# Town of Pittsfield, Maine
## Economic Development Marketing Plan

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Town of Pittsfield
Certified Business-Friendly

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# Economic Marketing Plan

## BACKGROUND

The Town of Pittsfield's purpose in creating this Economic Development Marketing Plan is two-fold:

(1) to develop and to formulate goals and methods to establish new businesses and marketing in the Town

(2) to expand and grow existing businesses.

A proactive marketing program will help assure that the quality and type of growth that occurs will contribute to the future development and redevelopment of the Town.

## Marketing Objectives / Goals

The Town of Pittsfield's Marketing Goal is to create an economic development image and brand name that reflects the community's strengths and assets.

Economic Development Marketing will focus upon a variety of resources:

- ☐ *Retention of existing businesses*
- ☐ *Expansion of existing businesses*
- ☐ *Creation of new business from within the community*
- ☐ *Attraction of targeted industry from outside the immediate area*
- ☐ *Town created programs*
- ☐ *Re-use of two unique manufacturing facilities which provide growth opportunities*
- ☐ *Expansion of broadband in the rural areas to promote high tech and home businesses*
- ☐ *Continued marketing material in multiple forms of media*

The Pittsfield Economic Expansion Corporation is organized and operated on a nonprofit basis to foster, encourage, assist, support, and promote the development, establishment, settlement, or resettlement within the Town of Pittsfield of industrial, manufacturing, fishing, agricultural, recreational, or other business enterprises for purposes stimulating economic growth in the Town, in part by providing support incentives for businesses to construct and expand facilities incorporating new techniques, combating community deterioration, lessening the burdens of government providing for increased employment for the citizens of the Town and providing the increased tax base within the Town. The primary purpose of this Economic Development Team is to serve in an advisory capacity to the Town Council with reference to the development, refinement and implementation of economic development plans, policies and programs for the Town. The Team may, from time to time, prepare a comprehensive long-term economic development plan for the Town, within the meaning and the spirit of the Town's comprehensive plan.

# COMMUNITY PROFILE

## Economic History

Pittsfield is a major employment center for the region, with an estimated 2200 people working in town daily. Pittsfield provides a job for half of its own workers and more than one in five Palmyra workers. Well over 100 Pittsfield-based employees commute from each of the Towns of Hartland, St. Albans, Detroit, and Newport, while over 50 people drive in from the communities of Dexter, Canaan, Plymouth, and Burnham.

One of Pittsfield's strengths as an employment center is its diversity of business types and sizes. These businesses, in turn, 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, shoemakers, textile workers, electronic assemblers, bankers, waitpersons, and clerks. A number of trades people and service providers are also based in Pittsfield.

The diversity of employment opportunities available to area residents is very healthy for the community. With Sebasticook Valley Health and the related health community expanding in Pittsfield, an increasing number of jobs in health-related occupations will be added to the Town's diverse employment base in the future.

The Town Office maintains a directory of nearly 200 Pittsfield businesses. Data available includes the business name, mailing address, phone number, and contact person. As it will be helpful to the Town in understanding the local economy, the Committee will collect some additional information, such as the nature of the business (included in some cases now), number of employees, and any business needs or concerns (e.g. trained labor, access to markets, room for expansion, environmental permitting, etc.). Many self-employed individuals and families are not listed in the directory, therefore, the actual number of businesses in town is projected as well over 200.

Pittsfield's largest employers (50+ employees) include the following:

Sebasticook Valley Health, employing 350
SAD#53, employing 150
C.M. Almy, church vestment manufacturer, employing 78
The Cianbro Companies, including Cianbro Fabrication and Coatings, employing 500 within Pittsfield and 4,000 around the country
Maine Central Institute employing 110
Argo Marketing Group employing 135
Hancock Lumber, employing 54
Kleinschmidt Associates, employing 60
Homstead Enterprises, employing 65
Walpole Woodworkers, Inc., employing 65

Cianbro remains a strong presence in Pittsfield, employing 500 stationed in town and over 4,000 around the country. Cianbro, Kleinschmidt Associates and a host of smaller businesses in the downtown, create a job base of over 750 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 78 employees of C.M. Almy. This labor force has tremendous potential for not only the Town but the region.

Two other industrial and commercial giants in town deserve special mention. C.M. Almy, manufacturer of church vestments, and Walpole, manufacturer of fine fencing, are two companies who beyond their specific high-quality products also make substantial and major contributions to the civic life of the community. These are businesses with the pro-community and pro-employee ethic that makes the town a special place to live, learn, work, and play. Key to the attitudes within these firms is that fact that the respective CEO's and Managers have made lifelong commitments to Pittsfield and are personally involved in community life.

Though not giants, other noteworthy contributors to Pittsfield's industrial sector are Sonoco Products, Somerset Farms, Greeley Potato Farms, and many commercial dairy, vegetable and show animal farms in the community. The Town is fortunate to have a healthy and growing sector of farming operations.

## Industrial Development

The Town of Pittsfield markets available Industrial Park lots. The Comprehensive Plan, updated in 2013 stresses the importance of this area as the appropriate place within the community to situate large industrial uses requiring sewer and water service. The area is viable for industrial development and compliments the Town's overall vision. With the Industrial Park property located adjacent to the Town's I-95 Interchange, it is very conveniently situated for transportation purposes.

The Town has completed a six (6) lot expansion of the Industrial Park after the receipt of federal stimulus funding through the Economic Development Administration (EDA). This project involved the construction of the necessary infrastructure to expand the park. The roadway, water, sewer and other infrastructure were completed in August, 2011. This 28 acre project abuts the existing Pittsfield Industrial Park. It is situated easterly of Industrial Park Drive, southerly of Somerset Avenue and Northerly of the railroad lines. The lots range in size from 2.09 to 3.99 acres. Several lots have frontage along the railroad.

The Town has received approval from the State of Maine for tax increment financing to be available to businesses to locate in the Pittsfield Industrial Park Expansion. This is a tremendous tool for job growth.

The Town is focusing upon industries that will contribute to the strength of the 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 or advanced technology value added 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 or industry clusters. In addition to these three key industry clusters, the Town's strategic location along I-95 has made it very popular for transportation related industries. The Town has also attracted extensive farming and agricultural operations including commercial dairy, vegetable and show animal farms.

Land Air Express, a large trucking firm, moved to the Pittsfield Industrial Park. The Town assisted with this move by creating a Tax Increment Financing District to provide bonding for the necessary new facilities for this business. All businesses located in the Industrial Park utilize trucking for their day to day operations. The strategic location of the Pittsfield Industrial Park a mere .20 mile from the I-95 Interchange has greatly assisted businesses.

## Service Sector

A number of Pittsfield's businesses provide critical services to people in the region. Accounting, engineering, legal services, office management, construction, veterinary services, animal boarding, chiropractic care, banking, insurance, surveying, investment counseling, and health and fitness services are all available in Pittsfield. The area experiencing the most dramatic growth of late in Pittsfield, however, is health care. Sebasticook Valley Health (SVH) is continually evaluating needed services that can be brought to Pittsfield

as many days per month as demand warrants on a clinic bases. This is a great convenience for patients and brings people from surrounding communities to Pittsfield for health care visits. Therefore rather than losing this trade opportunity to Waterville or Bangor, it is taken care of within the Town. 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 practice and be associated with the hospital. The number of new outpatient medical providers in Pittsfield is making a very positive mark on the community and creating a large number of highly-skilled support jobs.

Economic development and an attractive, thriving community work hand-in-hand. SVH's administrator has indicated that a community's attractiveness and good school system are effective recruitment tools for medical professionals. The converse is also true: The hospital and extensive community and employer-based wellness programs that it runs are found to be highly 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, Sebasticook Valley Work Health and its relevant programming are a vital service to the region and a tremendous asset to Pittsfield. The community interaction with the hospital's outreach programs has been outstanding.

### Retail Sector

When start-up financing has been an obstacle, the Town has stepped in to help. For many years, Pittsfield maintained an economic development revolving loan fund which provided significant assistance to small businesses, many of them retail efforts. Many small businesses first financed through an Economic Development Loan have been successful and flourish today. Start-up businesses nation-wide have a high rate of failure and at the local level, a number of these assisted businesses have closed. From review, it was felt that the businesses lacked management support and that better access to technical assistance would be of assistance to new business owners. It is the Committee's object to develop a local presence of a mentoring group such as the Senior Corps of Retired Executives (SCORE) and promote use of the Small Business Development Center (SBDC) counseling program. The Town has formed a relationship with several technical assistance groups. Referrals provide necessary counseling assistance. Today, the economic development revolving loan fund is available for unique development opportunities.

Several new store facilities have recently opened in the Town providing for extensive shopping opportunities and a substantial increase in trips to the community from residents of surrounding towns.

As Pittsfield has not been "taken over" by fast-food chains, the community has an excellent opportunity to develop and promote a quality image which is more family-oriented and less transient than other communities.

## Location

The community is situated at the confluence of the east and west branches of the Sebasticook River, between Waterville and Bangor on I-95, and bi-sected by the Pan Am Railways/Guilford Rail.

Centrally located along Interstate 95, Pittsfield is within easy access of major markets. Located 40 miles north of Augusta and 33 miles south of Bangor, the Town has long been a commercial and industrial center in Central Maine. Pittsfield is the largest community along I-95 in a 20 mile radius between Waterville and Bangor. Pittsfield's designation as a service center is very beneficial to the region.

# Infrastructure Data

## Government:

Pittsfield has a Council-Manager form of government with a seven member Town Council. The Town provides 24 hour Police and Fire Departments. The community is serviced by Ambulance facilities at Sebasticook Health. The Town provides a full array of services including Recycling, Community Theatre, Recreation Programs, Public Library, Public Works, Sewer Treatment Water Treatment, Sewer Treatment, and Finance/Administration Offices.

## Water and Sewer:

The Town is serviced by the Pittsfield Water Works and Pittsfield Sewer. Extensive capacity expansion is available for both services.

Water improvements totaling $1.5 million dollars financed through grants and loans provided for a new water source, water main extensions and a replacement of the Town's standpipe. From 2009-2014, the Town has received low-interest loans to upgrade the water treatment plant and water mains.

The Sewer Treatment System is sized and licensed to handle an average 1.5 million gallons of wastewater per day. The actual current usage averages 600,000 gallons per day. The Town was approved for a $3.4 million dollar sewer treatment facility and sewer rehabilitation project which has greatly improved and strengthened the Town's infrastructure. This project began in the Fall of 2010 and was completed in Fall, 2014. The Town was approved in 2015 for a low-interest loan for another sewer main replacement project and continues to apply for funding for future projects.

## Airport Facilities:

The Pittsfield Municipal Airport provides a service area extending for a 20-mile radius. In 2003, the Town was awarded over $2.5 million dollars in federal and state grant funding for rehabilitation and a major upgrade of the airport facilities. This extensive construction project began in August of 2003. The original project was completed with the Town awarded additional grant funding for safety enhancements, new Snow Removal Equipment, and a new Snow Removal Equipment Building. The Town competed successfully for additional grant funding for vegetation planning and removal. The Town was then awarded funding for obstruction removal and later for design engineering for the new apron. The Town competed for and was approved for engineering and rehabilitation of a new apron in 2009 - 2010 exceeding $1.1 million dollars. In 2010, the apron was completely renovated. In 2013, the Town was approved for nearly $900,000 in federal and state grant funding for a general aviation apron expansion and taxiway reconstruction project. The Town has received well over $5.8 million dollars of federal and state funding for capital infrastructure improvements at the Pittsfield Municipal Airport. There are now many economic development opportunities available at the airport. The Airport has a full service Fixed Base Operator available and is becoming known as a very user friendly facility. The Municipal Airport has also been found to be especially attractive to business executives who travel frequently. The Airport is becoming busier even while the economic growth in the nation has slowed down.

## School System:

Pittsfield is the home of Maine Central Institute (MCI), a nationally known private secondary school. MCI is an independent, co-educational college-preparatory boarding and day school. The facility is known for offering a rigorous and comprehensive educational program and award-winning art, athletic, ballet, drama

and music programs to a multi-cultural student body. Public education is provided by School Administrative District #53 which also serves two other communities. Three smaller schools provide a quality elementary education which are operated by the District. High school education is contracted to MCI. Residents have identified the school system as an extremely high priority. The Town's vision states that "the school system will be a central focus of community life, closely tied with positive youth programs, life-long involvement in learning and civic affairs, and affirmative community values."

### Health Facilities:

Sebasticook Valley Health (SVH) is a non-profit community hospital providing a wide range of outpatient and surgical services. It is a twenty-five bed facility and operates a 24-hour emergency room that serves over 12,000 patients annually. SVH also hosts clinics in over a dozen specialty areas, allowing patients to see physicians based in Waterville, Skowhegan and Bangor within the community of Pittsfield. SVH's mission states "Our promise is…to provide and coordinate family oriented health care, treating all people with dignity and respect." The hospital also operates Sebasticook Valley Work Health and the STEP Center for Rehabilitation Services. Sebasticook Valley Hospital is operating as a cluster for many adjunct medical facilities. Extensive renovations and a major expansion at the hospital had made it a popular and attractive facility that is extremely busy.

## Workforce Data

Pittsfield has nearly 200 businesses with 10 businesses providing jobs for 50 or more employees. The 2000 Census shows a total of 2,858 workers at Pittsfield Businesses. It is estimated that the Town now provides s employment opportunities exceeding 2400 jobs. Over 2000 Pittsfield residents are employed during the year with over 50% of the workforce stationed within the Town. The remainder of the workforce travels to jobs in other communities. 28% of the workforce is employed in manufacturing and 15% is employed in retail. 11% of the workforce is involved in construction while 29% is employed in professional and related services such as hospitals, health care and education. 2% of Pittsfield's workforce is engaged in agriculture. The community and its residents are ready and willing to provide an available workforce for business expansion.

# INVENTORY

## Available parcels and/or buildings for development:

### Private Sector:

The Town hosts an impressive inventory through the private sector. A sample of the offerings is listed:

### A. Available Land:

1. Available Downtown Location, South Main & Crosby: Three parcels for sale, in combination or separate. Lots are 20,908 square feet; 28,314 square feet; and 17,424 square feet housing a 1-story former business building of 10,620 square feet. Ideal location for a business incubator. Commercially zoned as Town Center District which permits retail stores, professional offices, banks, restaurants and consumer services. Contact Ronnie Friend (1-207-487-3959).

2. Available Downtown Location, Central Street: 33,105 square foot lot with 292' frontage along Central Street. Most of the lot is graveled. Great visibility in a high-traffic area across from the Post Office. Commercially zoned as Town Center District. Contact Allied Realty (1-207-474-9553) or houses@alliedrealty.net

### B. Available Buildings:

1. 105 Main Street: New listing for lease at a prime Main Street location. Also available for purchase. Offices remodeled in 2004. 2,000 square feet are available in one of the original buildings along Main Street in downtown Pittsfield. Ample parking out back in the Municipal Parking Lot. Parking also along Main Street. Contact Robert St. Louis (1-207-852-8714).

2. 186 North Main Street Former Redemption Center: Own your own business and live on-site or generate rental income from two apartments. Business for sale including building and .2 acre lot along Sebasticook River. Base floor area is 1260 square feet and apartments are 1180 square feet. Forced warm air for heating. Remodeled in 1970. Asking price is $35,000. Contact Eric Hammond (416-5309 – cell).

3. Somerset Plaza, Somerset Avenue: Lease opportunities available in the Town's full-service commercial plaza. Great access to the Interstate; extensive parking; telecommunications availability; three-phase power at the mall. Currently houses many retail stores, a large contact center, professional offices, grocery store, and exercise gym. Contact Dana Cassidy, Owner (1-207-227-4160) or dccassidy@live.com

### C. Available Buildings and Land:

1. Office Building: Office suites in excellent condition located on our busy Main Street adjacent to the Town's Industrial Park. Property contains 1.10 acres (Map 22, Lot 007). The offices are located in a 3,150 square foot building at 453 Main Street. The offices were built in 1950 and have been extensively remodeled. A storage warehouse totaling 2,016 square feet is attached. A large parking lot is available on site for customers and employees. Contact Randy Clark at Sebasticook Valley Health (1-207-487-4000) or rclark@emhs.org

2. Cedar Log Homes Manufacturing Facility: Property contains 36.75 acres (Map 11, Lot 55) with 2 new buildings. Log cabin built in 2006 is 999 square feet and could be used for an office or other opportunities. The property also contains a 2,864 square foot storage building built in 2008. As the buildings are new, they may be able to be sold and moved from the property. Property is zoned C-4 Rural District. Currently permitted with an approved Site Plan under on-site Natural Resource Based facility. Adjacent to I-95 for excellent visibility. Contact Randy or Lucy Comber at Moosehead Cedar Log Homes (1-207-695-3730 or 1-800-571-3296) or lucyc@mclh.net

3. Pittsfield Woolen Mill: One of the last woolen mills on the East Coast is now available. 37,719 square feet of manufacturing space on 1.54 acres in the downtown area. Original mill was built in 1900+/-. Ample worker and customer parking. Existing Tax Increment Financing District is transferable to the new industry which locates in the mill. Pine Tree Development Zone Benefits available. Currently used for commercial storage. Contact Randy Wright (1-207-474-9863) or Greg Wright (1-207- 938-4743).

4. Main Street Large Building with Overhead Doors: 9,500 square foot building with four 12-14' overhead doors offers potential for any number of commercial uses. 1.17 acre corner lot with 300' frontage allowing access by any vehicle. Includes a renovated 3 bedroom 2 bath ranch in the back. Lots of potential for business activity along a busy commercial route. Contact Jim Moorhead at Maine Country Properties (1-207-487-3165) or info@mainecountryproperties.com

5. Main Street across from Pittsfield Industrial Park: Unique multi-zoned property located along busy road. Property costs of 430 acres with frontage on Main Street. Buildings and 45 acres of cleared land are zoned Commercial and would be suitable for many business opportunities. Property includes a 22' X 27' Gambrel with 6 rooms and bath; 28' X 120' former horse barn with 28' X 59' finished, heated and being used as a general contractor's shop and the remaining 61' is cold storage and warehouse; 2-car garage and 2 storage buildings. The back acreage of 385 wooded acres is in Tree Growth and offers long frontage on the Sebasticook River and Farnham Brook. Contact Jim Moorhead at Maine Country Properties (1-207-487-3165) or info@mainecountryproperties.com

6. Four Season Resort with Café: A great Commercial and Recreational Opportunity. 3.77 acres located on the shores of Sibley Pond. Includes four cottages, café, private beach, boat launch and plenty of parking. 560' feet of water frontage and 986' of road frontage. Existing retail/service business. Boat mooring, boat slip, dock, waterfront deep, and water view. Well landscaped. Contact Jim Moorhead at Maine Country Properties (1-207-487-3165) or info@mainecountryproperties.com

## Town Inventory:

### A. Available Land:

The Town is indeed fortunate to have the ability to offer the following selections to proactively promote Pittsfield's future economic growth and development:

1. Pittsfield Industrial Park Expansion: 6 new lots in the expansion off the existing Pittsfield Industrial Park. Project is currently underway funded by a federal economic development grant. The industrial park lots are situated easterly of Industrial Park Drive, southerly of Somerset Avenue and northerly of the railroad lines. The project includes the construction of a paved roadway; water and sewer mains, three-phase power, street lighting and curbing where necessary. The Town is seeking businesses that will promote technology clusters. Zoned Industrial with a multitude of permitted uses including precision manufacturing; manufacturing; financial services; information technology; distribution and environmental services.

Lots are priced competitively as follows:

| | | |
|---|---|---|
| 79-2 | 2.88 acres | ***Sold 2016*** |
| 79-3 | 3.24 acres | ***Sold 2016*** |
| 79-4 | 2.64 acres | $12,000.00 |
| 79-5 | 3.99 acres | $18,000.00 |
| 79-6 | 2.55 acres | $11,500.00 |
| 79-7 | 2.09 acres | $10,000.00 |

Premium location. Close proximity to the Interstate with easy access to all necessary infrastructure and markets. Locate your new or expanding business in our growing park. Great investment potential for the future. The Town is open to discussing a number of arrangements including receiving proposals to sell the entire Industrial Park to a developer. Contact Kathryn Ruth at the Pittsfield Town Office (487-3136) or townmanager@pittsfield.org

2. Industrial Property: 87.0 acres with approximately 400' frontage on the Webb Road. Natural setting. Abuts the railroad. Development potential along the Webb Road. The back of the property contains a preservation area. Ideal for environmental services. Price: Negotiable. Contact Kathryn Ruth at the Pittsfield Town Office (487-3136) or townmanager@pittsfield.org

## Unique Opportunities for the Right Project:

1. MTC Holdings, LTD: Former San Antonio Shoe (SAS) Property: Property contains 4 parcels totaling 29.30 acres (Map 33, Lot 4, 5, 6 & 9). The former shoe shop is situated on Lot 5 which contains 7 acres. The shoe shop is 78,838 square feet contained in 1 story with 14' high ceilings. The property use was established as manufacturing. The facility is sprinkled. The former mill is situated on Lot 4 which contains 16 acres. The mill's building footprint is 28,330 square feet. The mill contains 3 stories with 14' high ceilings. In total, the former mill provides 84,990 square feet of storage or other possibilities. Accessory buildings and connectors round out the square footage to 172,500 +/-. Parcel 6 and 9 abut SAS Street, a public way and contain the remaining acreage. Contact Kathryn Ruth at the Pittsfield Town Office (487-3136) or townmanager@pittsfield.org for more information. Separate spec sheet is available upon request.

# MARKETING MATERIALS

## Brochures

The Town will keep an up-to-date marketing brochure, FACTS profile, and package on the community containing documents to accent the town's resources; transportation routes; industrial park; and business programs.

## Town's Web Site

The Town will maintain a web site which will provide one source for all of the economic information about the community. The Official web site of the Town is located at www.pittsfield.org

## On-line Resources

The Town will seek out sites dealing with economic development to assist people. The following sites are listed as resources:

Central Maine Growth Council, www.centralmaine.org

Coastal Enterprises, www.ceimaine.org

Finance Authority of Maine, www.famemaine.com

Governor's Training Initiative, www.state.me.us/labor

Kennebec Valley Council of governments, www.kvcog.org

Maine Apprenticeship Program, www.state.me.us/labor

Maine Business Works, www.mainebusinessworks.com

Maine Department of Economic & Community Development, www.maine.gov/decd

Maine Development Foundation, www.mdf.org

Maine Manufacturing Partnership, www.mainemep.org

Maine Products Marketing Program, www.mainemade.com

Maine Quality Centers Program, www.mccs.me.edu/business-resources/training/maine-quality-centers/

Maine Small Business Development Centers, www.mainesbdc.org

Maine Technology Institute, www.mainetechnology.org

Maine Wood Products Association, www.mainewood.org

Rural Development, www.rurdev.usda.gov

SCORE Counselors to America's Small Business, www.score.org

Sebasticook Valley Chamber of Commerce, www.ourchamber.org

Small Business Administration, www.sba.gov

United States Department of Agriculture, www.usda.gov

## Promotion through Businesses

The Town will keep an up-to-date brochure available for interested local businesses to utilize. The Town will also develop a list of business contacts who are interested in teaming up with the Committee to promote the community for economic development opportunities.

## Chamber Informational Area

The Town will keep marketing brochures at the Sebasticook Valley Chamber of Commerce. The Town has also identified the Interstate Information Centers located within the Town's boundaries as additional locations for brochures and maps.

# TOWN PROGRAMS

## Business Visitation

Visits will be scheduled with businesses to assist with expansion plans and to promote the community and its programs. In the past, the business visits have allowed the Team to learn about the businesses and their needs and to provide them with valuable resources for growth and development. Business visits have been well received and very productive.

## Business Profiles

The Town has set up Business profiles during the year which can be viewed on the Town's web site at www.pittsfield.org. These attractive and easily accessible write-ups target a local business each month for display. Nearly every type of service is available in the community. Promoting the use of our local businesses is one of the goals of the Town's Economic Development Program.

## Business Workshops / Forums / Job Fairs

The Town will assist local businesses with materials and speakers on an annual basis. The last Business Forum was a cooperative venture of the Town; the Kennebec Valley Council of Governments; the Small Business Development Center at Coastal Enterprises Incorporated; and the Somerset Economic Development Corporation. This workshop was geared toward providing valuable information aimed at promoting business growth in three key areas – business programs; resources and financing. Participants learned about programs; meet other business leaders; network; and pick up valuable resources. The Town has held several business forums and sponsored other forms with its economic development partners.

The Town has held over ten (10) Job Fairs in the last decade. Along with the Kennebec-Somerset Transition Team, the Town of Pittsfield sponsors a yearly May Job Fair that has been a great hit with several hundred job applicants from the region meeting with over 50 employers, resource providers and educational institutions. This yearly event is the official job fair for Somerset and Kennebec Counties as well as the Sebasticook Valley. The Town will also hold specialized job fairs for businesses which need to hire a lot of employees or who need employees for start up in the community.

## Pine Tree Zone Designation

Pine Tree Development Zones (PTDZ) are an economic development tool crafted by the State to assist businesses to locate or expand their operations in certain designated areas of the State.

Pine Tree Development Zone provides incentives for qualifying new/expanding businesses in the industry groups targeted by the Maine State Legislature:

- manufacturing
- financial services
- information technology
- precision manufacturing
- advanced technologies for forestry and agriculture
- composite materials technology
- biotechnology
- marine technology
- environmental technology

# Economic Marketing Plan

The Town of Pittsfield applied for PTDZ designation for 47 parcels of property totaling over 400 acres as part of the Kennebec Valley Pine Tree Zone. This designation included the Industrial Park and Industrial Park Expansion; surrounding Industrial and Highway Corridor properties; Somerset Plaza; and the Downtown Area properties focused on precision manufacturing, financial services and/or zoned as Town Center. This designation was very helpful in offering our Town and the region the opportunity for economic development. Since its original approval by the State, the entire Town now qualifies for PTDZ. In 2003, the Town had designated our economic development efforts and grant applications for the technology clusters of precision manufacturing and manufacturing; information technology or high tech; and forest products. We also welcome business development proposals in the other clusters listed above.

With the PTDZ designation, the ability for technology clusters is greatly enhanced.

Incentives for qualifying businesses include:

- **Corporate Income Tax Credit** (100%, Years 1-5; 50%, Years 6-10): the tax credit benefit derives from net new PTDZ payroll and property as a percentage of all Maine payroll and property;
- **Insurance Premiums Tax Credit** (100%, Years 1-5; 50%, Years 6-10): the tax credit benefit derives from net new PTDZ payroll and property as a percentage of all Maine payroll and property; (only applies to Financial Services sector)
- **Income Tax Reimbursement** (80%, Years 1-10): the tax reimbursement benefit derives from income taxes withheld for net new jobs created, i.e. those qualified employees hired above the "old" employment baseline that existed in Maine prior to the expansion may be eligible for Employment Tax Increment Financing;
- **Sales and Use Tax** (100% Personal Property Exemption, Years 1-10): the tax exemption benefit, effective the later of July 1, 2005 or date of certification, derives from the qualified business paying no tax on all new tangible personal property purchases for its qualified business activity;
- **Sales and Use Tax** (100% Real Property Reimbursement, Years 1-10): the tax reimbursement benefit, effective the later of July 1, 2005 or date of certification, derives from paying no tax on all new tangible property purchases that are to be physically incorporated in, and become a permanent part of, real property of a qualified business and used in its qualified business activity;
- **Access to reduced electricity rates** as requested by Central Maine Power, Bangor Hydro Company and Maine Public Service and approved by the Public Utilities Commission

The amount of the incentives will depend upon the extent of the development undertaken. To qualify, a business must (1) add qualified employees above its base level of employment in the State; (2) demonstrate that the project would not go forward but for the Pine Tree Development benefits; and (3) be certified as a qualified business. Qualified employees are (1) new full-time employees hired for work at that qualified business activity in the zone; (2) have a retirement program and group health insurance; and (3) earn wages greater than the average in the local market area (LMA) for our county.

A Governor's Account Executive at the Maine Department of Economic and Community Development has been has been assigned to assist the Town to work with businesses and potential businesses on their proposals.

## Revolving Loan Fund

The Town maintains a Revolving Loan Fund for unique economic development opportunities. The goals of the program are to (1) promote the economic viability of Pittsfield; (2) reduce unemployment rates; (3) diversify the economic base; and (4) encourage maximum utilization of existing vacant and under-utilized buildings. The strategy of the program is to (1) create and retain permanent, high growth potential job; (2) coordinate with private lenders in the use of the monies to benefits start-up entities; growth-oriented businesses with financing for expansion; and businesses that cannot continue operation unless low-cost, long-term financing can be found; and (3) coordinate with other areas economic development activities. A seven (7) member committee reviews the application materials and makes a recommendation to the Town Council on funding the business venture. The Fund can provide financing of up to $10,000 per job. The ratio of private sector dollars to be leveraged will be targeted at a minimum of 2 to 1. The maximum loan under the program is $175,000. Many local businesses have obtained loans over the history of the Town's program. The Town will utilize funding from this program for extraordinary projects which it feels are of extensive benefit to the community and its residents.

## Tax Increment Financing

The Town has utilized tax increment financing under the State Law to provide opportunities for large-scale business development. Tax Increment Financing is a valuable tool that allows Maine towns to be able to compete with other states for economic development and jobs. A TIF is a locally initiated program using property tax dollars and a local decision making process to designate a district for financing. The Town will form a TIF district which is an area of the Town targeted for development or redevelopment. All or a percentage of the revenue generated from the increased valuation resulting from the new development or redevelopment will be captured and used specifically to assist with that development project. Traditionally TIF revenues were used to pay off the cost of public improvements such as roads; water or sewer lines; or plant upgrades. Since 1993, credit enhancement agreements were added to the State law. This option allows Towns the flexibility of making payments from that additional or captured assessment received from the development or redevelopment directly to the company which can then spend it on authorized project activities.

Currently, the Town has two Tax Increment Financing Districts as follows:

(1) Industrial Park Expansion (Phase II) Tax Increment Financing District for the six (6) new industrial park lots in the expansion project currently under way. This District provides the opportunity for a twenty (20) year tax sharing arrangement. The District was approved in 2009 and will expire in 2028.

(2) Pittsfield Woolen Yarns Co., Inc. Tax Increment Financing District established in 1997 which assisted the company in financing the expansion of its carding, spinning and winding departments to accommodate a substantial increase in the volume of the company's business projected at that time. This positive industrial development move absorbed some of the equipment and employees of Eastland Woolen Mill in Corinna which went out of business. The expansion was facilitated with the adjustment of a property boundary along the Central Street right-of-way. For many years this business prospered after manufacturing facility after facility closed throughout the United States and Maine. The TIF is available for a new owner of the facility.

Multiple Tax Increment Financing Districts from 10 and 20 years ago have recently been closed out, therefore, significant capacity for future Districts is available in 2016 and 2017. The Town is very experienced in creating Tax Increment Financing Districts and is able to approve them through our Town Council.

The Town promotes Tax Increment Financing for significant development projects and is open to creating more districts to finance additional facilities and/or expansions of current businesses.

## Partners

The following organizations collaborate and assist us so development or expansion in Pittsfield can be as seamless as possible. The Town also has a host of local financial institutions and real estate agencies which are of great assistance. A number of the services listed below are available at KVCOG in Fairfield on certain days of the week. Please call ahead to arrange to meet with a number of the specialists listed below. Some of the specialists will arrange to meet with you at your business site.

**Economic Expansion Corporation**
Timothy P. Nichols, President
Kathryn Ruth, Town Manager
112 Somerset Avenue Street
Pittsfield, Maine 04967
Tel: (207) 487-3136
Fax: (207) 487-3138
E-mail: townmanager@pittsfield.org
Web Site: www.pittsfield.org

**Department of Economic and Community Development**
Diane M. Jackson
Governor's Account Executive
59 State House Station
Augusta, ME 04333-0059
Tel: (207) 624-7457
207-441-9106 (cell)
diane.m.jackson@maine.gov
Twitter | Facebook | Web

Brian Mulligan
Governor's Account Executive
59 State House Station
Augusta, ME 04333-0059
Tel: (207) 624-7457
Cell: (207) 446-7533
E-mail: brian.mulligan@maine.gov
www.maine.gov

**Business Answers**
Office: 1-800-872-3838
Website: www.businessinmaine.com

**Kennebec Valley Community College**
Flora Stack, Continuing Education
92 Western Avenue
Fairfield, ME 04937
Tel: (207) 453-5116
Fax: (207) 453-5010
E-mail: bdavis@kvcc.me.edu
www.kvcc.me.edu

**Kennebec Valley Council of Governments**
Vacant
Executive Assistant
17 Main Street
Fairfield, Maine 04937
Tel: (207) 453-4258 Ext. 13
Fax: (207) 453-426
Web Site: www.kvcog.org

**Maine Manufacturing Extension Partnership (Maine MEP)**
Jayne Riley
Project Support Manager
Tel: (207) 831-1855
E-mail: jayner@mainemep.org
Web Site: www.mainemep.org

**Maine Procurement Technical Assistance Center**
Melody Weeks
415 Lisbon Street, Suite 400
Lewiston, ME 04240
Tel: (207) 777-5067
Fax: (207) 786-4412
E-mail: mweeks@emcd.org
Web Site: www.maineptac.org

**Maine Small Business Development Center**
Coastal Enterprises Inc.
David Hill
Center Director and Business Advisor
Email: David.Hill@ceimaine.org
Tel: 207-504-5434

**Business Counselor at KVCOG**
Vacant as Janet Roderick recently retired
Please contact David Hill (listed above)
17 Main Street
Fairfield, Maine 04937
Tel: (207) 453-4258 Ext. 16
Fax: (207) 453-4264
Web Site: www.ceimaine.com

**Somerset Economic Development Corporation**
Heather Johnson
Economic Development Director
41 Court Street
Skowhegan, Maine 04976
Tel: (207) 474-0166
Fax: (207) 474-0465
E-mail: Heather.Johnson@somersetcounty-me.org
Web Site: http://www.somersetcountymaine.org/

**SCORE Bangor**
Marge Barker
Federal Office Building
202 Harlow St., Rm. 209
Bangor, Maine 04401
Tel: (207) 772-1147
Cell: (207) 838-9129
E-mail: marge.barker@scorevolunteer.org
Web Site: http://www.bangor.score.org

**US Small Business Administration**
William S. Card
Muskie Federal Building
68 Sewall Street
Augusta, ME 04330
Tel: (207) 592-4522
E-mail: william.card@sba.gov
Web Site: http://www.sba.gov

Keith E. Lind, Program Support Assistant
68 Sewall Street, Room 512
Augusta, ME 04330
Tel: (207) 622-8551
Fax: (207) 622-8277
E-mail: keith.lind@sba.gov

## Financial Institution Partners

**Bangor Savings Bank**
108 Somerset Plaza
Pittsfield, ME 04967
207-487-4395
Website: www.bangor.com

**Peoples United Bank**
109 Main Street
Pittsfield, ME 04967
207-487-5124
Website: www.peoples.com

**TD Banknorth**
76 Main Street
Newport, ME 04953
207-368-4363
Website: www.tdbank.com

**Sebasticook Valley Federal Credit Union**
505 Somerset Avenue
P.O. Box 10
Pittsfield, ME 04967
207-487-5576
Website: www.svfcume.com

**Key Bank**
63 Main Street
Newport, ME 04953
207-368-4342
Website: www.keybank.com

**Skowhegan Savings Bank**
110 Hunnewell Avenue
Pittsfield, ME 04967
Website: www.skowsavings.com

**Camden National Bank**
P O Box 310
Camden, ME 04843
207-230-2170
Website: www.camdennational.com