

## *EXECUTIVE COMMITTEE*

2009—2010

### **PRESIDENT:**

Larry Post, Hartland

### **VICE PRESIDENT:**

Stefan Pakulski, Readfield

### **SECRETARY/TREASURER:**

Ann Beverage, Waterville

### **DIRECTORS:**

Robert Worthley, Anson  
Michael Duguay, Augusta  
Roger Averill, Benton  
Irene Belanger, China  
Paul Tessier, Fairfield  
Clif Andreasen, Farmingdale  
Jason Simcock, Gardiner  
Norman Dean, Madison  
Mark Doyon, Manchester  
Mark Fisher, Oakland  
Kathryn Ruth, Pittsfield  
Rhonda Stark – St. Albans  
John Doucette, Skowhegan  
Mary Sabins - Vassalboro  
Roland Michaud, Winslow  
Cornell Knight, Winthrop

### **KVCOG STAFF:**

#### **EXECUTIVE DIRECTOR:**

Kenneth C. Young Jr.

#### **REVOLVING LOAN DIRECTOR:**

Cole Palmer

#### **COMMUNITY DEVELOPMENT MGR.:**

Gail Chase

#### **PLANNING DIVISION:**

Chris Huck, Director  
Ross Nason, Environmental Planner  
Jen Boothroyd, Community Planner  
Fred Snow, Community Planner

#### **OFFICE STAFF:**

Maralyn Jones, Bookkeeper  
Heather Carey, Office Administrator

#### **PARTNERS AT KVCOG:**

Janet Roderick, CEI/SBDC  
Jayne Riley, Maine MEP  
George Gervais – Maine DECD

## **Executive Director's Report September 2009**

### **KVCOG Annual Meeting:**

KVCOG held its 42<sup>nd</sup> Annual Meeting in Waterville on September 23. Sixty people from around the region including two gubernatorial candidates participated. The speaker was Richard L. Connor, Owner of Maine Today Media, Inc. and the Editor and Publisher of the *Kennebec Journal*, *Morning Sentinel*, and the *Portland Press Herald*.

The meeting featured the adoption of the Annual Membership Fee for the Fiscal Year beginning July 1, 2010, the election of Officers and Directors, and the Executive Director's Annual Report.

### **Annual Fee Set:**

The Members voted to keep the Annual Membership Fee the same as the current fee schedule.

### **Officers and Directors**

#### **Elected:**

Larry Post, Town Manager of Hartland, and Stefan Pakulski were elected President and Vice President, respectively. Ann Beverage was re-elected Secretary/Treasurer. The list of Directors elected is in the left column.

Ken Young introduced the KVCOG staff and thanked the municipal members, the members of the KVCOG Board, the members of the CEDS and RLF Committees, and the many other local and regional organizations, public and private, with which KVCOG works for their support and cooperation during the year.

### **Membership Rises:**

KVCOG's 2009 – 2010 membership stands at fifty-four cities and towns representing 36% of the incorporated places in the region and 97% of the population of about 175,000 residents. The City of Hallowell brought the number from 53 last year to 54 this year.

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**Financials:**

KVCOG is very good financial shape. Revenues continue to be healthy and are derived from diverse sources; federal, state, lending, membership fees, and fee for service work for members. Expenses are under control. Our operating reserves (Unrestricted Net Assets) meet the standards suggested by our auditors and are in line with our peer group. We anticipate a "clean" FY 2009 Audit. The auditors will report to the Board of Directors at its next regular meeting December 9, 2009.

**Planning:**

Our planning group is quite busy with both technical assistance and new projects involving ordinance writing, comprehensive planning, GIS mapping, joint purchasing, transportation and solid waste planning, and five Household Hazardous Waste and Medications collections scheduled or completed.

**CDBG and Brownfields:**

Five municipalities received Community Development Block Grants worth \$1,360,300 during the 2009 CDBG award year - China, Gardiner, Waterville, West Gardiner, and Winslow.

KVCOG is using a second \$200,000 US EPA Brownfields grant to perform Phase I environmental assessments in Madison and Manchester, and will perform Phase II environmental assessments in the towns of Madison, Manchester, and Winslow.

**Economic Development**

**Administration:**

Last week, EDA awarded \$1,730,500 to two projects in the region:

- Hartland will receive \$850,500 for upgrades to its solid waste disposal facilities.
- Pittsfield will receive \$880,000 for expansion of its industrial park.

**Revolving Loan Fund (RLF):**

RLF is a key component of our economic development program. At June 30, 2009, KVCOG had 50 active loans with a total principal value of \$3,500,000. Presently, we have about \$1,000,000 available to lend.

Since 1997, KVCOG has made 201 loans for a total dollar amount of \$12,000,000. Our loans have leveraged \$54,000,000 in private sector and other public funds, and have helped create and retain 3,100 jobs in Kennebec, Somerset, and Western Waldo Counties.

**Workforce Development:**

Along with Quality of Place, our workforce is the key to our region's competitive advantage.

KVCOG is working with the John Butera of Central Maine Growth Council and Kim Lindlof of the Mid-Maine Chamber of Commerce on a Business-Education Collaborative project that puts students and teachers in businesses and business people in schools. MSAD 47, RSU 18, Waterville, and Winslow are participating with us.

As part of the focus on workforce development, we are exploring the notion of expanding our focus on entrepreneurs and our Region's Entrepreneur Eco-System. Look for more information in November.

**KVCOG's Ongoing Goals:**

- Maintain and enhance the value of membership. Provide more services, more variety, and more expertise in more areas. Provide top notch technical assistance in support of our member's staff and mission.
- Expand KVCOG's role in promoting additional inter-municipal cooperation and collaboration, in regionalizing land use planning, conservation and land protection efforts, expanding regional transportation corridor planning, and continued focus on Work Force development.

**Conclusion:**

KVCOG's role continues to expand and evolve to meet the needs of the members. The organization "pays off" for its members and the region. With 42 years of service, KVCOG continues to be a tribute to the foresight and hard work of its founders and the dedication and participation of its members.

It is both an ongoing privilege and my great good fortune to be part of the work you all do on behalf of your communities and the region.

# Time to Say Good-bye

Ken Young, Executive Director

## Reinfelds Retiring:

Vic Reinfelds, KVCOG's longtime Revolving Loan Fund Manager, retired on September 24. Vic joined KVCOG in January 2002. Vic managed our portfolio of 50 loans and also the Gardiner RLF with its 13 loans. His expertise in the full range of tasks involved in managing our RLF made it possible for KVCOG to use the fund to underwrite new investment and the creation of new jobs. Vic looked for "deals" that allowed KVCOG to leverage significantly its loan with other funds from other public and private lenders, and the owner's equity to enhance and expand economic activity and opportunities in the region. As Executive Director, I worked closely with Vic. He is a marvelous fellow and is among the most optimistic persons I know. It takes talent and experience to be a good lender. Vic has both in abundance. We will miss him and wish him good fortune.

## Leonard Dow Retiring:

Lennie Dow, Executive Director at FirstPark and formerly Director of Economic Development at KVCOG, is retiring at the end of this year. Through his career, Len contributed enormously to the development and diversification of the regional economy. He played a key role in the development of FirstPark, which is a tribute to both his determination and perseverance and to the power of a good idea. I cannot imagine Len not participating in the region's economic development work and hope to see him regularly.

# KVCOG Welcomes New Staff

## RLF Director:

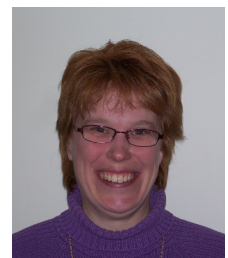


KVCOG is pleased to welcome Coleman Palmer as the new Revolving Loan Fund (RLF) Director. Cole comes to KVCOG with a diverse history. He graduated from the University of Maine with a Bachelor's in Business Administration. For over eighteen years, Cole worked in management capabilities and as a commercial lender in various banks throughout the Northeast. Most recently, Cole has been the Finance Director for a local non-profit. Cole currently lives in Orono with his wife of 26 years, Shelley, as well as with their children, Emily and Kip.

His responsibilities will be to oversee and administer KVCOG's RLF and the Gardiner RLF. Cole has served on the Boards of the Stillwater Montessori School, the Orono Housing Foundation and the Orono-Old Town Kiwanis. Please welcome Cole to KVCOG. He can be reached at 452-4258 ext.13 or by email at [cpalmer@kvkog.org](mailto:cpalmer@kvkog.org).

## Office Administrator:

KVCOG welcomes Heather Carey as its new Office Administrator. She, her husband, Dan, and their two children, Zachary and Sabrina, currently live in Waterville with their dog. Heather graduated from Colby College with a Bachelor's Degree in Government. Her career history includes many years of experience working with non-profits and in schools.



Heather's responsibilities will be to oversee the daily functions of the office. She holds a seat on the Waterville Youth Soccer Association board; has served on the board of the Waterville Assembly Order of the Rainbow for Girls and is past president of the Waterville American Association of University Women. Her other hobbies include reading, scrapbooking, and camping. Please make an effort to welcome Heather to KVCOG. She can be reached at 453-4258 ext. 11, or by email at [hcarey@kvkog.org](mailto:hcarey@kvkog.org).

# Revolving Loan Fund

Vic Reinfelds, RLF Director

## Funding is Available

As the recession deepened, during the last fiscal year, KVCOG's Revolving Loan Fund Program (RLF) provided a total of \$403,000 in gap financing to 4 businesses in our service area. Our RLF funds leveraged approximately \$1,990,000 in other debt and equity investments, and helped to create and retain jobs in Somerset, Kennebec and Western Waldo Counties. The types of businesses assisted during this past fiscal year included a family operated grocery store, a machine shop, a manufacturer and distributor of automotive lubricants, and a company specializing in radiant heat technology. The RLF program currently supports 50 businesses with loans totaling \$3,543,600. We were also able to provide direct assistance in the form of loan payment adjustments and deferments to those borrowers severely impacted by the recession. Since the beginning of the RLF Program, KVCOG has made 201 loans for a total dollar amount of \$11,982,787. Our loans have leveraged \$53,801,738 in private sector and other public funds, and have created and retained 3,055 jobs in our service area. KVCOG uses the RLF program to make loans to individuals and businesses that increase the overall level of economic activity, foster growth in the number of well-paid jobs, and enhance the diversity, competitiveness, and sustainability of the regional economy. To maximize our

lending dollars we partner with commercial lending institutions, other community development organizations, and State and Federal agencies. Our funding is frequently referred to as "gap financing" because it provides that critical final financing component that enables a project to go forward.

Most businesses rely on borrowing as a major source of capital for new plant and equipment, and sometimes working capital. Commercial loans are available at competitive rates, however fixed rate loans with generous terms are harder to get. Collateral requirements have increased as a result of the slowdown in the real estate market, and in some cases, decreasing property values. Debt refinancing has become harder to get. Increased energy costs are starting to affect business operations and the bottom line. At the same time that we have all of these challenges, it is also a good time to look to the future and plan for growth and new ventures. There are many ways to fund projects and many sources of funding. KVCOG provides assistance for business planning through the Small Business Development Center program, and business financing through our RLF program at our office in Fairfield. For more information please contact Vic Reinfelds at 453-4258, extension 13, or by email at [vreinfelds@kvco.org](mailto:vreinfelds@kvco.org).

Announcing the:

**LEAN in Maine Summit 2009**

Thursday, October 15<sup>th</sup>

8:00 am to 4:00 pm

Rangeley Hall, 268 Sylvan Road, Bangor

To enroll, contact the Enrollment Center at EMMC:

974-4621 or 1-800-286-9357 ext. 4621

See the KVCOG website for more information.

# FAME Improves REDLP Loan Program

Ken Young, Executive Director

The Finance Authority of Maine (FAME) announced on September 14 improvements to its Regional Economic Development Revolving Loan Program (REDLP). KVCOG uses REDLP to make loans to eligible borrowers for the purpose of creating or retaining jobs.

“FAME is pleased to offer an enhanced REDLP to better meet the needs of Maine’s regional economic development agencies and the businesses they serve,” stated FAME Chief Executive Officer Beth Bordowitz.

The enhancement has two components. The first is geared toward meeting the credit needs of businesses in this challenging economy. Through June 30, 2010, KVCOG will be able to make loans to almost any eligible Maine business, regardless of size or sector, with certain limited exceptions. The changes include: increased fund disbursements to KVCOG; amended financing terms and conditions; expanded eligibility for projects, especially Maine’s targeted cluster industries such as composites,

energy, and marine and biotechnology; and expanded business eligibility for program funds.

“These sensible, no-cost changes to REDLP are ways by which FAME, in partnership with KVCOG and other regional economic development agencies, is addressing the capital needs of Maine’s small businesses during these challenging economic times,” stated Will Armitage, Executive Director of Biddeford-Saco Area Economic Development Corporation, which participates in the program.

From 1996 through 2007, REDLP provided 535 loans totaling \$27 million. These loans in turn leveraged an additional \$218.1 million in investments and created and retained a total of 9,104 Maine jobs.

Interested parties should contact KVCOG for information and applications regarding REDLP. For a list of program details, please visit:

[http://www.famemaine.com/business/DirectLoans\\_RegionalEconomicDevelopmentRevolvingLoan.asp](http://www.famemaine.com/business/DirectLoans_RegionalEconomicDevelopmentRevolvingLoan.asp)

# The Youngs Visit Zambia

Ken Young, Executive Director

My wife Anne and I journeyed to Zambia in late June to visit our daughter, Sarah, a Peace Corp Volunteer doing agriculture technical assistance work in the North Western Province of Zambia. She began her tour in February 2008 and is due home next summer.

Sarah lives in Shibende village in a small two room mud hut with a thatched roof without electricity, running water or cell coverage. Shibende is about 2.25 hours on foot from the commercial center at

Kasempa. Kasempa is two days and 13 hours by public bus from the capitol, Lusaka.

Zambia is the former British colony of Northern Rhodesia. Zambia is about 12 degrees of latitude south of the Equator. July is winter with dry sunny

days and cool nights (like September in Maine). Zambia is famously home to Victoria Falls on the Zambezi River and to some incredibly remote natural areas teeming with African wildlife.

We arrived in Lusaka via London at 6:30 am on June 27 and set off by bus for Livingstone. We visited magnificent Victoria Falls and crossed the Zambezi to Botswana for a 3-day tenting safari in Chobe National Park. We saw elephants, hippos, giraffes, antelope (6 kinds), leopards, warthog, baboons, zebras, Cape buffalo, crocodiles, and many birds, were endlessly intriguing. We never tired of rounding a bend and seeing an elephant standing in the road.

Back to Livingstone and the 9 hour ride to Lusaka. Early the next morning we braved the jam-packed central bus station to find a bus packed to the

gunnels heading 2 hours northwest to Mumbwa. There we met a South African colleague of Sarah's who drove us 3.5 hours over sometimes reasonably good dirt roads and across the Kafue River on a two car, hand pulled ferry to a road construction project camp on the Lunga River. Our route took us into very remote Kafue National Park and then into the adjacent Game Management Area. For most of the way we saw no other people or traffic. The following day we crossed the Lunga and headed the next 50 miles to Kasempa. We put up in a ramshackle guest house near the Mukinge Mission Hospital. We walked virtually everywhere; the hospital, Shibende, and the BOMA, Kasempa's "commercial district" with its stores selling Mosi beer in refillable bottles, bread, meat, corn meal, and an open air market with vegetables and dried fish.



One day we walked 3 hours to Kabale village over a rough and dusty dirt road for lunch with two teachers. They hosted us with a lunch of nshima and tasty condiments. The teachers have 45+ children in each class and virtually no teaching materials. They are given a house, an acre or two on which to grow corn and vegetable and a modest salary. Their school was 4+ hours on foot from Kasempa. Their nearest access to the cell phone network was by the big termite mound about a mile down the road.

On the trek back, we visited with two of Sarah's most involved farmers, Ba Geoli and Ba Matafawali, and learned first-hand about Sarah's work as a PCV. Most people in Northwestern Province are subsistence farmers with large families. Sarah's work to increase their yields and add value can pay

off in improved housing, diets, and access to education.

Another day we spent two hours with 18 young women at Sarah's Life Skills class at Mukinge Girls Secondary School. They sang in English and Bemba for us, discussed their many plans for the future, their own and Zambia's, and quizzed us about life in America. They had big dreams and little dreams and were determined to make things happen. Another day we had tea with an American missionary doctor and his nurse wife and their three children who are working at Munkinge Mission Hospital. Later, we learned they were robbed in their house by two armed men.

After a physically demanding but incredibly diverse eight days, we headed back to the camp at Lunga, over the Kafue and eventually to Mumbwa again. We caught the noon bus to Lusaka and arrived for a second time at the central bus station. Crowded and chaotic does not describe the scene. We were up early the next morning for our 8.30 flight to London and on to Boston. During the 9.5 hour Lusaka to London leg, we were glued to the window as we flew over forest, jungle and desert, over the Mediterranean and the French and Italian Alps with the last wisps of snow and Paris to London.

It was so wonderful to see Sarah after 16 months and to see her at work. Letters, pictures, and the occasional telephone call convey only a part of the story. Hers is a very challenging assignment in a very difficult physical and cultural setting. My pride in her achievements expanded and my admiration for her bravery and commitment went off the scale. A villager from down the road said to me, "We know Sarah. She respects us and we respect her". High praise indeed! The people who do this sort of work are extraordinary individuals.

The Zambians we met were lively, friendly, curious, and incredibly hard working. The contrasts between Zambia and Maine are extraordinary, yet the differences are mostly a matter of degree and geography. We share many of the same social and economic concerns and many of the same aspirations. When people ask us what it was like, "extraordinary" only scratches the surface.

# Pine Tree Zones Go Statewide

Ken Young, Executive Director

When first put in place, the Pine Tree Development Zone (PTDZ) program provided subsidies to certain eligible firms that located or expanded in those parts of Maine with areas with high unemployment and low wages. Effectively this meant everywhere except the relatively more prosperous Cumberland and York Counties. Eligible firms work in the following sectors:

- Manufacturing, including precision manufacturing technology
- Financial services
- Biotechnology
- Aquaculture and marine technology
- Composite materials technology
- Environmental technology
- Advanced technologies for forestry and agriculture
- Information technology

KVCOG helped organize and administer the KV Pine Tree Development Zone. The size and shape of the zone was changed as needed to accommodate various proposals from businesses. Examples of firms using the program include T-Mobile, Backyard Farms, Somerset Grist Mill, Orion Rope, and J.S. McCarthy.

The program did provide a modest comparative advantage to the comparatively less prosperous parts of Maine in the unending intra-state competition for jobs. In theory, a firm locating or re-locating in Maine would take a second look at Skowhegan or Gardiner or Burnham lured by the Pine Tree Zone subsidies where previously, they might stop at Portland. It was foreseeable in 2004 when Pine Tree Zones were created that pressure to expand the geography would be intense. In 2007, the geography grew to include a firm “manufacturing” beer in Portland using a new set of criteria that favored certain manufactures in southern Maine.

On September 12, 2009 the last vestige of the original effort to benefit areas with high unemployment and low wages including Somerset County bit the dust. With the enactment of LD 1473, PL 461 Pine Tree Zones are now available statewide. The role played by KVCOG, AVCOG, NMDC, and EMDC in administering Pine Tree Zones is eliminated. Most of the comparative advantage for the original areas with high unemployment and low wages is gone replaced by a two tier system that provides a very modest additional subsidy to firms in parts of the state other than Cumberland and York Counties.

From its inception in 2004, twenty-five municipalities participated in the KV Pine Tree Development Zone. Thirty-five firms used the Pine Tree Zone program. Seven qualified under the information technology category, three under advanced technologies for forestry and agriculture, three under composite materials/manufacturing, and the remainder, twenty-two, under “ordinary” manufacturing. In the KVCOG region and statewide, manufacturing was the biggest user by far. The participants indicated to Maine DECD that they anticipated adding 1,700 net new jobs and \$181,403,904 in new investment in plant and equipment. Maine DECD has no information as to the actual number of net new jobs created or the value of any net new investment or the cost of the various subsidies.

## **HOUSEHOLD HAZARDOUS WASTE DROP-OFF DAY:**

Saturday, October 17<sup>th</sup>

9:00 AM to 12:00 PM

Airport Road, Waterville, near the bus terminal

Residents of: Albion, Belgrade, Benton, China, Fairfield, Oakland, Sidney,  
Waterville and Winslow

Pre-registration at your town office or public works is required.

# Telecommunication Towers

Fred Snow, Community Planner

Demand for wireless service continues to increase. Nationwide telecommunication service providers have installed more than 80,000 transmission sites. Industry analysts predict that between 100,000 and 200,000 new cell sites will be needed to meet the growing demand of wireless service customers. Half of these sites will likely require new towers, especially in suburban and rural areas.

A new generation of wireless communications technology helps drive this demand. Cellular sites are converting from analog to digital, which carries more calls simultaneously and allows caller ID and voicemail. Personal Communication Services (PCS) is digital communication that provides higher quality reception and can also transmit data. PCS is being expanded across the State. PCS uses higher frequencies than cellular resulting in signals traveling shorter distances. This means PCS requires more towers. Wireless services will be expanding to wireless internet, wireless cable and wireless data. This trend will also require more Personal Wireless Service Facilities (PWSF) closer to each other.

Telecommunication technology and the companies providing it are protected to some degree under the federal Telecommunications Act of 1996. This act bars local regulations that have the effect of prohibiting the siting of telecommunication towers. Unreasonable discrimination among providers is also prohibited. Permit decisions must be made within a reasonable timeframe and must be based on a factual record e.g. findings of fact and conclusion of law. This act does not allow municipal regulation of radio frequency emissions.

Telecommunication towers can be controversial. The three big issues are typically visual impact, height, and location. An effective ordinance needs to address these issues and meet the requirements of the Telecommunications Act.

KVCOG's recently completed model PWSF ordinance strives to address the visual impact, height and location of towers while meeting the requirements of the federal law. Primary sources for this model are PWSF ordinances developed in 1997 for Durham, New Hampshire and the Cape Cod Commission by Kreines and Kreines a legal firm specializing in towers. The same or similar ordinances were adopted in the late 1990s and are still being used by at least 47 municipalities in New Hampshire.



KVCOG's model PWSF ordinance is concerned with permitting towers that meet signal coverage needs and blend into areas where visibility may be a particular concern such as residential areas, historic districts, and scenic areas. Ground-mounted towers are limited to 10 feet above the average tree canopy height of trees within 150 feet of proposed tower with a couple of exceptions. Building-mounted PWSF taller than 10 feet above the existing building it's mounted on are allowed provided they are completely camouflaged. There is a provision for a PWSF overlay zone where tall towers are allowed. An assessment of alternative sites is required if the PWSF does not meet the standards of this ordinance. There is also a provision for professional services at applicant's expense to assist with municipal authority review.

The model ordinance is designed to fit into an existing local land use ordinance, which has a review structure. Application of this ordinance should be reviewed by a municipal attorney prior to its adoption. For more information about, a copy of, or assistance on how to apply the ordinance to your community contact Fred Snow, Community Planner at 453-4258 extension 27 or at [fsnow@kvkog.org](mailto:fsnow@kvkog.org).

## KVCOG Completes State Model Wind Ordinance for SPO

Fred Snow, Community Planner

KVCOG recently completed a new Model Wind Ordinance under contract to Maine State Planning Office. The Ordinance is available on KVCOG's, [www.kvcog.org](http://www.kvcog.org), and the State Planning Office's (SPO) websites! The ordinance establishes a framework that can be used by municipalities to regulate wind power development. KVCOG is working also on a soon to be available guidebook dealing with municipal review of wind power developments.

Numerous municipal queries to SPO and regional council of governments about regulating small and large wind energy facilities underscored the need for a model ordinance. Many municipalities are not prepared to review wind power developments having no or inadequate provisions in their land use ordinance(s) to address siting and construction. For example, many local ordinances have maximum height restrictions for structures of 35 feet. Most wind energy systems (wind turbines) need to be higher to work efficiently. Other cities and towns have plain vanilla site plan review ordinances but lack standards specific to wind power developments.

Maine's Model Wind Energy Facility Ordinance was developed to give municipalities tools to conduct appropriate project reviews and to meet the following objectives:

- Expedite well-sited wind energy development to advance state climate change and renewable energy policies and provide related business opportunities,
- Facilitate coordination of state and local review, e.g., use of common terms, standards, and findings, where appropriate,
- Recognize and provide specific approaches to address issues of local concern, and
- Provide a comprehensive model that addresses a full range of wind energy development.

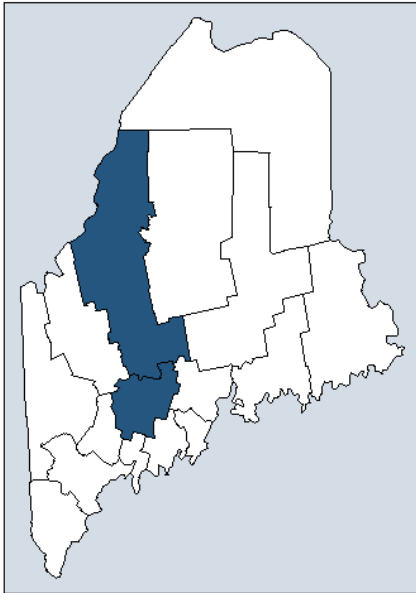
KVCOG recently completed two other model ordinances and is preparing another. A Model Open Space Subdivision Ordinance and a Model Personal Wireless Services Facilities Ordinance were released in late July. These two ordinances are showcased on SPO's land use planning website as two new planning tools. KVCOG is currently developing a Model Low Impact Development (LID) Ordinance, which will play a key role in protecting the water quality of our lakes, rivers and streams.

If you have any questions about these ordinances including how to apply them to your community contact Fred Snow, Community Planner at KVCOG at 453-4258, ext. 27 or [fsnow@kvcog.org](mailto:fsnow@kvcog.org).

## Announcing upcoming Workshops at KVCOG:

- Thursday, October 29<sup>th</sup> at 6:30 PM: New Laws
  - Thursday, November 5<sup>th</sup> at 6:30 PM: Model Ordinances: Wind Development (State Model), Open Space Subdivision, Cell Towers
  - Thursday, November 12<sup>th</sup> at 6:30 PM: Board Training: Policies and Procedures
- Preregistration is required. Contact Heather at [hcarey@kvcog.org](mailto:hcarey@kvcog.org) or 453-4258 ext.11.

# KVCOG



**Serving municipalities  
and businesses in  
Kennebec, Somerset,  
and Western Waldo  
Counties**

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## Member Communities Make it Happen

Member municipalities are the backbone of KVCOG. Membership fees provide matching funds for over \$200,000 of Federal and State grants; make our website, newsletter, data collection, analysis, and other vital services possible; and allow flexibility in creating new programs to respond to specific local needs.

Dedicated municipal officials serve on KVCOG's General Assembly and Executive Board, guiding policies and programs.