years due to the backlog of statewide projects and financing options.

In fact, the Town's sound and improving financial position had been noticed by the financial community, which had declared Pittsfield's bonds in the mid-1990's with a rating of "BBB". In April of 2008, the Town was upgraded from a "BBB" to an "A-" investment grade and then in October of 2011, the

Town's financial position was again upgraded to an "A", which is excellent in this day and age.

The Town has been extremely conservative with budgeting, yet capital infrastructure improvements continue thanks to a high number of grant applications and awards. The Town has also positioned itself well so that it can now receive low-interest loans for water and sewer infrastructure needs. The Town has been fortunate in being assisted by many businesses and volunteers in fundraising and providing donations for the Town's match on many park facility grants. The Town has begun a plan for long-term water and sewer infrastructure needs and has been aggressive in obtaining grant assistance in paying for needed improvements.

While this chapter will not focus on educational or county budgets, it is important to understand the significant impact these assessments have on the municipal tax rate. In 2012, the municipal budget, inclusive of the capital budget, totaled 32.11% of the property tax commitment; Somerset County represented 12.72% and SAD#53's portion amounted to 55.17%. While a dollar spent in any of these programs has the same eventual impact on taxpayers, it is helpful for taxpayers to realize that only one-third of the property tax bill supports strictly municipal services.

The Town has a clear accounting and budgeting system in place which makes it very easy to track expenditures by program and line item. This enables town officials and members of the public to readily understand how municipal funds are spent. A budget summary by account for 2008-2012 appears in tables on the following seven (7) pages.

Noteworthy is that the Town's operating budget rose at the rate of 0.5% or $15,249 per year during that time period. The SAD#53 assessment went up by 3.7% or $76,970 per year.

Table 23: Town Budget History (2008-2012)

Account	2008	2009	2010	2011	2012	**5-year change**		**Av. ann. change**	
						$	**%**	**$**	**%**
Council	$6,843	$6,970	$6,970	$7,014	$7,037	$194	2.8%	$39	.6%
Administration	$80,607	$83,299	$83,264	$85,487	$87,665	$7,058	8.8%	$1,412	1.8%
Town Clerk	$46,828	$48,407	$47,518	$48,026	$48,121	$1,293	2.8%	$259	.6%
Finance	$164,003	$168,880	$165,874	$160,048	$156,408	-$7,595	-4.6%	-1,519	-.9%
Assessing	$24,500	$21,735	$21,735	$21,735	$21,735	-$2,765	-11.3%	-$553	-2.3%
Legal	$14,000	$14,000	$14,000	$14,000	$14,000	$0	0%	$0	0%
Elections	$3,865	$4,171	$4,171	$3,994	$4,017	$152	.4%	$30	.1%
Municipal Building	$48,442	$47,969	$47,159	$46,409	$46,409	$2,033	4.2%	$407	.8%
Community & Economic Dev	$31,060	31,250	$30,725	$32,411	$86,264	$55,204	177.8%	$11,041	35.6%
Property Insurances	$68,131	$68,131	$50,338	$47,377	$47,377	-$20,754	-30.5%	-$4,151	-6.1%
Codes Enforcement and Building	$41,150	$43,094	$41,611	$41,917	$42,626	$1,476	3.6%	$295	.7%

Account	2008	2009	2010	2011	2012	5-year change		Av. ann. change	
						$	%	$	%
Communication	$28,838	$31,261	$14,405	$12,680	$12,680	-$16,158	-56.0%	-3,232	-11.2%
Police Department	$368,648	$385,577	$391,067	$405,554	$415,282	$46,634	12.7%	$9,327	2.5%
Fire Department	$72,356	$83,492	$83,492	$77,147	$77,840	$5,484	7.6%	$1,097	1.5%
Street Lighting	$55,800	$55,800	$54,650	$54,650	$54,650	-$1,150	-2.1%	-$230	-.4%
Animal Control	$6,500	$11,146	$10,546	$10,908	$10,908	$4,408	67.8%	$882	13.6%
Public Works	$351,129	$387,972	$387,424	$386,090	$395,723	$44,594	12.7%	$8.919	2.5%
Buildings and Grounds	$18,326	$19,208	$14,746	$14,746	$15,146	-$3,180	-17.4%	-$636	-3.5%
Transfer Station	$369,062	$364,421	$346,326	$353,210	$356,591	-$12,471	-3.4%	-2,494	-.7%
Recycling/Processing Facility	$94,684	$101,768	$100,731	$102,935	$104,043	$9,359	9.9%	$1,872	2.0%
Cemeteries	$50,194	$49,904	$46,078	$46,057	$48,352	-$1,842	-3.7%	-$368	-.7%
Airport	$22,418	$25,213	$24,412	$24,412	$24,412	$1,994	8.9%	$399	1.8%
Recreation	$65,820	$65,867	$64,012	$63,143	$63,143	$2,677	4.1%	$535	.8%
Library	$142,410	$150,637	$149,984	$161,321	$163,983	$21,573	15.1%	$4,315	3.0%
Theatre	$120,465	$122,882	$122,860	$121,718	$122,662	$2,197	1.8%	$439	.4%
General Assistance	$15,130	$15,130	$15,130	$15,130	$15,130	$0	0%	$0	0%
Unclassified Services	$158,169	$156,819	$170,107	$151,657	$151,657	$6,512	4.1%	$1,302	.8%
Social/Community Services	$14,060	$14,060	$14,060	$14,060	$14,060	$0	0%	$0	0%
Debt Service	$120,649	$117,859	$116,079	$115,577	$72,412	-$48,237	-40.0%	-$9,647	-8.0%
Total Operations Budget	$2,604,087	$2,696,922	$2,639,474	$2,639,413	2,680,333	$76,246	2.9%	$15,249	.6%
Capital Budget	$190,000	$190,000	$190,000	$190,000	$190,000	$0	0%	$0	0%
Gross Municipal Budget	$2,794,087	$2,886,922	$2,829,474	$2,829,413	$2,870,333	$76,246	2.7%	$15,249	.5%
Water Enterprise Fund	$394,832	$404,831	$404,832	$410,832	$430,732	$35,900	9.1%	$7,180	1.8%
Sewer Enterprise Fund	$199,005	$277,703	$404,703	$501,350	$501,350	$302,345	151.9%	$60,469	30.4%
Somerset County Assessment	$576,574	$559,643	$579,312	$548,509	$563,550	-$13,024	-2.3%	-$2,605	-.5%
SAD#53 Assessment	$2,058,384	$2,109,148	$2,146,159	$2,273,321	$2,443,235	$384,851	18.7%	$76,970	3.7%
Tax Increment Financing Districts	$92,931	$98,267	$105,147	$103,139	$105,039	$12,108	13.0%	$2,422	2.6%
Overlay	$26,769	$69,225	$44,032	$139,939	$76,781	$50,012	186.8%	$10,002	37.4%
Total Combined Budget	$6,142,582	$6,405,739	$6,513,659	$6,806,503	$6,991,020	$848,438	13.8%	$169,688	2.8%
Minus Municipal Revenue Sharing	$510,000	$410,000	$374,189	$327,876	$333,357	-$176,643	-34.6%	-$35,329	-6.9%
From Undesignated Fund Balance	$300,000	$495,000	$150,000	$200,000	$200,000	-$100,000	-33.3%	-$20,000	-6.7%

Account	2008	2009	2010	2011	2012	5-year change		Av. ann. change	
						$	%	$	%
Minus Anticipated Revenues	$1,077,339	$1,065,766	$1,007,801	$1,007,062	$1,043,284	-$34,055	-3.2%	-$6,811	-.6%
Minus Water Enterprise Fees	$394,832	$404,831	$404,832	$410,832	$430,732	$35,900	9.1%	$7,180	1.8%
Minus Sewer Enterprise Fees	$199,005	$277,703	$404,703	$501,350	$501,350	$302,345	151.9%	$60,469	30.4%
Tax Commitment	$3,661,406	$3,752,439	$4,172,134	$4,359,383	$4,482,297	$820,891	22.4%	$164,178	4.5%
Tax Rate ($1/$1000 valuation)	$23.20	$16.30	$17.90	$17.90	$18.50	$2.26	13.9%	$0.45	2.8%
*Mil rate at 100% would be estimated at $16.24 for 2008.									

Table 24: Revenues From Other Than Property Tax: 2008-2012

Account:	2008	2009	2010	2011	2012	Average annual change		
						$	%	
Lease Non-Air	$3,166	$3,166	$3,166	$3,166	$3,166	$0	0%	
Rental Town	$200	$200	$200	$300	$300	$20	10%	
Sale Town Property	$3,000	$4,000	$4,000	$3,000	$2,000	-$200	-6.7%	
State Revenue Sharing	$510,000	$410,000	$374,189	$327,876	$333,357	-$35,329	-6.9%	
Miscellaneous Revenue	$1,156	$1,200	$1,200	$1,200	$2,690	$307	26.5%	
Miscellaneous PILOT	$0	$0	$0	$10,000	$10,271	$2,054	100.0%	
Reallocation	$0	$18,000	$94,153	$32,670	$32,670	$6,534	100.0%	
Clerk Fees	$8,709	$10,713	$9,109	$9,897	$13,117	$882	10.1%	
Clerk Licenses	$997	$1,072	$1,671	$1,369	$1,473	$95	9.5%	
Copier Fees	$805	$836	$645	$693	$604	$40	5.0%	
Investment Interest	$49,000	$42,587	$6,902	$3,429	$3,514	-$9,097	-18.6%	
Taxes Interest	$27,858	$40,515	$30,898	$28,333	$27,564	-$59	-.2%	
Lien Costs	$5,391	$6,765	$5,225	$6,037	$10,660	$1,054	19.5%	
Motor Vehicle Registration Fees	$16,569	$15,492	$15,545	$15,253	$14,828	-$348	-2.1%	
Tree/Veteran's Exemptions	$7,360	$4,540	$5,140	$10,040	$14,339	$1,396	19.0%	
First Park Assessment Reimbursement	$24,774	$25,028	$24,903	$23,158	$23,158	$323	1.3%	

Account:	2008	2009	2010	2011	2012	Average annual change		
						$	%	
Transfer Ec Dev Revolving Loan Fund Interest	$5,000	$0	$0	$0	$0	-$1,000	-100.0%	
Insurance Refunds	$7,000	$9,200	$8,000	$5,000	$1,801	$1,040	14.9%	
Building Permits	$6,685	$5,810	$4,326	$3,773	$4,310	$475	7.1%	
Subdivision Fees	$500	$300	$300	$347	$287	$43	8.5%	
Plumbing Permits	$0	$2,453	$1,891	$1,534	$2,950	$590	100.0%	
Court Fees	$487	$200	$200	$1,113	$533	$9	1.9%	
Police Misc Income	$300	$673	$200	$150	$75	$45	15.0%	
Police Reports and Parking Fees	$487	$353	$363	$401	$851	$73	15.0%	
Fire Department Income	$10,000	$12,000	$1,000	$1,000	$11,130	$226	2.3%	
Animal Control Fees	$895	$868	$1,000	$908	$96	-$160	-17.9%	
Motor Vehicle Excise Tax	$580,000	$540,000	$530,000	$545,000	$568,187	-$2,363	-.4%	
Urban Rural Imitative	$74,516	$70,904	$57,996	$63,936	$65,126	-$1,878	-2.5%	
Cemetery Income	$7,355	$7,540	$7,000	$5,617	$5,617	-$348	-4.7%	
Cemetery Trust Income	$11,000	$11,000	$11,000	$11,000	$11,000	$0	0.0%	
MSW Haul Fee	$2,000	$1,800	$1,000	$7,800	$12,785	$2,157	108.0%	
Transfer Station Other Income	$400	$100	$0	$0	$0	-$80	-100.0%	
Transfer Station User Fees	$18,300	$26,184	$20,776	$13,586	$2,781	-$3,104	-17.0%	
Recycling Income	$64,376	$65,929	$26,812	$52,546	$72,766	$1,678	2.6%	
Recycling Town User Fees	$5,448	$4,800	$4,800	$5,600	$5,600	$30	.6%	
Airport Excise Tax	$1,930	$2,365	$1,933	$1,933	$2,263	$67	3.5%	
Airport Income	$5,103	$1,152	$5,642	$5,269	$5,269	$33	.7%	
Recreation Registration Fees	$1,059	$781	$843	$781	$820	-$48	-4.5%	
Recreation Boat Excise	$4,486	$4,138	$3,960	$3,960	$4,047	-$88	-2.0%	
Recreation Program Fees	$0	$2,700	$3,841	$4,660	$4,660	$932	100.0%	
Library Income	$1,718	$2,100	$2279	$3,187	$2,467	$150	8.7%	

Account:	2008	2009	2010	2011	2012	**Average annual change**		
						$	**%**	
Theatre Income	$89,890	$88,942	$80,074	$88,296	$64,681	-$5,042	-5.6%	
Gen Assistance State Reimbursement	$7,540	$7,540	$7,540	$7,540	$7,540	$0	0.0%	
Cable Franchise Fee	$20,379	$20,270	$20,700	$22,010	$23,718	$668	3.3%	
Snowmobile Registration Fees	$1,500	$1,550	$1568	$1,570	$1,570	$14	.9%	
Fund Balance Authorization	$300,000	$495,000	$150,000	$200,000	$200,000	-$20,000	-6.7%	
Total Municipal Revenue	$1,887,339	$1,970,766	$1,531,990	$1,534,938	$1,576,641	-$62,140	-3.3%	
Water Charges	$394,832	$404,832	$404,832	$410,832	$430,732	$7,180	1.8%	
Sewer Charges	$199,005	$277,703	$404,703	$501,350	$501,350	$60,469	30.4%	
Total Municipal, Water & Sewer	$2,481,176	$2,653,301	$2,341,525	$2.447,120	$2,508,723	$5,509	.2%	
Homestead Reimbursement	$102,084	$105,690	$92,072	$89,559	$88,816	-$2,654	-2.6%	
BETE Reimbursement	$23,272	$81,125	$132,278	$366,931	$239,489	$43,243	185.8%	
Total Municipal & Reimbursements, Water & Sewer	$2,606,532	$2,840,116	$2,565,875	$2,903,610	$2,837,028	$46,099	1.8%	
Source: Town Budgets, Municipal Valuation Return Statistical Summaries								

In general, revenues had been very stable until the 2009 recession. Revenue sources affected by the economic slump were State Revenue Sharing, Interest Investment and Excise Taxes. In 2009, the total appropriation was $1,970,766. Once it became clear that the economy would take a long time to come back, the Municipal Budget was lowered to reflect the economic conditions.

State Revenue Sharing, partially based on sales tax revenues, decreased significantly as sales dropped during the recession. In 2012, State Revenue Sharing appears to be coming back slowly as economic activity started to increase once again. Investment Income is still significantly lower and economists predict that the interest rate will be low for the next few years.

Excise taxes are starting to pick up as the economy comes back and this revenue source will likely increase slightly for 2013.

In 2011 and 2012, the Municipal Revenue Budget has started to come back with revenues now budgeted at $1,576,641. It is anticipated that the Revenue Budget will be increased again for 2013, which will assist with the taxes that will need to be raised.

The following tables display information about Pittsfield's tax base. Table 25 shows the 12% of the Town's tax base exempt from taxation. The Town could explore fees-in-lieu-of-taxes to recover some support for especially relevant municipal services (e.g. roads and public safety), thereby expanding the tax base. Currently, the Town has fee-in-lieu-of-taxes program called a PILOT program in which one of the non-profit housing projects is assessed for costs for agreement and policy

Table 25: Exempt Real Property

EXEMPT CATEGORY	2010	2011	2012
State of Maine	$230,500	$201,100	$200,900
Public Municipal Corporation	$3,920,600	$6,862,900	$4,562,000
Public Airport	$198,300	$197,100	$196,400

Table 25: Exempt Real Property

Benevolent & Charitable	$4,500,100	$4,468,500	$4,627,500
Literary & Scientific	$9,291,100	$9,240,900	$9,280,200
Churches & Parsonages	$3,092,500	$2,908,900	$2,894,000
Fraternal Organization	$684,100	$607,600	$592,900
Veterans	$894,000	$852,000	$816,000
Blind Exemptions	$31,350	$31,350	$24,000
Private Airports	$0	$0	$0
Other (SAD#53)	$4,494,200	$4,341,600	$4,279,800
TOTAL EXEMPT PROPERTY	$27,336,750	$29,711,950	$27,473,700
STATE VALUATION	$246,950,000	$235,550,000	$234,350,000
PERCENT EXEMPT	11.1%	12.6%	11.7%

SOURCE: Municipal Valuation Return Statistical Summaries, Maine Bureau of Taxation

Table 26: Real And Personal Property By Type

Year	Land	Distribution and Transmission	Dams	Total Land	Buildings	Total Land & Building	Production Machinery & Equipment	Business Equipment	Other	Total Personal Property
2010	$47,637,730	$4,373,100	$2,108,800	$54,119,630	$142,147,420	$196,267,050	$15,090,700	$9,138,000	$50,800	$24,279,500
2011	$48,628,430	$4,302,700	$2,108,800	$55,039,930	$142,064,220	$197,104,150	$11,649,100	$9,233,400	$52,000	$20,934,500
2012	$49,400,100	$13,187,200	$2,108,800	$63,696,100	$141,513,900	$205,210,000	$10,719,500	$8,557,000	$53,600	$19,330,100

SOURCE: Municipal Valuation Return Statistical Summaries, Maine Bureau of Taxation

Regional Comparison:

Compared with surrounding communities and county averages in 2010 (the latest year for which comparative population, valuation and tax rates are available), Pittsfield's full value tax rate in 2010 was high at $17.37, however, there is less of difference when compared with the chart for 1995 (see Tables 27 and 28 on next page). Within the school district, the presence of Pride Manufacturing in Burnham has its proportionate impact on that town's assessment and tax rate, while Detroit's assessment is lower. In 1995, Detroit was a full $200/capita lower than Pittsfield's and later in 2010, it was $107/capita lower than Pittsfield's.

Also interesting to note is that Madison's valuation is nearly twice that of Pittsfield's. Even though the valuation is much higher, the tax commitment is also much higher. Madison's per capita assessment is $1,663 in comparison to Pittsfield's at $937.

Table 27: Relative Tax Burden -2010, Pittsfield And Reference Communities

JURISDICTION	2010 POPULATION	2010 STATE VALUATION	PER CAPITA VALUATION	2010 COMMITMENT	FULL VALUE TAX RATE	PER CAPITA ASSESSMENT
Pittsfield	**4,215**	**$246,950,000**	**$58,588**	**$3,947,783**	**$17.37**	$937
Hartland	1,782	$128,200,000	$71,942	$2,163,681	$18.17	$1,214
Palmyra	1,986	$121,250,000	$61,053	$1,351,807	$12.04	$681
Detroit	852	$52,500,000	$61,620	$707,304	$13.55	$830
Burnham	1,164	$93,650,000	$80,455	$1,199,023	$12.91	$1,030
Clinton	3,486	$165,100,000	$47,361	$2,171,931	$12.54	$623
Canaan	2,275	$109,550,000	$48,154	$1,551,335	$14.10	$682
Newport	3,275	$267,050,000	$81,542	$3,625,614	$14.57	$1,107
Dexter	3,895	$226,600,000	$58,177	$3,295,542	$15.13	$846
Madison	4,855	$477,150,000	$98,280	$8,074,088	$15.59	$1,663
Dover-Foxcroft	4,213	$316,800,000	$75,196	$4,713,056	$15.42	$1,119
Somerset County	52,228	$4,370,350,000	$83,678	$64,936,757	$14.97	$1,243
Penobscot County	153,923	$10,423,000,000	$67,716	$173,469,475	$16.40	$1,127
Kennebec County	122,151	$10,253,150,000	$83,938	$137,388,655	$13.54	$1,125
Waldo County	38,786	$4,822,250,000	$124,330	$56,276,225	$12.19	$1,451

SOURCE: 2010 Census; Maine Revenue Services
2010 State Equalized Valuation and Tax Rates: 2010 Municipal Valuation Return Statistical Summary

Table 28: Relative Tax Burden–1995 (For Comparison With 2010), Pittsfield And Reference Communities

JURISDICTION	1995 POPULATION	1995 STATE VALUATION	PER CAPITA VALUATION	1995 ASSESSMENT	FULL VALUE TAX RATE ($1/$1000)	PER CAPITA ASSESSMENT
Pittsfield	**4,433**	**$137,050,000**	**$30,916**	**$2,884,436**	**$21.05**	**$651**
Hartland	1,838	$55,800,000	$30,359	$755,171	$13.53	$411
Palmyra	1,909	$50,700,000	$26,558	$561,972	$11.08	$294
Detroit	801	$22,850,000	$28,527	$362,496	$15.86	$453
Burnham	1,069	$36,600,000	$34,238	$653,036	$17.84	$611

Clinton	3,469	$93,250,000	$26,881	$1,767,563	$18.96	$510
Canaan	1,841	$51,450,000	$27,947	$842,584	$16.38	$458
Newport	3,071	$117,550,000	$38,277	$1,555,752	$13.23	$507
Dexter	4,305	$115,800,000	$26,899	$2,268,956	$19.59	$527
Madison	4,871	$262,250,000	$53,839	$4,676,269	$17.83	$960
Dover-Foxcroft	4,602	$128,000,000	$27,814	$2,235,659	$17.47	$486
Somerset County	51,346	$2,370,900,000	$46,175	$37,100,023	$15.65	$723
Penobscot County	145,905	$5,570,200,000	$38,177	$102,111,242	$18.33	$700
Kennebec County	117,000	$4,776,250,000	$40,823	$86,185,148	$18.04	$737
Waldo County	35,707	$1,578,100,000	$44,196	$23,352,024	$14.80	$654

SOURCE: 1995 Population: Estimates by Maine Department of Human Services (DHS)
1995 State Equalized Valuation and Tax Rates: Municipal Valuation Return Statistical Summary, Maine Bureau of Taxation
Calculations by MAH

Accounting Practices:

The Town has its financial records audited annually. The 2011 audit was performed by the firm of RHR Smith & Company and includes a detailed description of all Town funds and accounting practices. The report was favorable in its characterization of the Town's approach to financial management. In 2011, the General Fund balance at year-end was calculated at $1,135,556. This satisfies the 3-month expenditure cushion that accountants recommend be kept on-hand. The Town has used its available surplus as a revenue appropriation each year, reallocating funds that have been earned to the next year's budget to lower the tax commitment.

The audit indicated that the Town invested funds wisely to protect the funds as well as earn as much interest that can be earned in a down economy while having cash available when needed. The Town's deposits are insured by FDIC and consequently not exposed to custodial credit risk.

Still, as most revenues are received late in the year, the Town obtains approval to borrow in anticipation of taxes to have enough cash to get through the summer months, if necessary. Consideration has been given to solving this problem by changing the fiscal year or billing twice per year to bring more cash in earlier, but both approaches have been rejected as being too difficult for taxpayers and too costly to administer.

Grant Income:

Grant income is kept out of the regular budget, so it does not appear in the statements displayed earlier in this section. In 2011, the Town received $1,427,677 in Federal grants and pass through grants. These were for sewer line rehabilitation, water line rehabilitation, airport improvements, industrial park expansion including road, water and sewer infrastructure, park facility rehabilitation and energy efficiency improvements.

Many small operating grants were also received for a variety of projects and improvements. This figure changes dramatically from year to year, but the Town has been both aggressive and fortunate in receiving close to $3 million in federal grants for housing and infrastructure improvements from 1993-1997 and receiving close to $9.5 million in federal and state grants from 2003-2011.

Special Revenue Funds:

The following special revenue funds have been established to hold and account for specially designated resources that are restricted by law or administrative action:

The **Housing Rehabilitation Revolving Loan Fund** represents monies loaned to income-eligible individuals for residential rehabilitation projects.

The **Pittsfield Economic Expansion Fund** accounts for the activity of the Pittsfield Economic Expansion Corporation (PEEC), a blended component unit of the Town. PEEC was established to foster, encourage, assist, support and promote business development in the Town of Pittsfield.

The **Land Air TIF Fund** accounts for the collection of loan payments from Land Air Express of Vermont, which reimburses the Town for the debt service issued to build the terminal in the Industrial Park.

The **New LLC TIF** accounts for the 50% of the taxes assessed for the captured value in the Tax Increment Financing District, which are allocated for economic development improvements in the district. The other 50% of the taxes are reimbursed to New LLC for its capital and operating needs for its expansion.

The **Theatre Fundraising Fund** accounts for the fundraising efforts of the Theatre Fundraising group, dedicated volunteers who are raising funds for the restoration and rehabilitation of the Theatre. The fundraising goal is $700,000.

The **Economic Development Fund** accounts for the funds allocated for economic development activities in the community. Expenditures must be authorized by Council resolution and to date have funded the Town's match for the Industrial Park Expansion, new Industrial Park Signage, and downtown sidewalk improvements.

The **Pinnacle Park Fund** represents monies received from the purchase of gravel by the Town and is dedicated for the development and maintenance of Pinnacle Park.

The **Animal Care Fund** accounts for donations received for care and benefit of abandoned domestic pets.

The **Economic Development Revolving Loan Fund** accounts for federal grants obtained and expended in the form of loans for job creation or job retention.

The status of these funds as of 12/31/2011 is shown on Table 30, on the following page.

Table 29: Special Revenue Funds as of 12/31/2011

	Housing Rehab Loan Fund	Pittsfield Economic Expansion Fund	Land Air TIF	New LLC TIF	Theatre Fundraising Fund	Economic Developmen t Fund	Pinnacle Park Fund	Animal Care Fund	Economic Develop Revolving Loan Fund	Total 2011	
Revenues:											
Intergovernmental											
Other Revenue	$203	$1,194	$219	$123	$20,028	$866	$4	$3	$1,287	$23,927	
Total Revenues	$203	$1,194	$219	$123	$20,028	$866	$4	$3	$1,287	$23,927	
Expenditures:											
Current -unclassified				$16,103	$1,297					$17,400	
Debt service-interest			$47,125							$47,125	
Total expenditures	$0	$0	$47,125	$16,103	$1,297	$0	$0	$0	$0	$64,525	
Transfers:											
Operating Transfers In		$0	$21,126	$48,416						$69,542	
Operating Transfers Out						($75,596)			($471)	($76,067)	
Total transfers	$0	$0	$21,126	$48,416	$0	($75,596)	$0	$0	($471)	($6,054)	
Excess of Revenues over Expenditures:	$203	$1,194	$(25,780)	$32,436	$18,731	$(74,730)	$4	$3	$816	($47,123)	
Fund bal., beg. year	$91,540	$199,577	$88,154	$49,161	$31,430	$146,035	$6,549	$2,583	$379,925	$994,954	
Prior period adjustmnt											
Fund bal., year-end	**$91,743**	**$200,771**	**$62,374**	**$81,597**	**$50,161**	**$71,305**	**$6,553**	**$2,586**	**$380,741**	**$947,831**	

SOURCE: Town of Pittsfield, Maine Audit for the period ending December 31, 2011

Capital Project Funds:

The Town also maintains separate capital project funds which often receive transfers and intergovernmental revenue. These are funds for Community Development Block Grant projects, water infrastructure and sewer infrastructure funds.

Fiduciary Funds

Trust funds are established to account for assets for which the Town has been named as the trustee or agent. Among these are bequests that have been made in care of the Town for specific purposes, including cemetery care, Memorial Day flowers and low-income residents. The Town manages these investments to maximize interest return, which is what may be spent for the cause named. Other funds are not restricted as endowments.

As of year-end 2011, the balances of these funds were as follows in comparison to 1996:

	1996	2011
Cemetery Fund (interest only for general upkeep)	$223,581	$518,842
Perpetual Care Fund (for specific graves)	$ 54,556	$119,082
Floral Fund (for Memorial Day flowers)	$ 31,431	$ 31,537
Manson Park Account (excepting trust)	$ 26,326	$ 0
George M. Parks Fund (interest only)	$ 46,306	$ 83,106
Cemetery Capital Improvement Fund	$ 27,775	$ 51,928
George H. Hunter Fund (stock)	$ 600	$ 0
Total as of 12/31/2011	$410,575	$804,495

Most of the funds' purposes are self-explanatory. The George M. Parks fund's use is worth mentioning. For many years, this fund provided the Town's $4,500 match for counseling services for residents of the Families in Transition Home run by Kennebec Valley Community Action Program (KVCAP) on Nichols Street. After this project shut down, funds have been collecting interest until another worthy project comes along.

Proprietary Funds:

The water and sewer enterprise funds are run as proprietary funds; user fees pay for the services. The funds carry their own assets, depreciation, and debt service. An annual payment is made to the General Fund for use of staff time, office space and equipment. The water enterprise fund now has several loans to repay to the Maine Municipal Bond Bank for the water meter upgrade project, back-up water pump and the Waverly Street River Crossing. With the completion of sewer improvements to the Sewer Treatment Plant Lagoon System and replacement of failing sewer lines, the sewer enterprise fund will have a major loan to repay to the Rural Development Office of the U.S. Department of Agriculture.

Reserve Accounts:

While not required to be kept separately, the Town has set up a number of reserve accounts for specific purchases or projects, which it treats as separate accounts. Once established, interest accrues on reserves and is credited to the respective account. Listed below are the Reserves as of 12/31/2011:

Highway Equipment	$213,835
Police Cruiser	$ 2,433
Waste Transporter	$ 20,007
Recycling Equipment	$ 63,033
Municipal Building	$ 24,890
Road Construction/Reconstruction	$ 36,498
Fire Equipment	$ 21,598
Airport Improvements	$ 40,997
Sanitary Storm Water Separation	$ 152
Comprehensive Planning	$ 10,927
Sidewalk Reconstruction	$ 42,048
Cable Access	$ 28,309
Cemetery Development	$ 8,304
Revaluation	$ 10,848
Sand/Salt Shed	$ 4,779
Library Capital	$ 5,464
Municipal Parking Lots	$ 57,429
Fire Station	$ 13,622
Theatre Capital	$ 105
Airport CD	$ 5,328
Fendler Park Endowment	$ 2,500
Highway Waste Oil Furnace	$ 7,544
Cemetery Mower	$ 805
Highway Sander	$ 15,591
Highway Loader	$ 60,168
Total Town Reserve Funds	$ 697,214

Capital Budget:

According to Pittsfield's Town Charter the Town Manager is required to prepare and submit a 5-year capital budget, also known as a Capital Improvements Plan, to the Town Council by November 15th of each year. The capital budget must be adopted by December 31st. For several years, the Town has committed $190,000 per year toward capital projects. Although this is really an amount that could be spent on just road paving and reconstruction each year, the tax rate is too high to bear a more substantial commitment to capital improvement funding. These funds are allocated to projects for 12 departments with the water and sewer enterprise funds having their own capital budget. The Town Council recognizes the importance of maintaining its infrastructure and saving for equipment replacements and has held to the $190,000 capital budget. The capital budget is incorporated into this plan by reference.

Current Debt Service:

Other than water and sewer obligations, the Town overall has very little debt. As of year-end 2011, the Town's statutory debt limit (15% of the assessed valuation) was $32,705,798. The outstanding general obligation debt at that time was $1,717,185 with $226,000 for the Land Air Bond, storm water diversion project and road paving project. $1,491,185 was for five (5) water and sewer bonds and loans.

In 1997, the Town decided to finance the Land Air Express trucking terminal for $700,000, to be repaid over 15 years through TIF-directed tax payments. The final 1998 Land Air Bond was in the amount of $640,000 for the TIF. While the Town is responsible for this debt, Land Air Express will eventually pay for it. In other words, property taxes from this facility will be directed to pay for the building for the first 15 years. This particular taxpayer was viewed as beneficial for the Town as it would be a major employer and have substantial excise taxes that would be paid in Pittsfield in addition to the increased commercial valuation.

Tax Collection Rate:

Despite efforts to manage the Town's funds as frugally as possible, the property tax burden is high and truly unaffordable to perhaps 9% of the Town's taxpayers (if non-payment at the end of the fiscal year is a reliable indicator -- the Town's collection rate on 12/31/2011 was 91%). Tax liens were placed on 6.7% of the parcels for which tax bills were issued in 2011. The collection rate for current year taxes has been running in the 90-91% range up from the 85-88% range in the 1990's. Town officials, elected and appointed, remain vigilant at trying to minimize the tax burden.

Summary:

The Town Council and administration have been doing a very good job in providing the taxpayers with value for their dollar. One area underfunded is road repaving, but the realities of supporting the school system at the desired level requires sacrifice in other areas, and this is the one where it shows the most. Still, Pittsfield's roads are not noticeably in worse condition than those of surrounding communities. Opportunities to time paving work to take advantage of economies of scale and prices accompanying economic downturns should continue to be utilized.

Townspeople receive many municipal services for the dollar paid, but it is unfortunate that the State does not authorize towns to raise funds in a manner which more fairly recognizes

ability to pay, such as the income tax.

Other than continuing the prudent practices already in place, there are a few areas to explore:

1. Support efforts to gain legislative approval for examining the State's tax structure.

2. Support efforts to have the State fully fund mandates and more fully support education.

3. Support efforts to gain additional municipal taxing authority to broaden taxation options (e.g. local income tax).

4. Continue to provide support for volunteerism, which leverages tremendous value for the taxpayer dollar.

5. Continue to support the effort to conduct a fundraising drive for the Theatre Restoration project.

6. Continue to support the effort to conduct a fundraising drive for the Preservation and Restoration of the Historic Pittsfield Railroad Station.

7. Communicate regularly with SAD#53 officials to coordinate financial planning.

III. Recommendations

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One: General Recommendations

This section of the Plan lists general recommendations, in the form of policies and strategies, for each of the elements of the plan. These recommendations are intended to address the issues raised in the review and analysis of the elements in Section II, *Community Assessment*. The matrix also shows a suggested implementation timing and responsible party.

For the purpose of this chapter, the implementation priority is divided into near-term, mid-term, and long-term. "Near-term" is presumed to be activities which can be completed within two years. These are primarily changes to Zoning and other ordinances, and easily-achievable actions. "Mid-term" activities will be commenced and/or completed between two and five years after adoption. These consists of lower-priority activities or those which require additional planning or preparation. "Long-term" activities are those which are more nebulous, and for which the path to implementation has not yet come into focus. The term "ongoing" is used to identify strategies which are currently in place and should continue.

Policies:	***Strategies:***	***Implementation:***
HISTORIC RESOURCES: Historic buildings, sites, and artifacts are common in Pittsfield, and remain a connection with our valued heritage. Like many towns in Maine, we have an active historical society, but insufficient resources to do all the identification and preservation work that is warranted. Both historic and archeological resources have been identified in Pittsfield, but more work is needed to preserve and restore them. Historic tourism and geneology is becoming a significant economic draw.		
1. The Town recognizes the importance of buildings and sites of historic significance and will assist the Pittsfield Historic Society to further develop historic listings.	1.1 Approach landowners to discuss the desirability of listing on the National Register and local recognition through plaque and guide listings. 1.2 Develop promotional strategies including publications, contest, and workshops to foster interest in identification and appreciation of historic places.	Historic Society, near term. Historic Society, mid term.

Policies:	***Strategies:***	***Implementation:***
2. The Town will prevent disturbance of archeological resources by regulating development in areas likely to contain those resources.	2.1 Retain the existing provisions in the Subdivision and Site Plan Ordinances that require applicants to identify and protect archeological resources in sensitive areas. 2.2 Make MHPC information and map of areas with high archeological potential widely available.	Planning Board, ongoing CEO, near term
3. Support restoration of the DEPOT HOUSE to provide a suitable climate for archives and artifacts.	3.1 Provide material assistance to Historic Society in fund-raising and labor/material services for restoration of the depot house property, including capital improvements.	Town Council, staff, ongoing

NATURAL RESOURCES:

Pittsfield's land and water assets provide a necessary buffer against environmental degradation and support for resource-based economic activity such as forestry and farming. Water-based assets provide a basis for recreation and tourism, as well as sustaining life. Protection of these assets from over-development is an important function of this Plan.

4. Provide strong regulatory protection for critical natural resources, including surface and groundwater, wildlife habitat, and wetlands.	4.1 Continue strong standards in the zoning, subdivision, shoreland zoning, and site plan ordinances regarding pollution, erosion control, and preservation of natural features. Update to current practices as necessary. 4.2 Add protection provisions to zoning ordinance and incorporate maps and information from Beginning with Habitat into analysis of protected areas. 4.3 Add wellhead protection zone standards to land use ordinances. 4.4 Continue to work with Somerset County to develop and maintain an all hazard emergency response plan. 4.5 Continue to keep the Flood Ordinance up to date.	Planning Board, ongoing Planning Board, near term Planning Board, near term Civil Emergency Preparedness Director, ongoing Planning Board, ongoing

Policies:	***Strategies:***	***Implementation:***
5. Engage in community-wide and regional efforts for the Town's principal environmental assets: Sibley Pond, Sebasticook River, and the Canaan Bog.	5.1 Cooperate with the Town of Canaan and Sibley Pond & Carrabasset Association on water quality testing and projects to improve water quality.	Town Manager, ongoing
	5.2 Seek legal access to town land adjacent to Sibley Pond and manage forest in a manner to prevent erosion.	Town Council, mid term
	5.3 Work with the Sebasticook Land Trust and other Sebasticook River communities on conservation projects within the watershed.	Town Manager, ongoing
	5.4 Encourage SAD53, MCI, area colleges, and events such as the egg festival to utilize the Sebasticook River as a learning laboratory. Provide landowner education for protection of critical natural resources.	Town Manager, ongoing
	5.5 Continue to address storm/sanitary sewer separation and pursue funding for additional projects.	Town Manager, ongoing
	5.6 Work with DOT to preserve the Sibley Pond boat access (within DOT r/w.)	Town Manager, ongoing
	5.7 Continue erosion control training for Best Management Practices by Town Public Works employees.	Town Manager, ongoing

RECREATION AND CULTURE:

Pittsfield is a regional leader in providing indoor and outdoor recreation and cultural opportunities for area residents. Access to recreation and cultural facilities is available for a wide spectrum of interests and needs. With such a broad range of opportunities, obviously there are several areas available for improvement.

6. Improve water access to Sibley Pond and Sebasticook River.	6.1 Improve non-motorized boat access to Sebasticook River, especially at Pinnacle Park and portage around Waverly Dam.	Recreation Committee, mid-term

Policies:	***Strategies:***	***Implementation:***
	6.2 Continue working towards the creation of a linear riverfront park.	Town Council, ongoing
	6.3 Investigate the feasibility of a pavilion and removable dock on parkland adjacent to the river.	Town Council, long term
7. Continue improvements to town parks and open spaces, including local recreation programs.	7.1 Monitor evening use of the parks to develop strategies to address vandalism and park lighting.	Recreation Director/police, ongoing
	7.2 Expand opportunities in parks, possibly through establishing dog walks, community gardens, and more community events.	Recreation Committee/Town Manager, near term
	7.3 Refurbish the gazebo.	Recruit volunteers, near term
	7.4 Develop a plan for the Town Farm, including recreational open space and community garden.	Town Council, mid term
	7.5 Coordinate recreation activities at multiple venues, including schools, to maximize public use. Identify additional year-round opportunities. Promote increased volunteer involvement.	Recreation Director, near term
	7.6 Maintain and distribute the brochure describing local recreational programs.	Recreation Director/town office, ongoing
	7.7 Identify, schedule, and fund short- and long-term maintenance needs for the new outdoor pool.	Town Manager, near term
8. Improve local recreational trail opportunities.	8.1 Continue to turn over a portion of state reimbursement for snowmobile registrations/taxes to Driftbusters. Seek recreation trail improvement grants where appropriate.	Town Council, ongoing
	8.2 Clean up walking paths in urban portion of town and reduce loitering.	Public works/police, ongoing

Policies:	***Strategies:***	***Implementation:***
	8.3 Seek to extend the Pinnacle Trail to connect with the rail bed, with landowner permission. Look for other opportunities to connect trail network.	Town Council, mid term
	8.4 Develop a map and guide for community trails and walking loops.	Town w/Healthy SV, near term
9. Improve information about and access to local cultural offerings.	9.1 Efficiently operate the community theater and look for additional rental or commercial opportunities.	Theater Committee, ongoing
	9.2 Adequately support the needs of the library, including proper maintenance of the building.	Town Council, ongoing
	9.3 Promote the local arts community in cooperation with the Bossov Ballet and Maine Commission for the Arts.	Town Council, ongoing
	9.4 Encourage newspapers to expand coverage of municipal affairs. Improve and update the town website as necessary.	Town Manager, ongoing
10. Work towards establishment of a permanent community center.	10.1 Develop a needs assessment and development plan for a community center, including cost estimates, long-term maintenance costs, and funding strategies.	Town Council, mid term
	10.2 Evaluate prospective community center sites and monitor grant funding opportunities.	Town Manager, ongoing

Policies:	***Strategies:***	***Implementation:***
LOCAL ECONOMIC DEVELOPMENT: The local economy is the top priority of the Town of Pittsfield. Efforts by the Town to stimulate economic development and job creation have been both intense and long-standing. The Town is fighting trends that are not favorable, such as being in a rural part of the state and lack of investment capital. But Pittsfield has several assets as well – good infrastructure, an active industrial park, interstate access, and good quality of life. Pittsfield must continue to do a good job of building on those assets, cooperating with private business and regional economic players, and maintaining a focus on suitable matches if it is to succeed in building a regional employment center.		
11. Continue to work with regional development partners and public-private initiatives to identify and develop new business and employment opportunities.	11.1 Participate in regional economic development planning efforts of Kennebec Valley Council of Governments and Somerset Economic Development Commission. 11.2 Expand cooperation with the Sebasticook Valley Chamber of Commerce and, if appropriate, initiate a "Heart of Pittsfield" advocacy group.	Town Manager, ongoing Town Manager, near term
12. Improve access to funding, business, and training opportunities for prospective entrepreneurs and job seekers.	12.1 Promote access to the Small Business Development Center for business advice and counseling. 12.2 Seek out and develop opportunities for more skill training through adult education, vocational programs, or employer-based programs. 12.3 Continue assistance to small business through the economic development revolving loan program. 12.4 Continue program of regional job fairs and business nights.	Town Office, ongoing Town Manager, near term Town Office, ongoing Town Office, ongoing
13. Target development efforts to specific commercial clusters within the town – downtown, Somerset Ave., the Industrial Park, Hospital area.	13.1 Continue to market the industrial park and location tax credits such as PTZ and TIF.	Town Manager, ongoing

Policies:	***Strategies:***	***Implementation:***
	13.2 Develop a comprehensive strategy to establish Somerset Ave. as a gateway, with improved gateway signs and traffic calming.	Town Council, Manager, near term
	13.3 Host a meeting/series with downtown merchants to identify infrastructure and parking improvements, façade improvements, and amenities for the Main Street block.	Planning Board, (currently in progress)
14. Ensure that local economic development remains a priority, with local energy and resources dedicated to economic development efforts.	14.1 Create a "Buy Pittsfield" initiative to focus on support of retail business.	Town Manager, mid term
	14.2 Ensure that adequate staff resources are dedicated to economic development activities.	Town Council, ongoing
	14.3 Identify appropriate grant programs to further the Town's economic development strategies in the most cost-effective manner possible.	Town Manager, ongoing
	14.4 Conduct a biennial market analysis/inventory of resources to determine appropriate areas for growth, including a local business survey to identify training, and complementary needs.	Town Council, near term and ongoing

HOUSING:

Pittsfield has a diverse housing stock, including both urban and rural neighborhoods and classic architecture as well as contemporary homes and mobile homes. With changes anticipated in the demographic structure of the town, we anticipate needs for more rental housing and senior housing. Affordability is not an issue for owner-occupied homes, but is an issue for rentals, partly because of the tight market for them. Local zoning protects residential neighborhoods to some extent from commercial encroachment.

15. Continue to ensure that housing in Pittsfield is available and affordable for the existing and projected workforce. At least 10 percent of new housing units should be affordable.	15.1 Review the existing Subdivision and Zoning Ordinances for provisions which might drive up the price of housing unnecessarily.	Planning Board, near term

Policies:	***Strategies:***	***Implementation:***
	15.2 Continue to permit mobile home parks under the current standards of the Zoning Ordinance.	Planning Board, ongoing
16. Plan for shifting demographic demands for housing.	16.1 Investigate the feasibility of forming a local housing consortium to construct more rental housing. 16.2 Work with Sebasticook Valley Hospital to develop a plan for senior/assisted housing within the community or region. 16.3 Add standard to Zoning Ordinance which will allow a single accessory apartment on a single family lot without additional acreage requirement. 16.4 Use the occupancy permit system to monitor building permit progress and communicate with town assessor.	Town Manager, mid term Town Manager, long term Planning Board, near term Code Enforcement Officer, near term
17. Maintain the quality of the existing housing stock.	17.1 Utilize local loan funds and seek grant funding for local homeowners to upgrade homes and make more energy efficient. 17.2 Maintain an adequate Building Inspector budget and consistently enforce the State Building Code.	Town office, ongoing Town Council, CEO, ongoing
18. Preserve residential neighborhoods.	18.1 Maintain and enforce current home occupation standards. 18.2 Enlist the aid of community service organizations to address issues of nuisance or unkempt yards.	CEO, ongoing Town Manager, near term

Policies:	***Strategies:***	***Implementation:***
TRANSPORTATION: In contemporary society, transportation is a critical element to the local economy and community, providing access to jobs, services, and products. Pittsfield's transportation system is structured to provide access both within the town and to a larger market area. The road network serves primarily motor vehicles and is generally in good condition, including access to the interstate system. Pittsfield is also served by air and rail facilities. The town has a good pedestrian network, a developing bicycle network, but no access to public transportation.		
19. Maintain a safe and convenient intermodal transportation system in the most cost-effective manner within budgetary constraints of the town.	19.1 Maintain adequate funding in the local road budget for continued maintenance of local roads.	Town Council, ongoing
	19.2 Participate in DOT funding solicitations and planning for future road improvements in Pittsfield and the region.	Town Manager, ongoing
	19.3 Monitor vehicle speed issues on Industrial Park Street, to reduce the speed limit if conflicts arise.	Town Manager, ongoing
	19.4 Petition DOT and Pan Am Railways to improve the rail crossing on Main Street.	Town Council, ongoing
	19.5 Review access and parking standards in the Site Plan and Subdivision Ordinances to ensure consistency with DOT rules and minimal conflicts with neighboring properties.	Planning Board, near term
20. Maintain a safe and attractive pedestrian and bicycle network in the urban portion of town.	20.1 Work with DOT to create an entry point to downtown on Somerset Ave., with an enhanced crosswalk, traffic calming, and/or gateway signage.	Town Council, Manager, near term
	20.2 Request DOT upgrade walk lights at the signalized intersection of Main Street and Hunnewell Ave.	Town Manager, long term
	20.3 Request Safe Route to School funding to improve access to school complex.	Town Manager, ongoing

Policies:	***Strategies:***	***Implementation:***
	20.4 Prepare a bicycle-pedestrian plan to identify gaps or infrastructure needs in the system.	Town Manager with community assistance, near term.
21. Maintain and upgrade the airport as appropriate.	21.1 Apply for DOT funding to update the Airport Master Plan.	Town Manager, near term
22. Ensure that the transportation system is compatible with other community values.	22.1 Review ordinance provisions to ensure that noise and glare from the transportation system does not create a nuisance.	Planning Board, near term
	22.2 Train public works crews in best management practices for erosion control and habitat protection.	Town Manager, ongoing
	22.3 Support a street tree planting program in the urban portion of town.	Town Council, ongoing

PUBLIC SERVICES:

Pittsfield provides big city public services for a small town price. The Town is responsible for police, fire, and emergency services, water, sewer, public works, and other utilities, and cooperates with the school district on education. The Town must therefore be very good at controlling its budget. Grant support is a top priority, as is cost-effective methods of service delivery.

23. Utilize fiscal responsibility and public involvement to provide needed GENERAL GOVERNMENT services in the most cost-effective manner possible.	23.1 Actively pursue cooperative purchasing opportunities with neighboring towns, regional organizations, and the school district.	Town Manager, ongoing
	23.2 Provide dedicated staff time to search and apply for appropriate grant opportunities to enhance government services.	Town Manager, ongoing
	23.3 Continue to utilize a team approach to town government operations, sharing labor on joint projects, and meeting regularly among department heads.	Town Manager, ongoing

Policies:	***Strategies:***	***Implementation:***
	23.4 Welcome community involvement through use of welcome packets for new residents, informational displays and flyers, and active use of the Town website. 23.5 Make a special effort to involve youth in civic affairs and community projects.	Town Office Staff, ongoing Town Manager with SAD, near term
24. Provide EMERGENCY SERVICES at current level of staffing and fund improvements through CIP.	24.1 Work with the county sheriff's office to ensure adequate police coverage while securing an equitable funding policy. Continue local police force at current levels. 24.2 Actively seek opportunities for regionalization of fire protection services, including shared equipment purchases and training sites and opportunities. 24.3 Explore opportunities for a regional ladder truck or acceptable substitute. 24.4 Monitor the adequacy of fire call response time, particularly with regard to blockage at the railroad crossing. 24.5 Continue to cooperate with Sebasticook Valley Hospital on ambulance services and provision of emergency first aid by town personnel. Monitor insurance and training requirements for first responder personnel.	Town Council, ongoing Fire Chief, ongoing Fire Chief, near term Fire Chief, near term Town Council, Town Manager, ongoing
25. Continue to provide top notch SOLID WASTE management and recycling services.	25.1 Negotiate least-cost solid waste disposal agreements. 25.2 Respond to changes in recycling and organic materials markets to provide cost-effective methods of waste reduction.	Town Manager, ongoing Transfer Station Coordinator, Town Manager, ongoing
26. Maintain and enhance the WATER SYSTEM with constant monitoring and upgrading of older infrastructure.	26.1 Evaluate alternatives for enhancing the water system in the Grove Hill/Hospital neighborhood.	Water Superintendant, long term

Policies:	***Strategies:***	***Implementation:***
	26.2 Continue to apply for grants and low interest loans for water system enhancements. 26.3 Continue funding water system through enterprise account.	Town Manager, ongoing Town Council, ongoing
27. Manage the SEWER SYSTEM efficiently while reducing stormwater intrusion and rehabilitating older infrastructure as needed.	27.1 Continue to apply for grants and low interest loans for priority sewer infrastructure projects. 27.2 Plan sewer system work with road projects to make most efficient use of public works funds.	Town Manager, ongoing Town Manager, Sewer Superintendant, Public Works Foreman, ongoing
28. Work closely with EDUCATION providers to promote learning and involvement in civic affairs while keeping affordable.	28.1 Elected school board members will meet regularly with Town Council to discuss issues of joint interest. 28.2 Coordinate debt obligations and bond requests with the SAD. 28.3 Promote the use of service learning opportunities to get students contributing to civic improvement.	Town Council, School Board members, ongoing Town Manager, School Superintendant, ongoing Town Manager, School Superintendant, near term

FINANCIAL RESOURCES:

Pittsfield is in good financial condition, with low debt and sound financial management. The Town's bond rating has been upgraded twice in the past 15 years. The Town has been very aggressive and successful at receiving grants to support planning, infrastructure improvements, and economic development. The Town maintains nine separate capital improvements plans, totaling over $42 million, and over the past few years appropriated roughly $190,000 per year in property tax revenue to the CIP.

29. Maintain a steady commitment to capital improvement budgeting, at a level equivalent to or exceeding the $190,000 per year now budgeted.	29.1 Continue annual appropriations to the multiple reserve accounts established. 29.2 Continue to update and implement the CIP.	Town Council, ongoing Town Manager, Town Council, ongoing

Policies:	***Strategies:***	***Implementation:***
30. Recognize the limitations of the property tax, and seek to diversify the tax base while exploring creative sources of municipal funding.	30.1 Seek new and diverse forms of commercial development. 30.2 Support legislative initiatives to increase municipal revenue-raising authority. 30.3 Utilize fund-raising drives as necessary for community projects such as the Historic Depot, community theater, community center.	Town Manager, near term Town Council, ongoing Town Council, Town Manager, ongoing

AGRICULTURE AND FORESTRY:

Natural resource-based industry was Pittsfield's first form of economic development, and still provides jobs and income for many households. In addition, farms and forest land provide multiple other benefits. Farming in Maine overall is evolving from a commodity-based mass market industry to a locally-based business. Forest management is supported by markets for wood products that are beyond local control, but since the forest gains value from one year to the next, it can easily withstand temporary fluctuations.

31. The Town will consider farming and its infrastructure a critical part of its economic base. Agriculture will be supported to the same extent as other businesses.	31.1 Incorporate commercial agriculture into the Town's commercial and industrial development efforts through planning for incentives such as tax credits, business promotion and financial assistance. 31.2 The Town will promote local foods and value added industry through support of the farmers market and other marketing efforts. 31.3 The Town will review Zoning Ordinance provisions to ensure that they are farm-friendly.	Town Manager, near term Town Manager, ongoing Planning Board, near term
32. The Town recognizes the importance of land as an agricultural base. The Agricultural Protection District and identification of prime farm soils will help to preserve this base.	32.1 Work with Maine Farmland Trust, Sebasticook Land Trust and other programs which offer conservation/ agricultural easements and similar programs to preserve valuable farmland.	Town Manager, ongoing

Policies:	***Strategies:***	***Implementation:***
	32.2 Require identification of prime farmland soils on subdivision plans. 32.3 Maintain the current Agricultural Protection District.	Planning Board, near term Planning Board, near term
33. Seek to manage forest land in the town for sustainable yields and multiple uses.	33.1 Prepare a forest management plan for the town forest. 33.2 Report violations of the state timber harvesting regulations.	Town Council, mid term CEO, Town Manager, ongoing

Two: Land Use Plan

Current Land Use Patterns:

Pittsfield has developed and continues to develop as a classic New England town – a strong urban core and a rural expanse of undeveloped land. This pattern of development may be partially due to a Zoning Ordinance which has been in effect for several decades, but probably as much to do with the accessibility of public water and sewer service and a network of in-town services and amenities.

The Census-Designated-Place that encompasses downtown Pittsfield contained 82 percent of all residential units in 2010. The CDP is slightly smaller than the growth districts designated in the existing Comprehensive Plan and Zoning Ordinance. The Census does not track commercial locations, but it is clear that nearly all businesses not associated with tourism or resource use are also located within the town proper.

The past ten years have been an era of slow growth for Pittsfield – either 20 housing units or 128, depending on who you believe (see discussion on page 75.) During slow growth periods, there tends not to be a lot of moving about. (In the 2000's, Pittsfield had a net in-migration of seven persons.) Statistically, the rural districts have seen the majority of building permits since 1997 (60 percent), but anecdotally, many if not virtually all of the new permits are for "internally-generated" housing – that is, homes for successive generations of local residents.

Since 1997, there have been no subdivisions of more than four lots in the rural area. There appear to be a few small collections of new homes, which may be accounted for by family transfers and expansions.

The urban portion of Pittsfield has experienced both single-family and multi-family development over the past decade, as well as a general rehabilitation of the residential housing stock. It is clear that the value of living close to the center of Pittsfield outweighs all other considerations except for family ones.

Notable Issues:

In community discussions, it has been clear that the pattern of growth is not an issue in Pittsfield. There is adequate land available in Pittsfield's existing growth districts, so that no expansion of growth districts is warranted.

The Zoning Ordinance is structured to accommodate unforeseen development trends. The ordinance contains special (floating) districts for agricultural Protection and the Riverfront; it also contains overlay districts for Corridor Development, Medical Services, Scenic, and the Airport.

Minimal adjustment should be required of the ordinances.

- The current ordinance does not have provision for accessory ("in-law") apartments. There is a perceived need for these, and some indication that they are already operating. Accessory apartments are a good solution to issues of affordability and senior housing needs, as well as a means to keeping the in-town area active. Accessory apartments should be permitted in several growth districts.

- The CEO has noted some conflicts in the permitted uses in the Riverfront District and those in the Shoreland Zoning Ordinance. These two districts should operate together seamlessly, and will require a tweak of the provisions.

- The Corridor Development Overlay District permits commercial enterprises that are "land-intensive" and do not require municipal water and sewer service. Although examples are given of what might constitute permitted uses, there is no definition of "land-intensive."

- The Agricultural Protection District has not been utilized since being added to the Ordinance. The Town should have a dialog with farmers and rural landowners to determine whether changes should be made to encourage utilization of this provision.

- The Ordinance needs to be updated to accommodate the impacts of new types of development. Specifically, the ordinance should contain provisions for wind generation structures, telecommunications structures, and utility/pipeline installations.

For the past several years, the Town has been focused on business attraction and retention. It is recognized that this level of effort may have come at the expense of energy devoted to Pittsfield's downtown needs. As a mechanism for encouraging growth within Pittsfield's growth area, the Town should increase its investment of time and money into downtown amenities and vibrancy.

Vision:

The *Pittsfield Tomorrow* vision guiding the town's activities contains multiple references to land use strategies. The following quotes have been reproduced to illustrate the direction of current and future policies.

"Growth will be managed carefully to preserve the town's attractive appearance, open space, commercial viability, efficient service delivery and productive rural lands. Residential and commercial sprawl will be discouraged, with the density in rural Pittsfield kept low. Pittsfield' fertile rural land will continue to support agricultural uses and wildlife habitat."

"The town's thriving downtown area will contain a variety of services clustered within a comfortable walking distance, while Somerset Plaza will serve as a vital commercial area . . . Pittsfield will be noted for its beauty – its attractive, tree-lined streets, well-maintained properties, historic buildings, expansive in-town parks, and clean bodies of water."

"Residing in town will be a popular choice for those employed here, allowing for a closely-knit community in which civic involvement is widespread and appreciated."

Land Use Plan Strategies:

Growth/Rural Boundaries:

Due to the lack of demand for development overall and the adequacy of current supply, **no change** is proposed to the definition or boundaries of existing zoning districts. "Growth Districts" on the map (attached) include all districts *except* Rural and Agricultural Protection.

The districts and their requirements are summarized in Section II, Part Five, on pages 58-62 and Tables 11A and 11-B.

This plan recognizes the need for a higher level of protection in specific valuable resource areas within the Rural District. In its ordinance revision process, the planning board will propose a Critical Resource District. The Critical Resource District will include land in the immediate vicinity of Canaan Bog, Big Meadow Bog, and Madawaska Bog, and may include other areas determined by the board to warrant these protections.

Regulatory Changes:

The planning board will review the existing Zoning, Site Review, Subdivision, and Shoreland Zoning Ordinances over the forthcoming 18 months. The review should be completed and a report and proposed changes submitted to the Town Council by November of 2014.

In addition to a general modernization and coordination of definitions and procedures, the review will address the following elements:

- Increase the permissible density in certain growth districts by permitting accessory apartments (in-law apartments) to be added to existing homes without additional acreage requirement.
- Increase the permissible density of the R-1 Residential District by lowering the minimum lot size of unsewered lots from 22,500 square feet to 20,000.
- Reduce development pressure in the C-4 Rural District by limiting new mobile home parks (and expansions) to no more than four lots or units.
- Review permitted uses and standards for commercial development in the C-4 Rural District. Large-scale commercial development should not be permitted unless it is resource-dependant. Resource-dependant uses, especially farms and on-farm operations, should be encouraged with a minimum of regulatory restrictions.
- Review growth districts to ensure that they permit or encourage mixed-use developments, especially in the C-1 Town Center District. Review performance and density standards and parking/access requirements for ease of mixed-use development.
- Eliminate conflicts between the Riverfront District and underlying Shoreland Zoning.
- Add provisions regulating wind turbines, cell towers, and pipelines/utility corridors.
- Strengthen resource protection provisions and incorporate reviews of *Beginning with Habitat* Maps into the development review process.
- Add standards for Wellhead Protection Districts.
- Require identification of prime farmland soils on subdivision applications.

Non-regulatory Changes:

The Town recognizes the potential and reality of market-based incentives to steer growth away from valuable rural areas and towards existing built-up areas. Historically, both residents and businesses have been attracted to the availability of public services, utilities, and amenities in Pittsfield's downtown. In particular, water and sewer service (for commercial and multi-family development) and parks, sidewalks and an interesting downtown (for residents) has proven a strong attractant for continued development in the growth area.

The Town has contributed to this trend by investing in its downtown infrastructure. Although not ignored, rural areas of town have not been targeted for capital improvements outside of transportation infrastructure and location-dependant recreation facilities. All schools, public buildings (except the transfer station), water and sewer service, and active recreation facilities are located within growth areas.

Nevertheless, opportunities exist to encourage additional growth in the urban area while discouraging it in the rural area without imposing a regulatory burden. The strategies recommended in this section are a wide range of non-regulatory tools for directing growth. Many are repetitions of strategies already listed under Part One, General Recommendations. Where this is the case, the number in parenthesis references the appropriate strategy.

<u>Strategies to Encourage Growth in Growth Areas:</u>

- Continue working towards development of a linear riverfront park along the Sebasticook. (6.2)
- Expand usage of urban parks generally, with dog walks, community gardens, and community events. (7.2)
- Clean up walking paths in urban portion of town and discourage loitering. (8.2)
- Continue to market the industrial park. (13.1)
- Develop Somerset Ave. as a gateway to the downtown, with improved entry signs and traffic calming. (13.2)
- Identify infrastructure and parking improvements, façade improvements, and amenities for the Main Street block. (13.3)
- Investigate the feasibility of forming a local housing consortium to construct more rental housing. (16.1)
- Prepare a bicycle-pedestrian plan for the downtown. (20.4)
- Initiate a street tree planting program. (22.3)
- The Town is prohibited by law from paying for sewer extensions, but may coordinate extensions with private developers to be more efficient and cost-effective for the overall area. The Town will not authorize extensions outside of the growth districts.

<u>Strategies to Discourage Growth in Rural Areas:</u>

- Coordinate efforts with Sebasticook Watershed Land Trust to implement conservation projects and seek out land conservation opportunities. (5.3)
- Incorporate commercial agriculture into the Town's economic development planning and strategies. (31.1)
- Continue to promote enrollments in current-use tax programs.

Monitoring and Evaluation:

The Town should put into place a system to track growth and development. This will become more important as growth picks up again in the near future. The Town should be able to monitor growth on at least an annual basis and respond if it becomes apparent that growth is not responding to the strategies in this plan.

The following strategies are recommended:

- Beginning in 2014, the Code Enforcement Officer will utilize a permit tracking system to identify the location by district of new housing and commercial buildings.

- The Code Enforcement Officer will prepare a written report for the 2014 calendar year and on an annual basis thereafter with the results of the permit tracking. The report will be presented to the planning board and town council for review and discussion.

- Beginning with the next fiscal cycle, the Town will budget in its capital improvements plan for GIS equipment, software, and training for the purpose of better tracking development applications, building, tax assessment, and resource protection.

Part Three: Capital Investment Planning Process

Description of Existing Process:

For at least the past three decades, the Town of Pittsfield has utilized capital budgeting to assist with the community's growth and infrastructure development.

Each year by November 15th, the Town compiles a 5-year Capital Program as part of its budget process. The Capital Budget and Capital Improvement Plan (CIP) provide a projection of the Town's capital investment plans over the next five (5) year period. The current year of the CIP becomes the capital budget which is added to each year's operating budget and compliments it. The next four (4) years of the CIP provide for capital project management and a financing plan for capital investments.

As a fiscal and planning tool, the 5-year Capital Plan allows the Town to monitor the timing and funding of all major capital purchases. Each year, the CIP is reviewed, keeping in mind the Town's priorities; on-going town, state and federal programs/opportunities; economics; and then adjustments made as necessary. As the history of our capital budgeting is crucial, the Town has carried forward the 2003 - 2012 capital approvals in a spreadsheet for easy access during the budget process.

In 2012, we have fifteen (15) years of capital budgeting information. This information is an invaluable resource for the future. The CIP has already provided extensive assistance to the Town when applying for grants and other funding opportunities. By referring to a comprehensive review of the Town's capital improvement planning, we reflect a long-range emphasis upon the projects that the Town has determined to be important. This is crucial for grant writing and funding opportunities. The staff refers to this document numerous times over the course of a year.

Items included in a CIP generally have long life spans. All items with a value of $5,000 or more have been included in the CIP rather than in the Town's budget. The CIP may include capital expenditures which are less than $5,000 in any one year if they are part of a multi-year project or focus which exceeds that amount. Items that are funded through a CIP generally fall into one of the following four categories:

1. Equipment and Vehicle Purchases: Examples include police cruisers, fire trucks and major computer purchases;

2. Repairs: Major rehabilitation or repair to a facility or part of a facility which is not viewed as a recurring expense;

3. Construction: The construction, addition or expansion of an existing facility; or

4. Land acquisition: The purchase of land for a public purpose.

For ease of tracking and planning, the Town's CIP is broken down into separate components, as follows:

- General Departments;
- Water,
- Sewer,
- Paving;
- Gravel Road Improvement;
- Road Reconstruction;
- Theatre Revitalization; and
- Airport Plan.

In conclusion, the CIP enables the Town to identify necessary capital projects and coordinate the planning and scheduling of facilities. It should also provide an opportunity to facilitate the implementation of policy decisions by establishing priorities among capital needs which are brought forward for funding. When approved for use, the CIP can be used as a bullet list of the Town Council's vision for long-term capital improvements for the Town.

Incorporation of Comprehensive Plan into Capital Budgeting:

The community has identified a number of improvements listed in the recommendations of the 2012 Comprehensive Plan. Specific items for the CIP (some of which are already included) include:

- Restoration of the Depot House Museum;
- Additional storm/sanitary sewer separation projects;
- Boat access improvement and portage around Waverly Dam;
- Refurbishment of the Hathorn Park Gazebo;
- Plan for the Town Forest;
- Develop a community center;
- Improve walking access to the schools;
- Develop a bicycle-pedestrian plan;
- Update the airport master plan;
- Water system enhancements.

We realize that these improvements will all have different priorities and timelines to completion, and also that the funding for them may come from state agencies, grants, or private funding, as well as town funds. The CIP is an evaluation process for these competing needs.

The following process is utilized to evaluate improvements to be added into the 5-year Capital Program:

A. By June 30th of each year, the Planning Board will review the progress in implementing the Comprehensive Plan and make recommendations to the Town Manger for projects for the 5-year Capital Program.

B. By August 30th of each year, the Town Manager and Staff will review the Capital Investment Section of the Comprehensive Plan, the Planning Board's recommendations and their department's

operations to recommend the inclusion of projects in the 5-year Capital Program.

C. By September 30th of each year, the Town Council will hold a public input session on the Capital Investment Recommendations from the Comprehensive Plan.

D. By November 15th of each year, the Town Council will receive the 5-year Capital Program for the community.

Part Four: Regional Coordination

As one of the service centers of Somerset County, Pittsfield is a leader in bringing together communities for the purpose of enhancing economic development, saving government resources, and protecting natural resources. In addition, Pittsfield participates in larger regional organizations where it is evident that a larger region is more effective.

Current regional activities include (this is not an exhaustive list):

- Mutual aid with neighboring fire departments – host and supplier of items that many of the smaller departments could not afford;
- Regional host for business development events and job fairs;
- Co-creator of Sebasticook Regional Watershed association and participant with Sebaticook Regional Land Trust;
- Active participant in the Sebasticook Area Chamber of Commerce, Somerset Economic Development Corp. and Kennebec Valley Council of Governments;
- Has participated in the past on the Route 2 Corridor Committee when it was active;
- Hosts discussions when needed with Canaan on Sibley Pond management issues;
- Coordinates joint purchasing with towns in the region and school district;
- Hosts the region's annual Household Hazardous Waste Collection, and is a participant with the Penobscot Energy Recovery Facility;
- Invites residents of neighboring towns to participate in recreational programs and facilities.

For the purpose of this comprehensive plan, several of the recommendations in the plan contain a regional component. The following is a listing of those strategies:

- Continue to cooperate with Canaan on water quality testing and projects to improve water quality on Sibley Pond (5.1);

- Work with the Sebasticok Regional Land Trust and other Sebasticook communities on conservation projects within the watershed (5.3);

- Encourage SAD 53, MCI, area colleges to use the Sebasticook River as a learning laboratory (5.4);

- Continue to participate in regional economic development planning efforts (11.1);

- Expand cooperation with the Sebasticook Valley Chamber of Commerce (12.1);

- Continue program of regional job fairs and business nights (12.4);

- Work with Sebasticook Valley Hospital to develop a plan for senior/assisted housing within the community or region (16.2);

- Actively pursue cooperative purchasing opportunities with neighboring towns, regional organizations, and the school district (23.1);

- Actively seek opportunities for regionalization of fire protection services, including shared equipment purchases and training sites and opportunities (24.2, 24.3);

- Work with Maine Farmland Trust, Sebasticook Regional Land Trust, and other programs which offer conservation and agricultural easements and similar programs to preserve valuable farmland (32.1);

- Continue to work with Somerset County Emergency Management to develop and implement the all hazard emergency response plan.