

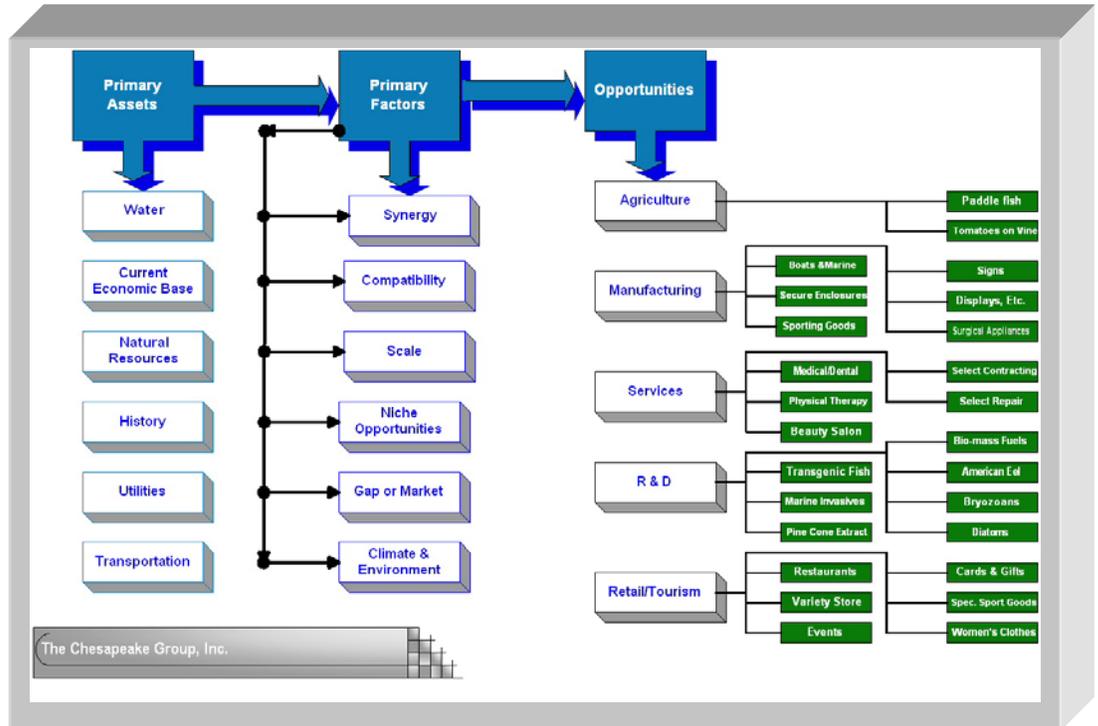
# Bucksport

## Economic Development Strategy

January, 2008

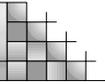
# Strategic Program

As defined in the previous section, a diversity of opportunities exists for Bucksport. In fact, while the changing market will result in some opportunities evolving naturally, others will take effort by various entities within the community and through collaborative efforts. Yet, with the current limited resources, pursuit of all opportunities is not likely in the foreseeable future.



Importantly, for sustainable economic development, “change in course” is essential. The mill, once employing larger numbers of residents, is unlikely to achieve those numbers again. Thus, the town sought other avenues for success. There has been some success in the manufacturing/industrial area, with the recruitment and expansion of certain companies; and there has been substantial public investment along the waterfront and some new business development within the commercial core.

A very difficult, but nonetheless reasonable question to ask is “why is Bucksport different from other communities?” Making it unique, either in a region or larger economic area, impacts success as it separates Bucksport from the competition.



Bucksport is not unique either in the surrounding regional area, the State of Maine, the United States or the global economy in which the community now operates for any one reason. Many larger, similar sized and smaller communities:

- ✓ Have a long standing, continually operating working mill;
- ✓ Have a mill integrated or adjacent to the commercial core;
- ✓ Have a history as a mill or “company” town;
- ✓ Are situated on bodies of water that are connected to larger bodies of water;
- ✓ Are working ports;
- ✓ Have a history of or are currently involved with boat building;
- ✓ Have marinas;
- ✓ Have fluctuating tidal movements;
- ✓ Have within or views of historic forts and other structures;
- ✓ Are near natural resources;
- ✓ Offer quality of life;
- ✓ Have more or less traditional downtowns;
- ✓ Have historic structures and areas;
- ✓ Are or have created riverwalks or promenades;
- ✓ Have community celebrations; and
- ✓ Have other attributes associated with Bucksport.

It is in fact the compilation of factors, not any individual factor that potentially separates Bucksport, with few if any other communities having the identical number and range of attributes.

Yet, the establishment and the sustainability of “niches” for which it is known are likely to be key to future success of Bucksport in the economic development arena. Furthermore, sustainability will require constant metamorphous in response to an ever changing set of external and internal conditions.

Much of the current business activity in the town is commercial in nature, with the greatest number of businesses located downtown. The previous plans, portions of which have been implemented, are physical in form, with high dependence on government action and involvement. Yet, the private sector investment has lagged somewhat. “Build it and they will come” in areas where competition is great is not always the approach that provides the greatest or even reasonable return to the residents, town, businesses and property owners. Virtually all commercial activity in Bucksport now serves and will serve in the future the town’s population as well as others. The ability to penetrate the larger market outside of town residents will be key to future commercial success.

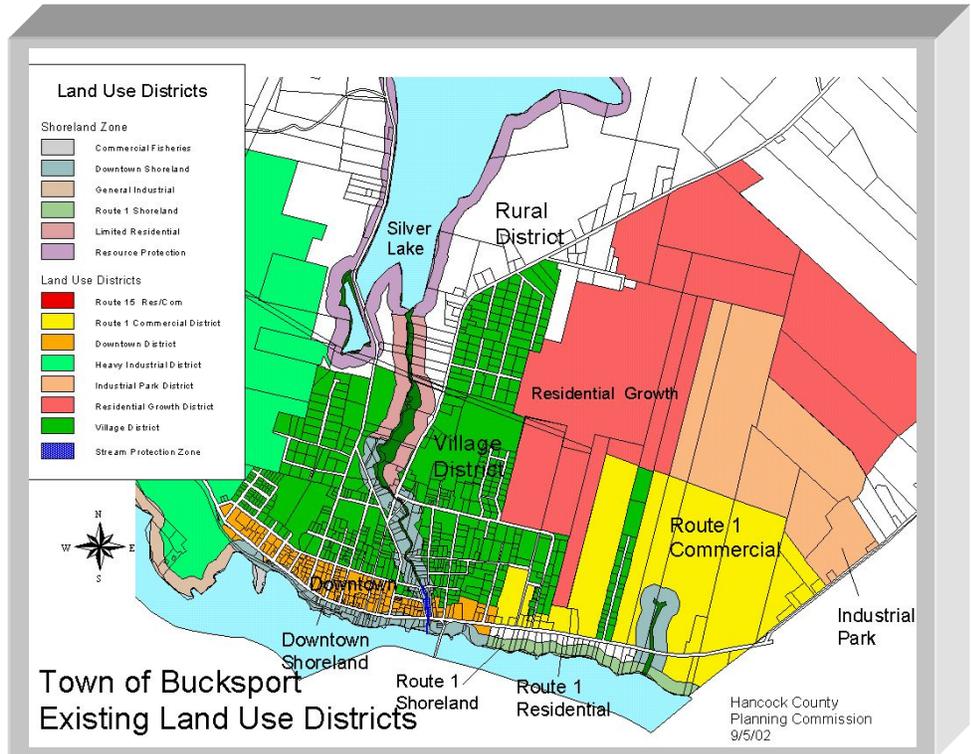
In an effort to develop a quality strategy for Bucksport to continue its evolution from an economic development perspective, the above opportunities and raised issues must be considered as well as several “issues” addressed that were previously defined. These include:

- ✓ Entrepreneurship. (With the large number of anticipated retirements among current business operators over the next 5 to 15 years, Bucksport could see significant vacancies and job losses occur without new entrepreneurship or entrepreneurial replacements within the community.)
- ✓ Labor. (If the “youth brain drain” were to continue, labor factors could become, if they are not now, a negative, resulting in higher employer costs, economic difficulties, and loss of businesses over time.)
- ✓ Technical Assistance. (There is a desire on the part of a significant proportion of the business operators to reinvest. A reasonable share of those is amenable to technical or financial assistance to facilitate the investment.)
- ✓ Low Market Penetration. (Opportunity is likely to be derived by extracting greater dollars from within the existing market by increasing market penetration.)
- ✓ Significant Interest in Sports. (Many household members either observe or participate in sporting activities. The national interest is also high based on attendance and participation rates)

# Goals

Based on the various analyses, issues, and the defined opportunities, goals for the economic development strategy can be developed. Those goals are as follows.

1. Enhance the utilization of the area's assets in a manner conducive to achieving other goals.
2. Create sustainable economic diversity.
3. Alter employment patterns and area demographic changes.
4. Establish a unique niche in the market for downtown.
5. Differentiate Bucksport and its downtown from other communities and areas.
6. Enhance the quality of life for current and future residents.



# Strategy Components

The following are the components of the proposed economic development strategy for Bucksport. Many of the components address more than one goal.

It is noted that it is unlikely that all components will be implemented even with phased activity. Thus and in a sense, each individual component is a contributor to the defined collection of goals, but is somewhat, although not totally exclusive of the others.

## Enhance the Utilization of the Area's Assets & Create Economic Diversity

In the past, manufacturing and port related activity was the foundation for Bucksport. While that may still be true in the future, projected economic success will be based on the ability of Bucksport and our country in general to compete in the technology arena in every aspect of our lives. Certainly the current mill ownership is keenly aware of this. In an effort to create sustainable economic diversity, several of the previous noted opportunities are directly related. Bucksport must diversify its base by:

1. Pursuing/recruiting Research & Development activity that is based on the available natural, current raw materials used by industry, and other resources. As previously identified, there are a number of areas that are likely to yield promise are related to natural resources in the area and alternative energy.

It is noted that research into energy is being conducted at present by one local entity and further activity in that arena is anticipated. It is also noted that the University of Maine is involved at present in cooperative efforts both with a local employer as well as with outside interests addressing the impact of invasive species. Thus, while much additional effort is required, some of the basic relationships are already in place.

There are two possible methods for pursuing research and development. The first method is to directly recruit individual companies through a coordinated, continual process identical to the process to be described at a further point in the strategy. **1A.** The second method is to form a partnership or consortium. Fundamental to the R & D activity would be to **1B.** identify any partnership opportunities with the mill with respect to steam and electricity as well as potentially water, **1C.** establish a relationship with one or more higher education institutions. Because of its position in the state and the established relationship with at least one local business, **1D.** the University of Maine should be sought as one of the partners in a consortium.

This methodology and partnership is suggested because:

- ✓ It can help to form and solidify a partnership between the Federal, State, County, and local levels of government, insuring greater contact than now occurs and expanded relationships.
- ✓ It may help to expand local higher education opportunities and potentially give Bucksport and the surrounding areas greater visibility that might help to increase the proportion of residents seeking higher education and keep those that do within the community, reducing the “youth brain drain”..
- ✓ It potentially brings in larger interests and dollars.
- ✓ It has sustainability, likely to be around for at least fifteen to twenty years. Often research, if and when it turns into product “development,” takes fifteen or more years.
- ✓ It is likely to yield, at present and in the future, high levels of employment for highly skilled individuals, increasing the potential to expand a “permanent younger resident” base.
- ✓ The approach has proven to be successful elsewhere.

It is suggested that Bucksport pursue the following consortium involving:

- ✓ **1F. & 1G.** Either a major new regional, national or international higher education institution or the University of Maine along with involvement by the local regional community college.

Furthermore, **1H.** the focus of research should be in one or more of the noted areas and into products or product research and development unlikely to yield a private sector return for 10 to 15 years. The time frame is important since the time frame is such that no one company is likely to bear the cost on their own.

Because of the high costs and time frame for success with R & D activity in particular, **1G.** the consortium approach might also require one or more partner companies along with the university to share research. State and Federal government funding and involvement are likely to be important as is the potential interest of one or more universities.

Similar research efforts, upon which the model is based, have and are being pursued elsewhere, most notably in New York. In researching the State of New York’s successful private, public and educational R & D efforts, partnerships were identified that have produced a confluence of events and knowledge that worked to benefit each other. The initial effort was initiated by Kodak and has since been duplicated and fostered in other locations by the state government in New York.

Under the leadership of Corning, Kodak, Xerox and the State of New York, the “Center of Excellence” now collaborates with 20 academic institutions, including the University of Rochester, the Rochester Institute of Technology, Monroe Community College, the University at Albany, Rensselaer Polytechnic Institute, Alfred University, Cornell University, Columbia University, NYU, and the City University of New York, to secure leadership positions in photonics, optics and fiber optics. (The use of light to transfer energy and information is making ever-faster and smaller devices possible, with wide applicability from medicine to telecommunications.)

In the appendix to the analysis and strategy, names of universities and companies involved with research and/or product development for the identified areas are found.

With respect to future energy development and its role in economic development for Bucksport:

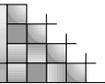
- 1I.** Establish an Energy Committee who will study the alternatives for energy development opportunities.
- 1J.** Determine the benefits-costs and, if feasible, expand natural gas to serve local industries and businesses.
- 2.** Maintaining a strong working relationship with the mill ownership. This activity is already on-going between the Town and the owner’s representatives and will continue to be a priority as the mill metamorphous occurs. The mill’s role has changed from the past and is likely to change even more in the future. Potential energy opportunities are only one area where cooperation may benefit the Town.
- 3.** Continuing to pursue recruitment/expansion of existing niche manufacturing activity, in particular in the boat manufacturing area. However, the pursuit should be in both boat manufacturing and parts.

The structure of the industry is changing due to many external factors. These include but are not limited to the erosion of leisure time, later retirement ages, the aging of the population, demographic changes, multiple household priorities, rising home costs, rising boat operational costs and rising insurance costs. The “middle class” has been particularly “hard hit” by these factors. As a result, attendance and sales at many boat shows have declined and the production of many, but not all boat lines has declined.

Yet, there is an historical position in the industry in Maine as well as a successful established position in Bucksport. Also, when industries are feeling pressure, new investment often continues, it just changes form. The need to relocate to smaller or different facilities or one that might have a competitive advantage in shipping, utilities, operations, etc. is and will occur. Recruitment is often easier because of advantages that can be had in the supply of raw materials or other factors as well as lesser numbers of communities and other entities having a tendency to be in the market. In other words, taking a larger share of a diminished market, afforded by less competition, can result in more activity in one location at the same time there is less activity overall.

Furthermore, as noted above, movement into parts production, not simple the boat or the hull is another area within the industry that Bucksport should pursue. The changes occurring, resulting in lower numbers of new boats being built and sold, is likely to result in “longer lives” for existing boats and more spent on and greater production of replacement parts and overhauls.

The appendix to this analysis and strategy contains information identifying boat manufacturers and boat parts manufacturers.



4. Pursuing/recruiting related manufacturing associated with raw materials used by current niche manufacturing activity in Bucksport and the region. These include products that are heavy users of fiberglass and wood. As identified in the opportunities, these include the following products.
- ✓ Wood kitchen cabinet and countertops.
  - ✓ Signs.
  - ✓ Surgical appliance and supplies.
  - ✓ Photoluminescent exit signs and systems, affordable architectural lighting fixtures, and hospital specification grade lighting.
  - ✓ Marine/water recreation components, including swim platforms, boarding steps, dock and deck boxes, and bow pulpits.
  - ✓ Fiberglass body panels for heavy equipment and aftermarket automotive fiberglass auto body parts, hoods, spoilers, and ground effects and accessories.
  - ✓ Molded plastic storage and transportation containers, chemical wash buildings, radiation monitoring enclosures, wastewater treatment, chemical processing structures, cooling tower pumps, and hazardous area personnel buildings for industrial use.
  - ✓ Fiberglass Insect and frost proof vents for water storage tanks and fine fiberglass mesh for the construction industry.
  - ✓ Artistic and artisan decorative home and building components, including hand made ceiling art, fiberglass reinforced plastic custom shapes, translucent fiberglass panels, and ceiling paneling.
  - ✓ Fiberglass display components, including decorative columns and planters.
  - ✓ High-density fiberglass trash baskets and other durable supplies for offices.
  - ✓ Secure fiberglass enclosures suited for industrial applications and harsh environments.
  - ✓ Sporting Goods, including canoes, archery bows & arrows, fishing, skateboards, surfing, bicycles, snow boards, Hockey, spas & waterslides, race car parts, dune buggies, motorcycle & snow mobile shelters, and modular playground systems and components.
5. Facilitating the expansion of existing businesses into new product lines. One of the reasons for selection of the additional indicated industrial products is their potential relationship to the existing operations. They could be manufactured by recruited new businesses or in some cases by expansion of product lines by existing operations.

It is noted that with three exceptions, wood kitchen cabinets and countertop manufacturing, surgical appliance and supplies manufacturing, and sign manufacturing, many of the product lines noted in “4.” are suited just as well for some existing operations, with added equipment for molding, as for new operations recruited to the area.

#### 6. Recruiting professional services.

Many of the professional service for which a gap has been defined are in the medical arena. Such activity will not only meet the needs of local residents, but could result in an infusion of year-around patronage into commercial areas during the “season” and “off-season.” The recruitment process for professional services mirrors or is identical to that for retail or other activity indicated.

7. Establishing a process that will work over an extended time frame for recruitment of the above industrial base, commercial and other activities.

There are some fundamental considerations associated with a recruitment process. These include fiscal and human resource availability. Yet, in some ways, much of the success with the proposed economic strategy is dependent upon recruitment. Therefore, a recruitment program should be developed. Some of that proposed differs in philosophy, form and application from that currently being done in Bucksport. The following are preliminary steps to establish a successful recruitment effort.

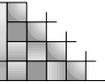
- ✓ **7A.** Decide who will administer and provide staff support for the recruitment effort in general.
- ✓ **7B.** Develop marketing materials oriented toward the types of entities to be solicited. (Materials could be flexible, alterable, and reproducible internally. The format should be set, but information changed depending upon the type of entity to be recruited. For example, what one wants to convey to a women's clothing store differs from a specialized medical practice or a manufacturer. This requires minimizing pre-printed materials.)
- ✓ **7C.** Assure the ability to reproduce the materials on demand via internal computer capabilities.
- ✓ **7D.** Develop lists of those to be solicited and update such lists regularly. (In the case of retail and some manufacturing, initial lists have been provided. However, even in these cases, such lists should be updated at least every three years.)
- ✓ **7F.** Develop a set schedule for phasing of the recruitment process so that the work load is distributed over time.
- ✓ **7G.** Establish funding to insure that the effort is continual for at least five years.

The marketing activity associated with recruitment would include:

- ✓ **7H.** Distribution of developed materials via direct mail; posting information on web sites; advertising in select professional journals, if affordable; internet contact; and "cold call" door knocking for select interests. (The latter should be a significant effort with respect to non-chain regional retail establishments and medical professional entities within the Maine-Vermont-New Hampshire area and New Brunswick-Quebec-Newfoundland area for non-chain retail establishments.)
- ✓ **7I.** Follow-up contact via telephone, internet and site visits to answer questions, gauge interest, etc.
- ✓ **7J.** Should developers for downtown sites be sought, preparation of Request for Qualifications and Proposals, review and evaluation of the responses, and establishment of the relationship (such as between the development interest and the private property owner) should also be part of the recruitment process.
- ✓ **7K.** Continued follow-up, acting as an "ombudsman" for the process.

Bucksport will continue to have limited staff and fiscal resources available for recruitment activity. Therefore:

- ✓ Only limited activity can be expected, whether monthly or quarterly. **7L.** The Town should establish priorities and allocate the limited resources accordingly. The Town could focus on one component of recruitment at a time or focus on a variety of areas (several specific manufacturing and/or retail as examples) at one time. Other business oriented groups should assist in the process as well, focusing on others to be recruited or distributing the work load or development of the written materials. The amount of activity will largely depend upon the allocation of staff and volunteer resources by both the Town and other entities, but it is strongly suggested that a partnership be formed.



**7M.** Bucksport should also participate in regional recruitment activity, not as a replacement for the above but in addition to it.

The need for and level of “pre-screening” or “pre-qualifying” potential contacts for recruitment is a fundamental issue in the recruitment process. Consideration must be given to:

- ✓ Available data bases.
- ✓ The cost effectiveness of the “pre-screening” methods.
- ✓ The likelihood of success with obtaining accurate information for a “pre-screening” process.

The following is noted with respect to retail recruitment lists:

- ✓ Provided in the appendix is a list prepared for which “pre-screening” or “pre-qualification” has been performed. In selected entities, consideration has been given to each individual entity’s expansion plans, desire for expansion in Maine, desired scale as defined by the entity and other factors.
- ✓ This list can be duplicated in the future by obtaining files from several publishers in the country. Generally such data bases are about 80% to 90% accurate by the time of publication. The data bases will include the above as well as specific contact information. Non-print computer data bases cost roughly \$1,200 to \$1,300, and one is sufficient. Print versions are in the \$300 to \$400 range, but take a greater labor to extract information.
- ✓ These and other lists should be supplemented by site visitations for non-chains and “cold calling” for the non-chains to determine their potential for current or future desire for expansion or relocation within defined merchandise or product/business types identified through the demand forecasts.

The expenditure on retail recruitment in the future should focus on the purchase of print data base and site reconnaissance for non-chains.

The following is noted with respect to professional recruitment lists:

- ✓ The primary information can be generated from three reliable sources. These are:
  - Professional associations.
  - Chambers of Commerce’s membership lists.
  - Often state regulatory agencies.

It is not cost effective to dissect, pre-qualify or pre-select the professional associations. Mass mailings, even if over time, will inevitably have greater cost effectiveness than any pre-qualifying effort.

The following is noted with respect to any and all areas of industrial recruitment lists:

- ✓ Initial lists within each manufacturing product type should be developed and are necessary. Unfortunately there is not one “data base,” such as there is for retail, that can be used. The options for generating such lists include those that follow:
  - Trade organizations and associations and their membership.
  - The 2007 and future year “Thomas Register” CD-ROM or DVD versions (available at no cost other than mailing through the publishing company).
  - Other research using the internet as a tool.

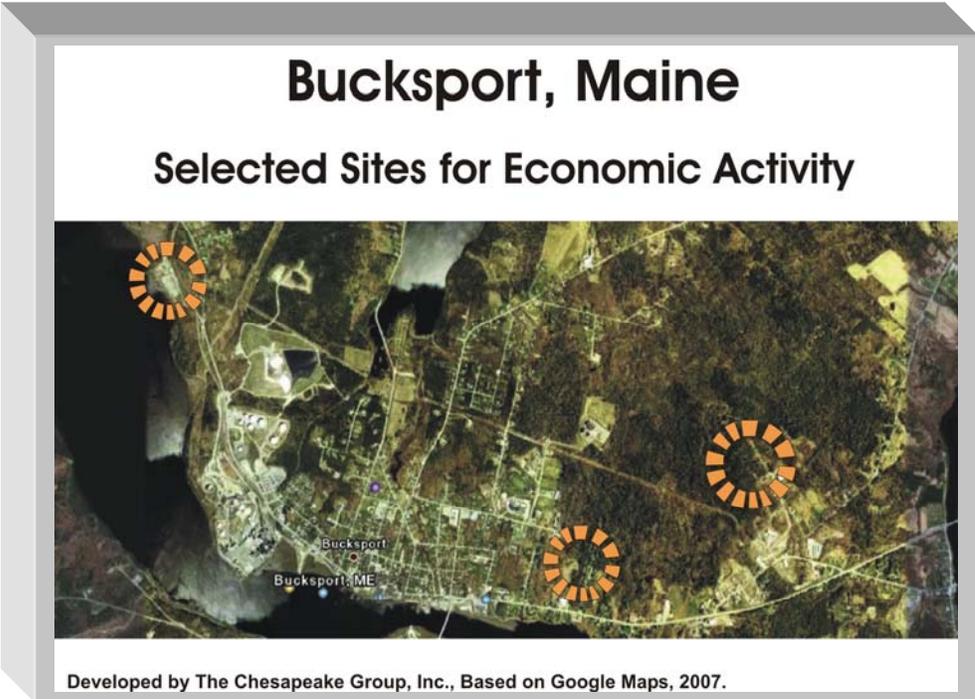
The creation of the initial list can be tedious and time consuming in and of itself. Once such a list is developed for specific product manufacturing, and several have been provided in the appendix to this document, there are several sources for “pre-qualifying” entities in those lists that can be employed. These include:

- ✓ Annual reports for public corporations.
- ✓ Internet sites for public and private companies.
- ✓ Dunn and Bradstreet.
- ✓ Investor services for public corporations.
- ✓ Direct contact via phone, mail requests and by possible standard questionnaire for private companies.

However, because there is not one central list and getting quality information that is accurate to a reasonable degree is difficult, it is highly unlikely that pre-qualification processes will be less costly or more effective than simply mass contact or mailing.

The following is noted with respect to developer recruitment:

- ✓ Generation of the initial list of developers essentially involves pre-qualification as developers sought should have experience doing similar projects. Thus, the research involves identifying developers through their projects. The most appropriate ways of doing this is through:



- Contact with professional organizations that track creative development like Urban Institute, the Council for Economic Development, and the National Trust for Historic & Architectural Preservation.
- Tapping libraries associated with professional organizations that deal with unique situations like the American Planning Association.
- Review of Maine and New England focused publications.

**8. Applying the opportunities to select sites.**

The defined opportunities can be applied to specific sites. The Town

selected three sites for which they would like to see opportunities matched with developable parcels. These sites are defined on the graphic to the left.

It is noted that in two of the three cases platting and subdividing of the land has occurred. That subdividing was not necessarily adhered to in this process for a variety of reasons. The three sites examined are:

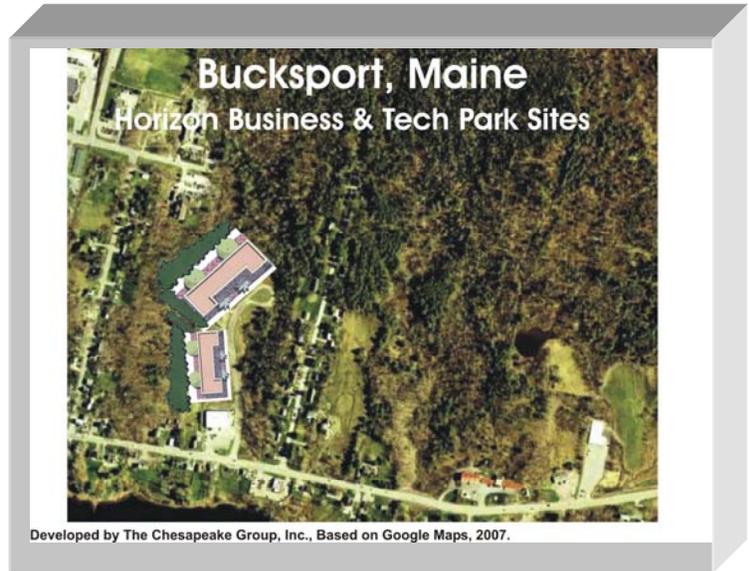
- ✓ Horizon Business and Technology Park Sites.
- ✓ Buckstown Heritage Park Sites.
- ✓ The Sprague North Site

Each of these sites has different strategic location advantages and characteristics. The following is a brief synopsis of the sites and a potential use/reuse conceptual proposal for each. It is noted that two of the three are “industrial” in character. The proposed concepts are simply one option for each. While each of the options is reasonable for the site and market conditions, there are other alternatives for each site as well as the collection of sites.

**8A. Horizon Business and Technology Park Sites.** The Horizon Business & Technology Park is situated in close proximity to the central core of Bucksport, along U.S. Route 1. The site consists of 7.53 acres of land on 5 lots.

The concept for the property would involve building “flex” space versus traditional buildings for individual users. “Flex” space refers to its flexibility. “Flex” space provides the opportunity for small users and for growth of individual businesses over time. Interior walls that divide users are moveable; yet, a dock system is in place to support any and all parts of the buildings.

Individual opportunities would be those requiring or primarily dependent upon roadway/highway access for incoming and outgoing goods or services. Identified opportunities that would work in such space would include, but not be limited to:



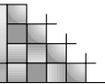
**Flex Space Illustrative Example**



- ✓ Sporting Goods production/manufacturing, including canoes, archery bows & arrows, fishing, skateboards, surfing, bicycles, snow boards, hockey, spas & waterslides, motorcycle & snow mobile shelters, and modular playground systems and components.
- ✓ Virtually all of the indicated R & D activity.
- ✓ Offices of Physicians.
- ✓ Offices of Dentists.
- ✓ Offices of Chiropractors.
- ✓ Offices of Physical, Occupational, and Speech Therapists, and Audiologists.
- ✓ Select Contracting Services.
- ✓ Select Repair Services.

It is noted that “flex” space in many or most cases is somewhat speculative. However, in most markets they have a high level of success, higher than traditional industrial building space that houses one user. Such space would be essentially a new component to the Bucksport market and could provide affordable, expandable space for new entrepreneurial and other activity.

The further pursuit of new activity would require marketing, using processes previously defined. Furthermore, the effort would likely be enhanced by **8A1**. the extension of Park Street to connect with Broadway.



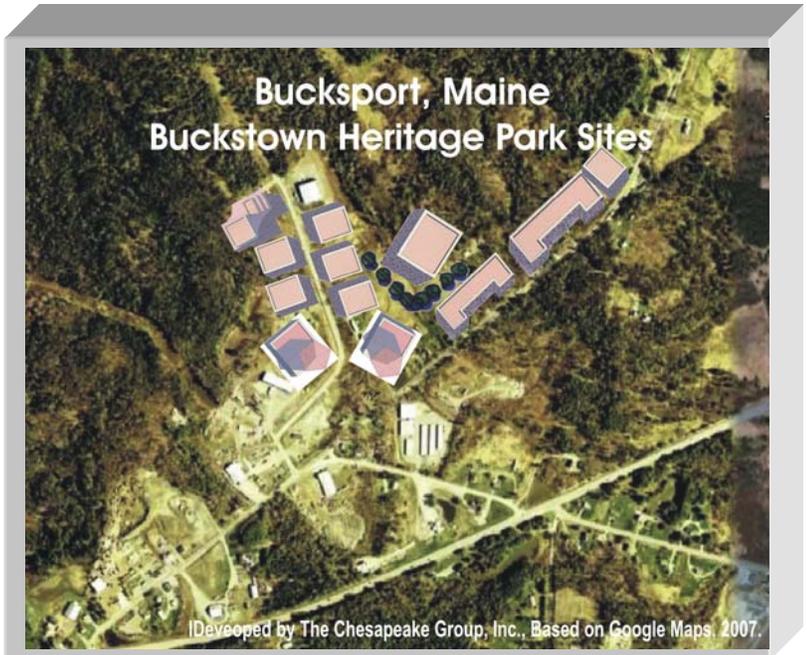
**8B.** Buckstown Heritage Park Sites. The Buckstown Heritage Park is the most eastern of the three sites. It is situated in close proximity to the intersection of U.S. Route 1 and Route 46. The Park consists of 63 acres and Bucksport has made land available within its boundaries available at no cost. The Park has sewer, water, three-phase power, natural gas, and no hook-up fees. The Park does not have fiber optic telecommunications capabilities at this time. The Park’s covenants and restrictions list light manufacturing and service businesses in supporting trades associated with various forms of contracting, fabrication and testing as permitted activity as a “matter of right.”

The following is a list of activities that are appropriate for the sites for which opportunities were identified. It is noted that several are potentially associated with R & D activity and professional services are not likely to conform to the current defined covenants and restrictions.

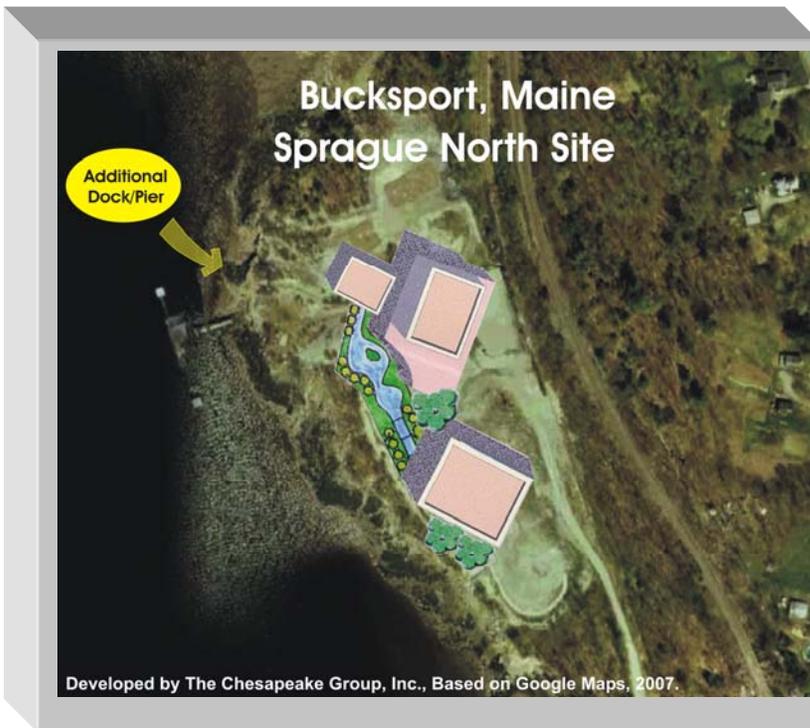
- ✓ Any and all defined manufacturing areas.
- ✓ Any and all of the research activity.
- ✓ Both aquaculture and agricultural related products.
- ✓ Offices of Physical, Occupational, and Speech Therapists, and Audiologists.
- ✓ Select contracting services.
- ✓ Select repair services.

Potentially facilitating further development of the site would be:

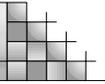
- 8B1.** The pursuit of the extension of the natural gas line.
- 8B2.** The pursuit of alternative sources of electricity.



- 8B3.** The addition of fiber optics for enhanced communications capabilities.
- 8B4.** An upgrading of water service, including but not limited to the replacement of the standpipe for better pressure.
- 8B5.** The creation of some “spec” or “flex” buildings and space.
- 8B6.** Expansion of the land mass through Town acquisition and the ability to offer the land at no cost to qualified activity and users.



**8C.** The Sprague North Site. The Sprague North property is the only site with direct access to the water (the Penobscot River, with both boat ramps and a deep water pier with the possibility of a second such pier on or nearby the property; direct highway access; and a rail spur). The site is undergoing remediation. Located off Route 15, the site also has a 2,300 foot shoreline, three phase power, a 480k transmission line adjacent to the property as well. In a pure sense it is the best location for light or heavy manufacturing of the three alternatives.



The site is ideal for **8C1**. both one very large single-user and for multi-users, particularly those that might share common input components or manufacturing processes. Site development could also likely preserve vegetation that is relatively undisturbed without impacting use.

The following are the types of activities from the defined opportunities most appropriate for the site.

- ✓ Boats and marine components, including boat hulls, swim platforms, boarding steps, dock and deck boxes, and bow pulpits.
- ✓ Fiberglass body panels for heavy equipment, trucks, RVs; aftermarket automotive auto body parts, hoods, spoilers, and ground effects and accessories.
- ✓ Molded plastic storage and transportation containers (lightweight, inexpensive, rust-proof tanks); chemical wash buildings; radiation monitoring enclosures, wastewater treatment, and chemical processing structures; cooling tower pumps, hazardous area personnel buildings for industrial use.
- ✓ Insect and frost proof vents for water storage tanks and fine fiberglass mesh for the construction industry.
- ✓ Artistic and artisan decorative home and building components using fiberglass, including hand made ceiling art, fiberglass reinforced plastic custom shapes, translucent fiberglass panels, and ceiling paneling.
- ✓ Fiberglass display components, including decorative columns and planters.
- ✓ For offices, high-density fiberglass trash baskets and other durable supplies.
- ✓ Secure Enclosures from fiberglass suited for industrial applications and harsh environments, including equipment houses, fueling station kiosks, fire hydrant enclosures, high voltage enclosures, bullet-proof cashiers booths, Homeland Security guard posts, radioactive equipment storage, and corrosive chemical storage.
- ✓ Sporting Goods, including canoes, archery bows & arrows, fishing, skateboards, surfing, bicycles, snow boards, Hockey, spas & waterslides, race car parts, dune buggies, Seadoos, golf cart bodies, motorcycle & snow mobile shelters, and modular playground systems and components.

It is suggested that **8C2**. manufacturing versus warehousing or other industrial activity is the appropriate use for the site in general. As defined above, there are many realistic options that would use materials or could be linked to current operations associated with production already in Bucksport. Facilitation of the development of the site would be enhanced by the following activity:

**8C3.** Identification of the condition of the rail spur and options for redevelopment.

**8C4.** Pursuit of enhanced non-train vehicular access with the railroad.

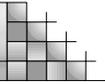
**8C5.** Determining and if desirable the feasibility of Town acquisition of all or a portion of the property.

**8C6.** Extension of water and sewer service to the site.

**8C7.** Should the Town find it necessary to acquire the site, then the feasibility and benefits-costs of acquisition should be defined.

**9.** Creating an apprenticeship program for entrepreneurs.

Creating new ownership for existing and new businesses and franchises through entrepreneurship is both an adjunct and an alternative to recruiting new activity. It is also one of two significant labor issues that must be addressed in the strategy, with the other related to creating a larger qualified labor pool for existing and future employers that also involves the education system and retention of younger residents in the area. An entrepreneurship program with an apprenticeship component serves dual purposes of potentially leading to replacement of current aging owners as they retire and increasing business development opportunities for existing residents. **9A.** It can be effectuated through the community college, technical oriented higher education schools, the University of Maine and other colleges in the larger New England multi-jurisdictional area. Relationships with the institutions could be established on a one-to-one basis or collectively through one catalytic institution to pursue the delivery of entrepreneurial training.



Through the institution or institutions:

**9B.** Students can be identified with potentially entrepreneurship profiles and interests. **9C.** A “training” process could be developed that would include:

- ✓ Certain business curricula courses.
- ✓ An internship with introduction and at least part-time work practicum while attending school or training.
- ✓ An apprenticeship of 1 to 3 years working and learning in the businesses.
- ✓ Purchase, with previous ownership staying on in some capacity for 1 to 2 years, where applicable and possible.

**9D.** Business scholarships to attend business management courses, acquire specific industry skills, or acquire entrepreneurship skills could be arranged through cooperative partnerships. These partners could sponsor student apprenticeships, assist with financial planning, assist with housing, sharing of needed equipment through incubator activity if appropriate, and procure resources for the purchase and financing of businesses if dealing with existing operations and change of ownership.

**9E.** It is noted that current owners of operations could also identify current employees with potential.

**10.** Marketing Bucksport and its individual pieces.

People often search for the “magic bullet” for “branding.” One word, one cluster of words, or one symbol is often expected to be all things for all people and meaningful for all efforts. Unfortunately this is not always the case. What you want to convey about yourself to a tourist could be very different than what you would want to convey to an industrialist considering the community for potential investment in a new facility.

Presented in the appendix are “tag” or “positioning” lines developed specifically for Bucksport that are both non-focused and focused and could be used for general marketing purposes as well as economic development. (Bucksport can be added before or after each of these tag or position statements where not found at present.) In addition to selection or assimilation of those deemed to best reflect the needs of collective or individual efforts, Bucksport:

**10A.** Should enhance its economic development web site and update the site at regular intervals.

**10B.** Implement previous suggestions associated with the “Marketing Committee’s” work.

**10C.** Implement marketing opportunities listed in the previously adopted “Downtown Redevelopment Plan.”

**11.** Creating a focus for downtown that differs from other communities.

Assume that a recruitment process is able to attract new retail activity and restaurant activity to downtown Bucksport. Sustaining that activity, as documented in the demand forecasts, will require attracting individuals from outside of Bucksport, from both surrounding regional areas and “longer distance” visitors during the “season”.

Assume that the new bridge is successful at drawing substantial numbers of visitors for the sightseeing opportunity that it provides over an extended period of time. Assume that the numbers of people coming into the general region as tourists remain the same or grows over time because of Acadia National Park and other outdoor activities. Those visitors as well as the regional population have many opportunities to go to traditional downtowns, many of which are located on the water, have boat docking capabilities, have restaurants, have an historic character and many of the other attributes associated with a downtown Bucksport that would have restaurants, retail, etc.

The fundamental question would be why make the choice of coming to downtown Bucksport. As is the case in many retail and commercial operations, it is offering a “product” that is unique and cannot be found in other locations.

Bucksport is fortunate enough to have two potential magnets that individually or collectively provide opportunities to differentiate itself from virtually all other locations in Maine and perhaps the entire country, with the exception of a few other locations. These two potential opportunities focus on the mill and alternative energy development as well as with the more probable “Northeast Historic Film” group and potential expanded activity. The latter entity has shown a willingness to broaden its focus, but has, as is the case with most non-profits, had limitations to its resources.

It is suggested that **11A.** reinventing of downtown Bucksport occur in cooperation with and through an expansion of opportunities with the Northeast Historic Film Festival. By doing so, downtown Bucksport can:

- ✓ Have a “season” that lasts throughout much of if not a year-round basis.
- ✓ Create a unique place in the regional and national market.
- ✓ Provide the support necessary for sustainable economic activity that is otherwise not likely to be achieved.

Assume that the initial expansion of interest on the part of the organization would require about two years of planning, it is suggested that initial activity would focus upon:

**11B.** Initial Weekend Events. Each weekend during the “season” the Northeast Historic Film would sponsor in cooperation with and funded by a host of entities, a targeted event that could be themed throughout the downtown. The event would include films, street activity and entertainment, youth activities focused on the theme. Key to success would be broad marketing, well beyond local publications. Because of the asset holdings and films by the organization and the likelihood of both a market and funding, the following weekend themes are suggested:

- |  |  |
|--|--|
| ✓ Trains, which could also have a model train component. | ✓ Lumbering.                           |
| ✓ Boating.   | ✓ Fishing and lobstering.              |
| ✓ White water rafting and canoeing.                      | ✓ Agriculture.                         |
|  | ✓ Amateur photography and film making. |

Examples of publications that have readership that might be interested in the particular theme or might be willing to sponsor events because of their interest in the success of the industry are provided in the appendix.

**11C.** Further Expansion into the Education Arena in the Off-season. In association with a community college, the University of Maine or other institutions from other New England or Canadian educational institutions that would offer the programs to their students, additional seminars as well college credit class courses, would be the second phase of associated activity or expansion of venues. The seminars and college classes could be (a) along one or more themes, such as those above with an historical perspective; (b) U.S. or regional history courses; (b) associated with preservation of various media; (c) associated with preservation of the environment; and (d) sports history or enthusiasm. Other opportunities to facilitate such programs or partnerships might be developed with The Smithsonian, USDA, and other federal agencies.

These could be “mini-semester” course taking one to two weeks; or the course stretching over a year, but on one weekend per year, etc. The educational institution could be one linked to the noted R & D development process. Participatory for some activity could be incorporated.

**11D.** Adult Education. In association with AARP, regional and local senior groups, and Rotary and other social community based groups, themed seminars and participatory activity programs could be developed and marketed nationally.

In order to facilitate any of the above activities:

- ✓ **11E.** Start-up funding.
- ✓ **11F.** Program development funding.
- ✓ **11G.** Activity/event funding would be essential.

Start-up funding will have to be raised locally in cooperation with the Northeast Historic Film, the Chamber, the local government, private corporate entities. A small amount of money will be necessary to hire an additional staff or contract person, supervised by the Northeast Historic Film, to develop funding proposals and base of resources for the second step, program development. The latter, actual activity funding, can be addressed by corporate entities, as well as joint venture or partnerships.

**12.** Expanding retail and commercial services in the community with emphasis on downtown through recruitment and the apprenticeship efforts.

As defined in element “**9**,” a recruitment effort for retail is essential. That methodology, particularly as it relates to creating entrepreneurship and purchasing of existing businesses, is essential. Bucksport is of insufficient size and not strategically located near the interstate system to be identified by national chain operations, other than limited convenience providers. It would be expected that new restaurant or other commercial and service activity is likely to come from new start-ups or owners of limited numbers of operations in similar smaller communities nearby as identified and contacted by the community.

Participation in regional marketing efforts is important. However, inevitably it will be local contact from local individuals that will identify and facilitate prospects becoming new Bucksport businesses.

**13.** Expanding visitations to the area by non-Maine residents.

Bucksport took an important “visual” step this year with reinstating tri-fold brochures at visitor centers. The marketing activity indicated in this strategy, whether for recruitment, events or other purposes, indicates that Bucksport must and in the manner suggested go beyond New England in its marketing.

**14.** Maintaining a chain hotel presence in downtown.

Downtown must continue to have a reasonable quality hotel affiliate with a national chain or booking system for visitor activity to flourish. This is essential to hold dollars in the evenings and other times for restaurants and other businesses.

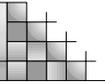
**15.** Expand waterfront activity.

Bucksport has created a quality environment along the riverfront in downtown. However, additional enhancements, primarily private improvements are essential to further it use. These include:

- ✓ Elimination of blighting conditions in the front and rear of some of the properties.
- ✓ Improved interface along the “edge” with the industrial sector.

It is suggested that Bucksport **15A.** consider instituting basic rehabilitation standards for all structures in the downtown. Furthermore, **15B.** the standards should be enforced irrespective of occupancy status.

Also, **15C.** additional boat docking should be considered both within the traditional downtown area and at other locations; **15D.** opportunities related to the goals of the “Downtown Redevelopment Plan” should be pursued, including but not limited to those associated with Webber Dock; **15E.** link the downtown to an integrated walking trail through the Town and other destinations, including Fort Knox; **15F.** define opportunities for “rails-to-trails” inclusive of but not exclusive of downtown.



**16.** Improve communications between government and non-governmental groups and between business groups.

Small communities, like Bucksport, have limited resources. People are key resources. There is always limited leadership with the same people participating with business groups who are involved with community oriented social clubs, etc.

Like all resources, effective utilization of people is important. Yet, given the limited numbers there is a reasonable level of infighting within parties associated with “economic development.” This is reflective in spin-off “splinter” for downtown promotions and activities from the Chamber and some uncomfortable relationships between the Chamber and local government.

It is suggested that there be **16A.** a permanent committee within the Chamber for downtown, with some autonomy for activities and revenues, but with shared staff resources and overall Chamber Board control. It is also suggested that **16B.** appropriate Town and Chamber staff meet on a regular basis to enhance the communications between organizations. In addition, **16C.** business owners, serving as “Ambassadors,” could be incorporated into the recruitment process.

**17.** In addition to the numerous other components of the strategy, several additional elements are critical. The first is education.

As defined, there are labor force issues. Importantly continuation of the current industrial base as well as expansion of that activity desired by Bucksport and expansion of R & D activity requires specific training. Today, the education system in general is not providing the skills necessary nor in sufficient numbers of skilled individuals.

The mill ownership has been instrumental in working with the education system to build in programs to begin addressing their current and future employment needs. This effort must not only be continued but expanded to other related industries if Bucksport is to meet with recruitment and other success. **17A.** A coordinated effort, inclusive of the Town, County, and school system representatives along with representatives from industries whose expansion is being pursued should evolve. This likely means the formal establishment of a task force to insure that programs are provided that insure training is available and being done in specific targeted areas either within or separate from the standard curriculum. These include but are not limited to:

- ✓ Operation of machinery associated with the industries.
- ✓ Medical service training.
- ✓ Laboratory associated activity.

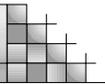
Incorporation also should be basic training as to the responsibilities of employees in employment and employers and labor management relations at various levels.

Members of the task force could be selected by the Town and Chamber and could include but not be limited to private sector representatives from the mill, boating manufacturer, the film industry, a medical facility, and hospitality industry.

In addition, economic development in Bucksport could be enhanced through:

**17B.** Expanded pursuit of other Vocational Technical education opportunities at the high school level and through adult education programs.

**17C.** Pursuit of post secondary education opportunities delivered in Bucksport.



Additional elements for consideration that could enhance economic activity and development in Bucksport follow:

- 18.** Ensure Routes 46 and 15 are reconstructed to permit heavy truck traffic.
- 19.** Determine the feasibility of enhanced public transit opportunities to and from job sites from Bucksport to other areas.
- 20.** Pursue the inclusion of Bucksport into the Maine Port Authority's Port Strategy.
- 21.** Determine the feasibility of enhancements of sewer interceptors and station capacities on the north end of town and other areas that might have a need in the future.
- 22.** Address any deficiencies in child care services that impact employment opportunities of residents.
- 23.** Expand the local market through appropriate expansion of housing within the jurisdiction.
- 24.** Expand development in the Sliver Lake area acquired by the Town for visitor based activity.
- 25.** Pursue the reuse or redevelopment of under-utilized structures in the community, including the Luman Warren school building.
- 26.** Maintain or support the maintenance of current federal, state and local funding sources and programs for economic development and pursue new appropriate public and private sources.