

Economic Development Master Plan: Boothbay Region, Maine

(Towns of Boothbay, Boothbay Harbor, Southport and Edgecomb)

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Prepared for:

Joint Economic Development Committee (JEDC)
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About Camoin Associates

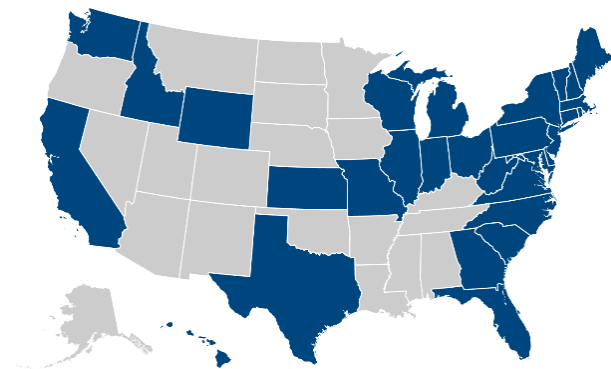
Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate market analysis to evaluate the feasibility and impacts of proposed projects. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in thirty states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. The firm currently has offices in Saratoga Springs, NY, Portland, ME, Boston, MA, and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociates).

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Introduction

The Joint Economic Development Committee (the “JEDC”) is undertaking the creation of the Boothbay Region Economic Development Master Plan (the “Plan”) to evaluate the region’s potential for community and business development opportunities. The goal of the Plan is to identify strategies for development that further the JEDC’s vision for the future of the region, keeping in mind the ever-evolving organizational capacity and financial responsibilities of the participating towns of the JEDC, which include Boothbay, Boothbay Harbor, Edgecomb and Southport.

Through the planning process and implementation of the Plan, the JEDC hopes to ensure that the region is prepared to capitalize on unique assets including waterfront access, recreational trails, historical resources, the Botanical Gardens, Bigelow Labs, and a long-established tradition of marine related commerce and manufacturing. In addition, the Plan aims to not only improve conditions for existing businesses, but also strengthen resources to attract new firms, diversify the economy, and focus on capitalizing on shoulder season activities that will boost economic activity for local retailers. The Plan focuses on delivering services that provide residents with the greatest value, both in the short-term and further into the future.

Throughout the planning process, it was clear that residents were immensely proud of the Boothbay Region, but also recognized that in order to maintain or improve quality of life for residents, preserving the status quo would not be enough. Six goal areas rose to the top as priorities in economic development endeavors. These goal areas are:

- Business Growth and Development
- Housing Diversity and Availability
- Downtown Development and Waterfront Management
- Tourism Infrastructure Maintenance
- Regional Transportation and Planning
- Regional Collaboration

These goal areas reflect the unique assets within the four-town region and the greatest opportunities to generate additional economic activity within a framework that is ambitious, and practical considering the organizational capacity of the organizations and individuals that are tasked with implementation of the Plan.

The following is a summary of the work completed as well as the final economic development plan and guidance for implementation.

Work Completed

The Boothbay Region Economic Development Master Plan was informed by work completed by the Camoin Associates Team which included MRLD and Wright-Pierce throughout Spring 2017 and early 2018. This work involved reviewing existing and prior reports, conducting an Economic and Demographic Base Analysis, over 70

Boothbay Region Goal Areas:



Business Growth and Development



Housing Diversity and Availability



Downtown Development and Waterfront Management



Tourism Infrastructure Maintenance



Regional Transportation and Planning



Regional Collaboration

interviews with economic stakeholders, gathering insights stakeholders and the public at a Master Plan Workshop, reviewing the region's economic development capacity, and preparing an Opportunities and Challenges Assessment. These supporting materials can be found in the Appendices following the body of the report.

Prior Plan Research and Collaboration

The Boothbay Region Economic Development Master Plan was a collaborative effort set in motion by the Joint Economic Development Committee (JEDC). This inter-jurisdictional body was formed in July 2015 and has been leading the way in economic development in the Boothbay Region by working with public and private sector leaders to determine how to leverage existing assets and improve quality of life for all residents, as well as attract young families in the area.

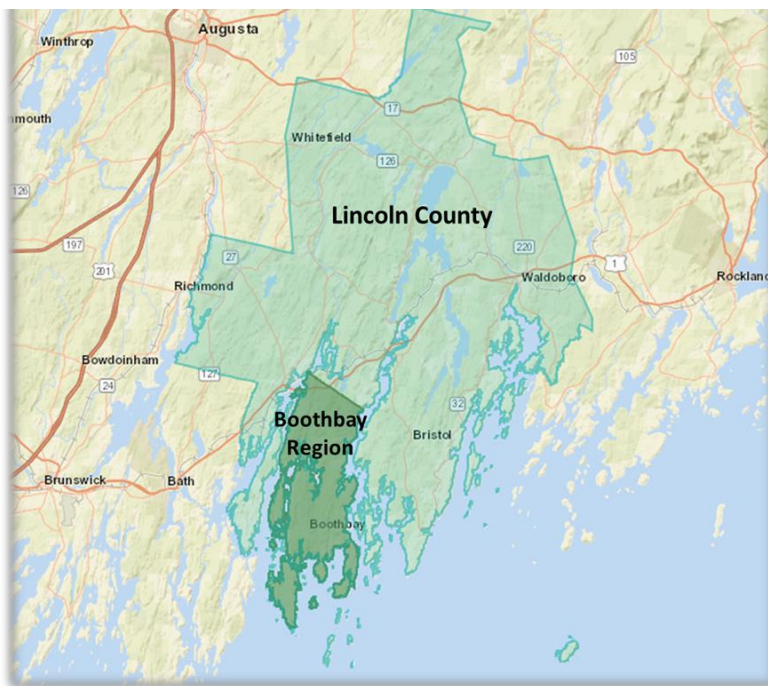
The establishment of this body is a novel approach to economic development planning in the Boothbay Region. Throughout the planning process it became apparent there are many untapped connections and potential resources that exist among residents, businesses and non-profit organizations in the region.

Background materials were considered from each participating municipality, as well as materials developed by the JEDC. The latest Comprehensive Plans of respective towns were reviewed, along with land ordinances, proposed changes to land ordinances, Boothbay Harbor's Walkability Audit, the results of business interviews conducted by the JEDC, among others. Findings of this work are included in the Opportunities and Challenges assessment.

Economic Base Analysis Overview

A key document for informing and developing the Plan was the Boothbay Region Economic Base Analysis (see Appendix F for the full report). When developing economic development strategies, it is important to have a thorough understanding of the demographic and economic characteristics as well as emerging trends of the study area and surrounding region. We developed a demographic and economic profile of the Boothbay Region – consisting of the towns of Boothbay, Boothbay Harbor, Edgecomb and Southport, which was used as a foundation for forming final strategies. The demographic profile includes existing and projected trends of population distribution by age and income, number of households, median age, and race and ethnicity of residents. Data was also collected on labor market size and commuter trends (inflow-outflow) as well as educational attainment, unemployment, occupation and industry trends.¹

Boothbay Region within Lincoln County, ME



¹ The data used in this analysis was sourced from 2017 estimates provided by Esri, which compiles Census data to project current demographic and socioeconomic figures. This was the most up-to-date and accurate data for the noted geographies at the time of the analysis.

Demographics

- The populations of the Boothbay Region, Lincoln County, and Maine have all increased over the past 7 years. Similarly, they are all expected to continue growing modestly through 2022, by between 1.5% and 2.5% over this timeframe. In the past 7 years, the rate of growth in the Boothbay Region (by percent) has kept pace with the county, and both have outpaced the state.
- The Boothbay Region has a relatively high median age compared to Lincoln County and the State of Maine, and it is projected to increase over the next five years. The current median age in the Boothbay Region is 55.9 and it is projected to be 58 in 2022. Lincoln County's median age is currently 50.5 and will reach 51.9 by 2022, trailing behind the Boothbay Region's projected median age by over six years. This indicates an aging population in the Boothbay Region as well as a lack of young people moving to the region over the next five years.
- The region's age distribution presents a possible workforce issue, especially in the effort to diversify the economy. Prime working age individuals between ages 20 and 50 only account for about 33% of the Boothbay Region population, whereas a much larger part of the population consists of aging and potentially retired individuals. These challenges are not insurmountable, but will require a multi-pronged approach to attracting young families to the area, ensuring their housing demands can be met within the peninsula and reaching out to retired individuals who still wish to participate in the regional workforce.
- Labor force participation rate is an indicator of a region's ability to create opportunities for working class households that are critical to community wellbeing. The Town of Boothbay Harbor has the lowest Labor Force Participation Rate², 50.6%, with a corresponding Unemployment Rate of 4.4%. The Town of Edgecomb, has the highest percentage of people in the labor force, 64.4%, and the lowest Unemployment Rate, 3.8%, compared to the other towns within the Boothbay Region the county and the state.

Economic Indicators		
Region	Labor Force Participation Rate	Unemployment Rate
Boothbay Harbor Town	50.6%	4.4%
Boothbay Town	61.2%	5.5%
Edgecomb Town	64.4%	3.8%
Southport Town	44.8%	4.9%
Lincoln County	59.7%	8.8%
Maine	63.6%	3.9%
United States	63.7%	4.9%

Note: Only includes the population 16 years and over

Estimates are for 2015-2016

Source: American FactFinder, Maine Dept. of Labor

² The labor force participation rate represents the proportion of the population that is in the labor force. For example, if there are 100 people in the population 16 years and over, and 64 of them are in the labor force, then the labor force participation rate for the population 16 years and over would be 64 percent, as defined by the Census.

Economic Overview

The Industry Overview table below shows overall job growth between 2012 and 2017 for the three comparison regions of Boothbay Region, Lincoln County and the State of Maine. These employment figures include all persons employed at businesses located in the three designated geographies.

Industry Overview, 2012-2017					
Region	2012 Jobs	2017 Jobs	2012-2017 Change	2012-2017 % Change	2017 Average Earnings
Boothbay Region	4,094	4,069	(25)	(1%)	\$38,389
Lincoln County	14,601	14,429	(172)	(1%)	\$38,812
Maine	672,491	697,489	24,998	4%	\$49,716

Source: EMSI

Additional findings from the economic overview include:

- The largest industries in the region are Accommodation and Food Services; Construction; and Retail Trade with 469; 468; and 409 jobs, respectively in 2017. The size of the Accommodation and Food Services and Retail Trade industries speaks to the tourism-related nature of the local economy. All three of the region's primary employment industries are projected to shed jobs over the next five years, declining by 6%, 4%, and 3%, respectively.
- Industries that demonstrated the largest employment growth over the last five years (2012 to 2017) include sectors related to the region's tourism industry, including Other Amusement and Recreation Industries and Museums, Historical Sites and Similar Institutions. Additional growth occurred in Vocational Rehabilitation Services and Management of Companies and Enterprises.
- The total Gross Regional Product (GRP) in the Boothbay Region was \$261.4 million in 2016. Comparing all the industries, Accommodation and Food Services contributed the most to gross regional product in 2016 at \$22.8 million, or 8.7% of total GRP. This is closely followed by Manufacturing, which contributed just nearly \$22.4 million or 8.6% of total GRP. Additionally, the Retail Trade industry made a notable contribution to total GRP, contributing nearly \$18.9 million, or about 7.2%.
- The Boothbay Region has a considerable proportion of self-employed jobs with about 24% of all jobs being self-employed. Analysis of the top 10 self-employed industries shows a high prevalence of Marine-related and construction related professions.
- It is worth noting that while the industry/employment growth trends underscore the importance of tourism and visitation to the region, the region is also home to several legacy industries that are significant including boot building and related services and fishing (including aquaculture). The region also has several unique employment assets that offers recent and future potentials for employment growth including Bigelow Labs and the Coastal Maine Botanical Gardens.

Interview Themes

The consultant team interviewed 73 individuals who represented a range of industries, employers and communities throughout the Boothbay Region. Themes that emerged from the interviews included challenges due to the seasonal and year-round housing stock, difficulty finding skilled labor, embracing the natural and historic character of the region, and infrastructure considerations. A summary of themes is presented below:

Regional Assets

- Natural assets - Harbor, Boothbay Region Land Trust Trails
- Community assets - YMCA, school, summer events
- Botanical Garden, Bigelow Laboratory, Opera House, Golf Course

Regional Infrastructure

- Water District in a position to improve distribution
- Appropriate sewer/water resources will help to protect water resources

Employment

- Finding skilled workers is a challenge across industries
- Demographic changes exacerbating problem

Housing Stock

- Acute need for affordable housing
- Families unable to find needed housing on the peninsula
- Seasonal employees unable to afford or find adequate housing - private sector filling the void

Recent Development

- A need to coordinate utility and site development upgrades
- Potential for transformational development but there many unknowns

Seasonality

- Peninsula driven by summer activities but recent success with expanding shoulder seasons
- Discussion about stronger effort to make the region a destination for 4-seasons
- Implications on housing and workforce needs

Master Plan Workshop: Opportunities and Challenges

A list of the region's opportunities and challenges related to economic development and quality of life were developed based on interview findings, the Economic Base Analysis, and knowledge of the four towns and surrounding region. This assessment aims to inform the vision, goals, and actions identified in the Action Plan Matrix.

Following the interviews, an interactive public meeting was set up to further engage the community and develop goal areas for the Economic Development Strategic Plan based on the Opportunities and Challenges Assessment.

The goal of the Master Plan Workshop was to:

- Review and refine opportunities and challenges for the region,
- Begin to discuss goal areas of the final strategic Plan, and
- Create dynamic discussion among community members surrounding future economic and community development opportunities for the region.



Participants at the Master Plan Workshop broke out into small groups to discuss high priority topics for economic development.

Opportunities

- Unique and exceptional recreational and natural assets
- Strong marine manufacturing legacy
- Education attainment levels
- Amenities for residents
- Open space and natural resources
- Increase seasonality through unique events
- Proximity to Route 1, Midcoast, Augusta, and Southern Maine
- Strong interest and engagement in economic development and planning
- Local heritage
- Professional knowledge and existing resource of residents and people retiring to the region

Challenges

- Environmental effects on the Harbor (Effects on working waterfront, future of aqua culture, rising waters)
- Housing shortage – seasonal, family/workforce, senior
- Attracting and retaining workforce
- Lack of infrastructure at business park, competition in this sector
- Waterfront zoning restrictions
- Needed updates to tourism infrastructure
- Disjointed regional/brand identity
- Vehicular congestion
- Parking availability and options
- Development permitting process inconsistent across the four towns
- Broadband quality and availability
- Concerns over development altering the landscape

Economic Development Action Plan Matrix

Objectives in the Action Plan Matrix are intended to address change and leverage the Boothbay Region's assets to best meet future needs while reflecting community values. Strategies were derived from data analysis, stakeholder interviews, the work session, research, and review of previous planning documents. When applicable initiatives build upon actions that are currently underway or have been suggested previously as part of prior planning efforts, while other initiatives focus on economic development best practices and an understanding of the issues facing the region and individual communities. The actions within the Economic Development Action Plan encourage a cooperative approach to regional economic development, to foster an environment that is welcoming, creative, economically active and dynamic to the needs of residents. It is important to note that while these are important goals/objectives right now, the ever-changing economy, as well as fluctuating state and national priorities, may dictate adjustments to the Plan.

It should be stressed that this was a regional effort by Boothbay, Boothbay Harbor, Edgecomb and Southport to proactively pursue an Economic Development Strategic Plan for the entire peninsula's future. While there are certain locations in the region that may garner more economic activity than others, an investment in one portion of the region has positive spillover effects for each community. Additionally, economic development is a shared responsibility across the community, from policy leaders and elected officials to business owners and residents. Implementation of the Plan will require the talent, energy and expertise of individuals across the peninsula.

Organizational Structure to Implement the Action Plan Matrix

A key factor to ensuring that the Action Plan Matrix is successful, is the organizational structures in place during the implementation phase. We understand that while the JEDC prompted the Economic Development process, this body is not intended to remain a permanent organization to oversee the execution of the Action Plan Matrix. There are a variety of economic development organizational structures the Boothbay Region could turn to for continued support. These options include: municipal departments, Chamber of Commerce or county delivery. Each of these options were considered, and they each pose challenges to fairness in terms of: how it would be paid for, how would it be delivered throughout the region, and how responsive each governance would be to the needs of the participating towns. Additionally, challenges around objectivity in economic and business development for each of these models was considered.

Camoin Associates recommends that the entity best suited to handle the responsibilities and resources to implement the Action Plan is a quasi-municipal, non-profit economic development corporation. This entity would serve as the economic development arm of the participating municipalities tasked with progressing the objectives in the Action Plan Matrix. This entity will be referred to throughout the Action Plan Matrix as the Boothbay Region Economic Development Corporation (BREDCO), indicating the specific objectives that would require leadership from this organization.

The organization's portfolio will include:

- Guiding, maintaining, updating and measuring progress of strategic plan;
- Reporting to each participating member community on progress and upcoming plans on an annual or more frequent basis;
- Collaborating with Select Boards and established work groups on specific and general planning projects;
- Collaborating with the Boothbay Harbor Region (BBHR) Chamber of Commerce around supporting marketing and communications;
- Supporting businesses and economic development including business visitation and engagement;
- Representing the Boothbay Region, in terms of economic development to Lincoln County and State of Maine;

- Working on growing and sustaining the workforce with appropriate partners, like the Boothbay Harbor Region Chamber of Commerce;
- Business attraction endeavors as appropriate; and
- Providing advice to communities for special projects like comprehensive plans, master plans and the harbor front master plan.

This organization would not duplicate the goals or the existing role of the Boothbay Harbor Region Chamber of Commerce. Rather, this organization would complement the work that the BBHR Chamber conducts in the sectors of tourism, visitation, workforce and business development.

Funding: The funding of this entity would be shared across participating municipalities. In other words, in order for a community to obtain the direct benefits of the organization, they will need to contribute to the shared costs of the operations of the group. The fee for each municipality could be based on its share of total combined valuations as is done for County Tax Assessments.

In addition to the method discussed above, there are other options for funding Boothbay Region Economic Development Corporation, provided below:

- **Method 2:** Per capita or per person – This method distributes the cost per person under the assumption that the more people a town has, the more the town should pay, regardless of a town's ability to pay the fee.
- **Method 3:** Integration of per capita distribution combined with the ability of a town to pay the fee makes Method 3 a hybrid of Method 1 and 2.
- **Method 4:** Flat membership fee – The participating towns collaborate to establish a flat fee, which has the benefit of providing budgetary stability, however, this method also provides for greater opportunities for inconsistencies on a town by town basis.
- **Method 5:** External funding – This method would seek out contributions from the private sector, non-profit organizations, and foundations. This method is unlikely to provide 100% sustainable funding to the organizations, but could make up partial contributions to the budget from year to year.

Staffing: Initially, the organization would be staffed by one full-time employee, a Director of Economic Development, who would be responsible to a Board of Directors. The Director should be a professional with experience in regional economic development, waterfront communities and community outreach. Based on the success and positive response to the regional model of the JEDC, we recommend that a modified format of the JEDC act as the Board of Directors. The Board should consist of town managers from the participating municipalities, business leaders and other community members deemed crucial to the success of economic development in the region. The Board of Directors' will act in an advisory capacity to the Director.

Anticipated costs:

Year 1: Approximately \$150,000, which covers:

- \$70,000-\$80,000 salary/benefits for the Director of Economic Development and
- \$70,000-\$80,000 dedicated towards overhead, supplies, contractual expenditures, additional operating resources.

In terms of where this body would locate, we anticipate that the Director of Economic Development could work within an office of the BBHR Chamber of one of the participating municipalities. Future expenditures will be determined based on the outcomes of the first year. It is possible that an additional part-time or full-time employee could be brought on to assist with special projects, marketing, community outreach or additional services requested by the participating municipalities.

Example: The Scarborough Economic Development Corporation (SEDCO) in Scarborough, Maine is a regional example of a non-profit economic development corporation that operates in junction with the municipality, but is not directly under the purview of the local government. The SEDCO assists the town with planning and economic development policies, offers business assistance to new or existing firms, and is a knowledgeable resource for financial and other technical programs to aid in business development.

Website: <http://www.sedcomaine.com/>

Looking Ahead – Communication

Share and Communicate³

After completing the JEDC Economic Development Plan, sharing and communicating the goals and strategies will be paramount to building support for general economic development activities on the peninsula and goals specific to the Economic Development Plan, including the creation of a non-profit economic development entity. Securing the financial resources to create the BREDCO entity could take one to two years based on budgeting cycles. During this time the JEDC can continue to progress action items with immediate priority and those that are already underway.

Over the first and second quarters of 2018, the JEDC will plan an Economic Development Communication campaign to targeted partners, as well as the wider public. The campaign will take a multi-pronged approach, including presentations, public gatherings, and written communications. JEDC members should present an overview of the Economic Development Plan and next steps to critical partners like the BBHR Chamber, Bigelow Labs, the four Town Select Boards, the Library and additional parties who have shown interest in the planning process. The goals of these presentations are to collaborate across industry silos, expand economic development knowledge throughout the community and pull-in additional expertise to support the implementation of the Action Plan Matrix. These meetings are not just to inform, but to designate roles, responsibilities and tasks.

The JEDC presentation can be facilitated by a 1-page executive summary of the process, plan, and outcomes with an emphasis on anticipated near-term achievements. This handout will also need to effectively communicate why these efforts are important to the economic stability and overall quality of life for the peninsula. Communication efforts should highlight the collaborative nature of the plan, the importance of working as a region throughout implementation, and how partnerships and cooperation will advance economic development efforts.

To ensure that the transition from planning to implementation is successful, each JEDC member should anticipate actively promoting the Economic Development Plan, as well as contributing their personal and professional expertise to advance specific objectives where relevant. While each objective in the Action Plan Matrix is intended to be a collaborative effort, projects and initiatives require internal leadership from the JEDC to demonstrate the importance of economic development efforts to the wider community. The composition of the JEDC should be reviewed periodically to ensure that the membership reflects a diverse range of public and private sector interests and that individual members have the motivation and ability to champion economic development efforts across the peninsula.

³ These communication tactics are documented throughout the Action Plan Matrix but summarized for clarity in this section.

Action Plan

The following is a narrative description of the Action Plan Matrix. More detail around timeframe, partners, priority level, and performance measures is provided in Appendix A.

Goal Area 1: Business Growth and Development

The Boothbay Region will increase support for existing industries, as well as support the generation of new small to medium enterprises by creating a positive business environment through municipal policies, technical assistance and workforce development.

Objective #1 - Commit joint-resources to support attraction, retention and expansion efforts to spur investment in the Boothbay Region.

1. Support the sustainability and growth opportunities for the retail sector by promoting and expanding the shoulder seasons with the help of the Chamber.
2. Start a modified business retention schedule – visit one business on a quarterly basis, develop simple questionnaire for businesses visited, report and track results.
3. Establish a small business revolving loan fund. Consider collaborating with regional partners like Lincoln County and CEI to administer the fund.
4. Establish technical assistance program for employers – connect to regional and state partners offering training in areas such as marketing, accounting, finance, low-interest loans, zoning and building façades. Coordinate technical assistance needs with the retail businesses to ensure strong downtown commercial district.

Objective #2 - Actively promote that the Boothbay Region is “open for business.”

1. Work closely with marine-based businesses and Bigelow Labs to address workforce and infrastructure needs to innovate in the fields of aquaculture, fishing and marine manufacturing to increase competitiveness of the region. Infrastructure beneficial to Bigelow Labs will also benefit budding entrepreneurs and small businesses in the same fields.
2. Develop relationships with local real estate brokers who can help elevate the region’s profile for potential businesses.
3. Encourage local entrepreneurship by establishing training programs at the local high school or library that allow students to see the business opportunities in the region. Invite local business owners to speak to students and set up shadow days to gain on-the-job experience.
4. Identify public funds that could match private dollars for on-the-job training with the goal of demonstrating the possibilities for young adults in businesses that differentiate the region from other locales. Differentiating industries include marine manufacturing and aquaculture.

Objective #3 - Target and reinvigorate existing commercial areas for economic growth.

1. The following business categories should be targeted for retention and growth in the Boothbay Region:
 - Marine related - Boat building, lobstering/aquaculture/fishing, and ocean science;
 - Small business;
 - Research and development;
 - Construction, trades, landscaping businesses;
 - Small professional companies or entrepreneurs seeking high-quality village lifestyle; and
 - Home occupations.

2. Utilize Tax Increment Financing (TIF) to support business and community development and investment within targeted commercial areas.
3. The BB Select Board and town manager should convene the industrial park committee to conduct a business owner's forum of industrial park tenets to showcase strategies, recognize efficiencies etc. Additionally, the industrial park committee should identify industry leaders to support these efforts.
4. Strategically consider options for the expansion of the industrial park. Pursuing additional infrastructure connections at the industrial park is only feasible if the infrastructure improvements are in conjunction with bringing more activity to the area around and near the park. Recovery of investment is unlikely in short to medium term.

What is Tax Increment Financing?

- A financing method used to catalyze economic development.
- It allows future property tax revenues from a development project to be dedicated and utilized to support the project and related economic development.
- Property tax benefits from project used to help finance infrastructure enhancement related to/required for project development and/or project costs.
- TIF can be utilized to support public and private development costs.

Objective #4 - Expand broadband coverage throughout the peninsula by leveraging existing networks.

1. Establish discussions with potential broadband anchors (like Bigelow Labs, the library, health care centers, and educational institutions) about the need to extend and tap into Maine's existing fiber network.
2. Establish discussions with potential broadband providers to understand potential for delivery methods from local and regional providers.
3. Complete feasibility study to determine:
 - Costs of regional expansion;
 - Methods/Business model appropriate for expansion; and
 - Funding sources.

Goal Area 2: Housing Diversity and Availability

The Boothbay Region will pursue housing policies and programs that support the development of housing to retain and attract young and mature families who can live, work and age-in-place within the region, as well as seniors seeking to remain in the region.

Objective #1 - Continue to evaluate changing housing stock needs and capacity to ensure the region is a livable community for a range of residents.

1. Conduct an in-depth peninsula evaluation of housing stock needs to further understand the housing market in terms of issues facing workforce, seasonal, and senior housing stocks. Issue major findings and recommendations publicly.
2. Review existing zoning codes to reflect the current needs of the community and ensure that zoning codes are suitable for a range of housing that will invite residents of all ages.
3. Consider public private partnership options for housing development, including:
 - Issue RFP to garner responses from development community to understand what is possible and the cost for development;
 - Affordable Housing TIF;
 - Community Land Trusts that integrate housing and open space; and
 - Partnerships with housing non-profits – i.e. Habitat for Humanity.

4. Reach out to the Island Housing Trust in Mount Desert to evaluate their process and the transferability of the model to the Boothbay Region.

Objective #2 - Anticipate and monitor physical infrastructure needs to coordinate with housing objectives.

1. Identify and inventory parcels of land for potential projects – target locations that already have partial physical infrastructure available. Post information to local town websites or ensure towns have maps of parcels that are available for consideration by developers.
2. Explore public sewer and water expansion in nodes where housing development is feasible. Boothbay Harbor is well-served by the Boothbay Harbor Sewer District and a small portion of Boothbay is near the YMCA. Greater support for regionalization/expansion of the Boothbay Harbor Sewer District by the Towns of Boothbay and Edgecomb (Boothbay Region Water District as well) will be needed to expand infrastructure in support of greater density of housing development.

Goal Area 3: Downtown Development and Waterfront Management

Downtowns are economic generators for the entire region. They are where many residents and visitors work, socialize, eat, and shop. Supporting local businesses year-round, activating more public spaces, while balancing the historical working waterfront and marine activity of the region will help to bolster the regional economy.

Objective #1 - Utilize all available planning tools to align zoning ordinances and design guidelines, outline clear permitting procedures to encourage development that fits within the character of the waterfront.

1. Retain a consultant to develop a TIF Model that will determine the feasibility and potential revenue that would be generated by a TIF District in designated areas. Incorporate relevant findings into Master-Land Use Plan for BBH Waterfront (Objective #3).
2. Actively engage the Planning Work Group to address current development proposals for the east side of the harbor. The group should continue to mitigate concerns before proposals are brought to the Planning Board for a final decision (draft ordinance & zoning revisions).
3. Specify design guidelines that are consistent with zoning, land use, and dimensional/design standards to streamline permitting and respect the opportunities and constraints of each community.

Objective #2 - Create opportunities for both residents and visitors, through wayfinding measures, to experience the harbor area in an active way.

1. Outline harbor walk or a downtown loop using wayfinding techniques identified in the JEDC wayfinding study to highlight local businesses, restaurants and accessibility to the water.
2. Invest in streetscape design that enhances visual appearance and accessibility of pedestrian paths that guide people to the waterfront.
3. Promote “park once” parking management, and identify different sub-neighborhoods of the waterfronts and downtowns for wayfinding, marketing, and healthy communities’ initiatives.

Objective #3 - Retain consultant to develop a Master Land-Use Plan for the Boothbay Harbor Waterfront. A Master Plan will help the town be proactive in harbor management for the region's future.

1. Include outcomes of TIF Model analysis into Master Land-Use Plan.

2. Incorporate existing findings from relevant reports - including The Boothbay Harbor Sewer District Coastal Resiliency Study (January 2017) and the LCRPC's mapping study of Coastal Flooding impacts. Coordinate with ongoing studies like the Downtown Flood Impact Preliminary Engineering study underway by Boothbay Harbor.
3. Assess current and anticipated marine needs (recreational, commercial, residential), define asset areas (channels, mooring fields, anchorages, public landings, public/private ramps), include recommendations for asset areas, suggest sites for municipal purchase to improve public access/viewing/recreation, and manage boating traffic to create a safe, prosperous, & enjoyable experience throughout the harbor.



Boothbay Harbor's active waterfront area. Source: <https://newengland.com/today/travel/maine/boothbay/things-to-do-in-boothbay-harbor-maine/>

Goal Area 4: Tourism Infrastructure Maintenance

The Boothbay Region will work collaboratively to expand the traditional visitor summer season and promote the recent expansion of visitor experience to support additional economic activity.

Objective #1 - Improve wayfinding throughout the Boothbay Region to enhance the visitation experience.

1. Continue with the JEDC's Wayfinding Study and establish high priority recommendations for implementation across the region. Focus efforts on gateway entries to the region, in addition to high traffic areas where signage will have the greatest impact on overall impression of the region and provide the greatest aid for visitors.
2. Communicate ongoing process of wayfinding improvements with the public and highlight successes of the JEDC's efforts.
3. Seek creative ways to incorporate the peninsula's heritage into wayfinding measures.
4. Develop a business plan for a regional transportation bus with existing local committee headed by the BBHR Chamber of Commerce. Prioritize establishing funding sources, routes, and driver availability. Look to successful models in Bath and in Kennebunkport.



The Coastal Maine Botanical Gardens brightly lit up for "Garden a Glow." Source: <http://www.maine gardens.org/calendar-events/gardens-aglow/>

Objective #2 - Reinvigorate regional marketing effort to communicate the Boothbay Region's brand throughout Maine, nearby metro areas and the Northeast.

1. Work towards the consolidation of the BBHR Chamber and Boothbay Information Center. Establish work scope for transfer of responsibilities and timeline for consolidation.
2. Conduct an in-depth regional tourism asset inventory.
3. With the Chamber, investigate feasibility of pursuing visitation goals associated with "Destination Development." Seek training/education from the state and determine most productive use of resources after education on the topic.
4. Strengthen digital infrastructure for marketing small businesses and restaurants. Continue to offer assistance to help small businesses promote themselves, especially on social media.

Objective #3 - Continue to offer and improve high quality visitor experiences across the region.

1. Work with the Chamber and other partners to create annual "destination events" to cultivate the Boothbay Region experience. Examples include the upcoming Sculpture Trail, Boothbay Culinary Experience, Regional Art or Historic Walks, or restart the Fishermen's Festival to help extend the visitation shoulder season. Continue to partner with Chamber in developing unique, transformative events that will stand out in the region.
2. Coordinate with local institutions to develop a hospitality training manual – work with HS, community college and businesses to create customer service training package. Use existing resources like MaineTourismTraining.com WelcomeME online training.
3. Measure annual visitor impact – create score card with 5-10 indicators. Work with regional tourism businesses to establish standard indicators and enlist businesses to help collect information for the indicators. This could include surveys on receipts, offering discounts for filling out surveys or sending follow up surveys through social media or email.

Goal Area 5: Regional Transportation and Planning

The Boothbay Region's physical infrastructure is vital to ensuring the efficient movement of people and goods across the peninsula. Utilizing planning tools to improve and update roads, trails and pedestrian walkways will contribute to overall quality of life for residents and a positive experience for visitors.

Objective #1 - Improve coordination and connections among pedestrian, cycling and automobile routes.

1. Coordinate wayfinding efforts for pedestrians, cyclists and automobile traffic. Identify key transportation centers that require improvements for each mode of transportation that will facilitate understanding of accessible routes, guidance towards popular tourism sites and other regional assets.
2. Review pedestrian and bicycle safety priority across towns and along Route 1/Route 27. Identify corridors suited to enhanced bicycle routes through community engagement and consultation with transportation planner.
3. Review trails in conjunction with other transportation modes to explore if there is any ability to extend and/or connect with community assets and increase use for transportation for practical and recreational purposes.

Objective #2 -Standardize planning processes across the four-town region.

1. In addition to addressing transportation issues with seasonal workers and visitors, resolve to work with local, regional and state partners to find regional transportation options to improve commuting options for the year-round workforce. Define two scenarios and weigh feasibility of each scenario.
2. Review components of each of the four Comprehensive Plans to develop an understanding where the Plans do and do not align in terms of policy regarding key issues such as infrastructure, housing, open space, and designated growth areas.
3. Establish a "Regional Future Land Use Map" to identify strategic locations for nodes of development, transportation networks, contiguous areas of open space, strategic extensions of water, sewer, and data infrastructures, and other key issues. This regional Future Land Use Map can then be the basis upon creating land use ordinances for each community that both meet the needs of each Town and reflect the opportunities and restraints of the region as a whole.

Objective #3 - Remain actively involved in planning and mitigating Route 1 and Route 27 traffic with regional partners.

1. Stay engaged with MaineDOT and proposed improvements to vehicular mobility and traffic congestion along Route 1 and Route 27. This consideration is high priority to the peninsula to transport workers, visitors and goods/services to and from the peninsula.
2. If development continues to grow in the area of the newly constructed round-about or other future hubs along Route 27, alternative traffic calming measures should be studied. This includes potential bypass roads for local traffic needs while maintaining Route 27 as a mobility corridor. These studies should be considered in conjunction with each community's planned/zoned development areas immediate adjacent to Route 27.
3. Continue to refer to previous planning efforts and the goals established in the Gateway 1 Corridor Action Plan.
4. Promote regional efforts to fund and manage a daily fixed route bus service to relieve Route 1 and 27 congestions. Planning for a park and ride area at the Route 1/27 intersection should be discussed with Edgecomb and MaineDOT, along with seasonal shuttle service from Wiscasset (which has offered seasonal passenger rail excursion services from Brunswick to Rockland in the past).



Goal Area 6: Regional Collaboration

The Boothbay Region is a collection of unique towns that each offer their own physical and economic assets. Updating communication tactics to celebrate accomplishments and promote assets across the region will continue the momentum built from this planning process and spur new connections, business development and partnerships.

Objective #1 - Continue to build momentum in economic development planning and engage residents of the wider Boothbay Region by ensuring economic development activities are shared widely by all municipalities and their partners.

1. Convene marketing forum between town managers and Boothbay Chamber of Commerce to discuss improvements in the information cross-promoted by each town on their respective websites. Establish marketing schedule for posting events, community updates and other relevant information. Pursue additional marketing support to update town websites if deemed necessary.
2. Host two community events to present the Economic Development Plan. Hold events at two different locations throughout the region to engage. Have a facilitated discussion around implementation, goals, priorities and responsibilities. Communicate outcomes of the summit to the larger community for those that could not attend. Use preferred methods of media consumption of the region, including email newsletter, newspaper article, and social media as appropriate.
3. Present findings of Economic Development Plan and Action Plan Matrix to targeted partners like the Boothbay Chamber of Commerce, Bigelow Labs, and the library.
4. Continue to hold community engagement sessions on a regular basis throughout the year. Encourage sharing, community building, future visioning and consensus building activities to further implement the goals of the Economic Development Plan.

Objective #2 - Think regionally regarding waterfront infrastructure and access, strategically investing in the most efficient resiliency improvements that will benefit all four towns.

1. Hold joint four-town meeting to evaluate options for the regionalization of BBH sewer district and water district. Buy-in from BB and Edgecomb in particular into regionalized sewer and water district(s) will be needed to allow for greater (and more consolidated) expansion of housing and business/industrial site development. Regionalization of the districts into one entity will allow for greater cost sharing to fund this expansion and for more planning of expansions in a proactive manner when new developments are proposed (i.e. CMBG) that may also benefit adjacent parcels to the development site(s).
2. Establish quarterly joint leader meetings among municipalities. These meetings should include department heads, Select Board members and other policy drivers.
3. Just as communities are considering and implementing consolidations in other services such as sewer, water, and dispatch, consider implementing consolidations as necessary with resiliency to leverage investments to best benefit all four towns.

Objective #3 - Inventory and maintain historical and recreational assets of the Boothbay Region.

1. Continue assessment of repairs needed for the upkeep of the Footbridge. Use findings from study to develop implementation plan for repairs.
2. Create and maintain heritage property inventory with assistance from the Maine Historic Preservation Commission. Review zoning codes to allow for adaptive reuse of heritage buildings to celebrate heritage and promote economic activity.
3. Establish a Regional Parks Commission to coordinate and consolidate the development and use of public parks on the peninsula to maximize impact of open space.

Objective #4 - Engage in sustained community outreach with updates on economic development activities. Use a variety of mediums to reach a diverse demographic.

1. Develop an email newsletter to provide quality content to a large network relatively quickly. Begin by developing a strategy that includes: type of information to be sent, purpose and frequency of delivery, provider, design template, etc.
2. Create coordinated Facebook page (or additional social channels) – this is a great way to get out short snippets of information to a lot of people. Feature local businesses, promote upcoming events, highlight what it is like to work and do business in the town, and showcase available sites and properties.

Appendix A: Action Plan Matrix

Note the following legend for the timeframes outlined in the Matrix.

Timeframe Legend	Immediate	6-12 Months
	Short-Term	1-2 Years
	Long-Term	2 -5 Years

Boothbay Region Economic Development Action Plan

February 14, 2017

Prepared by:



In collaboration with the Joint Economic Development Committee

GOAL AREA 1

Business Growth and Development

Goal Statement

The Boothbay Region will increase support for existing industries, as well as support the generation of new small to medium enterprises by creating a positive business environment through municipal policies, technical assistance and workforce development.

Objective #1 - Commit joint resources to support attraction, retention and expansion efforts to spur investment in the Boothbay Region.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Support the sustainability and growth opportunities for the retail sector by promoting and expanding the shoulder seasons with the help of the Chamber. 2. Start a modified business retention schedule – visit one business on a quarterly basis, develop simple questionnaire for businesses visited, report and track results. 3. Establish a small business revolving loan fund. Consider collaborating with regional partners like Lincoln County and CEI to administer the fund. 4. Establish technical assistance program for employers – connect to regional and state partners offering training in areas such as marketing, accounting, finance, low-interest loans, zoning and building facades. Coordinate technical assistance needs with the retail businesses to ensure strong downtown commercial district.	BHR Chamber, Lincoln County, BREDCO	Short-term	Number of businesses visited, number of businesses helped with technical assistance, suite of technical assistance tools, number of businesses open year-round	USDA Rural Development funds, CEI, LCRPC, JEDC members

Objective #2 - Actively promote that the Boothbay Region is “open for business.”

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Work closely with marine-based businesses and Bigelow Labs to address workforce and infrastructure needs to innovate in the fields of aquaculture, fishing and marine manufacturing to increase competitiveness of the region. Infrastructure beneficial to Bigelow Labs will also benefit budding entrepreneurs and small businesses in the same fields. 2. Develop relationships with local real estate brokers who can help elevate the region's profile for potential businesses. 3. Encourage local entrepreneurship by establishing training programs at the local high school or library that allow students to see the business opportunities in the region. Invite local business owners to speak to students and set up shadow days to gain on-the-job experience. 4. Identify public funds that could match private dollars for on-the-job training with the goal of demonstrating the possibilities for young adults in businesses that differentiate the region from other locales. Differentiating industries include marine manufacturing and aquaculture.	Department of Marine Resources and local aquaculture businesses, Bigelow Labs, Planning Boards, Select boards, School boards, Principals	Short-term	Number of new businesses, number of businesses committed to shadow days or OTJ training	USDA Rural Development funds, Maine Technology Institute Funds, MeDOT / FHWA, HUD CDBG, MeDEP / CWSRF

Objective #3 - Target and reinvigorate existing commercial areas for economic growth.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. The following business categories should be targeted for retention and growth in the Boothbay Region: Marine-related: boat building, lobstering/aquaculture/fishing, and ocean science; small business; research & development; construction; trades, landscaping businesses; small professional companies or entrepreneurs seeking high-quality village lifestyle; home occupations 2. Utilize Tax Increment Financing (TIF) to support business and community development and investment within targeted commercial areas. 3. The BB Select Board and town manager should convene the industrial park committee to conduct a business owner's forum of industrial park tenants to showcase strategies, recognize efficiencies etc. Additionally, the industrial park committee should identify industry leaders to support these efforts. 4. Strategically consider options for the expansion of the industrial park. Pursuing additional infrastructure connections at the industrial park is only feasible if the infrastructure improvements are in conjunction with bringing more activity to the area around and near the park. Recovery of investment is unlikely in short to medium term.	BHR Chamber, BB Select Board, CEI, LCRPC, Maine Technology Institute, Maine DOT, Maine DEP, BBR Water District, BBR Sewer District, Bigelow Labs	Long-term	Number of development ready sites, number of attendees at business owners forum	USDA Rural Development funds, Maine Technology Institute Funds, MeDOT / FHWA, HUD CDBG, MeDEP / CWSRF

Objective #4 - Expand broadband coverage throughout the peninsula by leveraging existing networks.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Establish discussions with potential broadband anchors (like Bigelow Labs, the library, health care centers, and educational institutions) about the need to extend and tap into Maine's existing fiber network. 2. Establish discussions with potential broadband providers to understand potential for delivery methods from local and regional providers. 3. Complete feasibility study to determine: costs of regional expansion, methods/Business model appropriate for expansion, and funding sources.	Lincoln County, Maine Fiber Company	Long-term	Upload and download speeds, number of businesses with high speed broadband	Maine Broadband Coalition, Connect ME grants, USDA Community Connect Grants, BroadbandUSA

GOAL AREA 2

Housing Diversity and Availability

Goal Statement

The Boothbay Region will pursue housing policies and programs that support the development of housing to retain and attract young and mature families who can live, work and age-in-place within the region, as well as seniors seeking to remain in the region.

Objective #1 - Continue to evaluate changing housing stock needs and capacity to ensure the region is a livable community for a range of residents.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Conduct an in-depth peninsula evaluation of housing stock needs to further understand the housing market in terms of issues facing workforce, seasonal, and senior housing stocks. Issue major findings and recommendations publicly.				
2. Review existing zoning codes to reflect the current needs of the community and ensure that zoning codes are suitable for a range of housing that will invite residents of all ages.				
3. Consider public private partnership options for housing development, including: <ul style="list-style-type: none">- Issue RFP to garner responses from development community to understand what is possible and the cost for development- Affordable Housing TIF- Community Land Trusts that integrate housing and open space- Partnerships with housing non-profits – i.e. Habitat for Humanity	LCRPC, Community Housing of Maine, Island Housing Trust Regional non-profit affordable housing developers like Avesta, BREDCO	Immediate	Housing Needs Assessment, anticipated number of units required to meet demand, meeting with Island Housing Trust, evaluation of public-private partnership options	Low income tax credits, HUD Block grants, TIF, CDBG, CEI
4. Reach out to the Island Housing Trust in Mount Desert to evaluate their process and the transferability of the model to the Boothbay Region.				

Objective #2 - Anticipate and monitor physical infrastructure needs to coordinate with housing objectives.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Identify and inventory parcels of land for potential projects – target locations that already have partial physical infrastructure available. Post information to local town websites or ensure towns have maps of parcels that are available for consideration by developers.	LCRPC, Community Housing of Maine, Regional non-profit affordable housing developers like Avesta, Sewer Districts	Long-term	Number of parcels for housing projects identified and updated over time	Island Housing Trust, Maine State Housing
2. Explore public sewer and water expansion in nodes where housing development is feasible. Boothbay Harbor is well-served by the Boothbay Harbor Sewer District and a small portion of Boothbay is near the YMCA. Greater support for regionalization/expansion of the Boothbay Harbor Sewer District by the Towns of Boothbay and Edgcomb (Boothbay Region Water District as well) will be needed to expand infrastructure in support of greater density of housing development.				

GOAL AREA 3

Downtown Development and Waterfront Management

Goal Statement

Downtowns are economic generators for the entire region. They are where many residents and visitors work, socialize, eat, and shop. Supporting local businesses year-round, activating more public spaces, while balancing the historical working waterfront and marine activity of the region will help to bolster the regional economy.

Objective #1 - Utilize all available planning tools to align zoning ordinances and design guidelines, outline clear permitting procedures to encourage development that fits within the character of the waterfront.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Retain a consultant to develop a TIF Model that will determine the feasibility and potential revenue that would be generated by a TIF District in designated areas. Incorporate relevant findings into Master-Land Use Plan for BBH Waterfront (Objective #3).				
2. Actively engage the Planning Work Group to address current development proposals for the east side of the harbor. The group should continue to mitigate concerns before proposals are brought to the Planning Board for a final decision (draft ordinance & zoning revisions).	Planning Boards, Select boards, planning consultants	Immediate	Number of work group meetings, TIF Model with recommendations for , codified design guidelines	Private Investment, Federal and State Grants, EPA / MedEP (CWSRF program)
3. Specify design guidelines that are consistent with zoning, land use, and dimensional/design standards to streamline permitting and respect the opportunities and constraints of each community.				

Objective #2 - Create opportunities for both residents and visitors, through wayfinding measures, to experience the harbor area in an active way.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Outline harbor walk or a downtown loop using wayfinding techniques identified in the JEDC wayfinding study to highlight local businesses, restaurants and accessibility to the water.	Downtown businesses, BBH		Wayfinding signage along harbor front, number of visitors to the harbor front,	
2. Invest in streetscape design that enhances visual appearance and accessibility of pedestrian paths that guide people to the waterfront.	Chamber of Commerce, Planning Boards, Select boards, BREDCO	Immediate	identification of sub-neighborhoods	Ongoing wayfinding study
3. Promote "park once" parking management, and identify different sub-neighborhoods of the waterfronts and downtowns for wayfinding, marketing, and healthy communities' initiatives.				

Objective #3 - Retain consultant to develop a Master Land-Use Plan for the Boothbay Harbor Waterfront. A Master Plan will help the town be proactive in harbor management for the region's future.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Include outcomes of TIF Model analysis into Master Land -Use Plan.				
2. Incorporate existing findings from relevant reports - including The Boothbay Harbor Sewer District Coastal Resiliency Study (January 2017) and the LCRPC's mapping study of Coastal Flooding impacts. Coordinate with ongoing studies like the Downtown Flood Impact Preliminary Engineering study underway by Boothbay Harbor.	Planning Boards, Select boards, LCRPC, BBH Sewer District, East side business owners	Short-term	Timeline for Master Plan established, harbor assets identified, TIF structure established	MeDACF Geological Survey, MedEP, U.S. ACOE, MEMA, CEI, LCRPC, Department of Marine Resources
3. Assess current and anticipated marine needs (recreational, commercial, residential), define asset areas (channel, mooring fields, anchorages, public landings, public/private ramps), include recommendations for asset areas, suggest sites for municipal purchase to improve public access/viewing/recreation, and manage boating traffic to create a safe, prosperous, & enjoyable experience throughout the harbor.				Maine Coastal Program, FEMA (Pre-Disaster Mitigation program)

GOAL AREA 4

Tourism Infrastructure Maintenance

Goal Statement

The Boothbay Region will work collaboratively to expand the traditional visitor summer season and promote the recent expansion of visitor experience to support additional economic activity.

Objective #1 - Improve wayfinding throughout the Boothbay Region to enhance the visitation experience.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Continue with the JEDC's Wayfinding Study and establish high priority recommendations for implementation across the region. Focus efforts on gateway entries to the region. In addition to high traffic areas where signage will have the greatest impact on overall impression of the region and provide the greatest aid for visitors.				
2. Communicate ongoing process of wayfinding improvements with the public and highlight successes of the JEDC's efforts.	Select boards, BBHR Chamber of Commerce, JEDC, Wayfinding study consultant	Immediate	Number of wayfinding materials	JEDC Members
3. Seek creative ways to incorporate the peninsula's heritage into wayfinding measures.				
4. Develop a business plan for a regional transportation bus with existing local committee headed by the BBHR Chamber of Commerce. Prioritize establishing funding sources, routes, facilitation of purchasing a bus and driver availability. Look to successful models in Bath and in Kennebunkport.				

Objective #2 - Reininvigorate regional marketing effort to communicate the Boothbay Region's brand throughout Maine, nearby metro areas and the Northeast.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Work towards the consolidation of the BBHR Chamber and Boothbay Information Center. Establish work scope for transfer of responsibilities and timeline for consolidation.				
2. Conduct an in-depth regional tourism asset inventory.				
3. With the Chamber, investigate feasibility of pursuing visitation goals associated with "Destination Development." Seek training/education from the state and determine most productive use of resources after education on the topic.	BBHR Chamber, Boothbay Information Center, BREDCO, Boothbay	Short-term	Work plan for consolidation of BBHR and Boothbay Information Center, number of businesses on Google, precise number of tourism assets in the region	VisitMaine.com, Maine Tourism Training, Maine Retailer Association
4. Strengthen digital infrastructure for marketing small businesses and restaurants. Continue to offer assistance to help small businesses promote themselves, especially on social media.	Register, local businesses			

Objective #3 - Continue to offer and improve high quality visitor experiences across the region.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Work with the Chamber and other partners to create annual "destination events" to cultivate the Boothbay Region experience. Examples include the upcoming Sculpture Trail, Boothbay Culinary Experience, Regional Art or Historic Walks, or restart the Fishermen's Festival to help extend the visitation shoulder season. Continue to partner with Chamber in developing unique, transformative events that will stand out in the region.	Local businesses, School principals, School Boards, BBHR Chamber, Select boards, BBH County Club	Long-term	Number of annual visitors, number of participants in workforce training	VisitMaine.com, Maine Tourism Training, online survey instruments like Survey Monkey
2. Coordinate with local institutions to develop a hospitality training manual – work with HS, community college and businesses to create customer service training package. Use existing resources like MaineTourismTraining.com WelcomeME online training.				
3. Measure annual visitor impact – create score card with 5-10 indicators. Work with regional tourism businesses to establish standard indicators and enlist businesses to help collect information for the indicators. This could include surveys on receipts, offering discounts for filling out surveys or sending follow up surveys through social media or email.				

GOAL AREA 5

Regional Transportation and Planning

Goal Statement

The Boothbay Region's physical infrastructure is vital to ensuring the efficient movement of people and goods across the peninsula. Utilizing planning tools to improve and update roads, trails and pedestrian walkways will contribute to overall quality of life for residents and a positive experience for visitors.

Objective #1 - Improve coordination and connections among pedestrian, cycling and automobile routes.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Coordinate wayfinding efforts for pedestrians, cyclists and automobile traffic. Identify key transportation centers that require improvements for each mode of transportation that will facilitate understanding of accessible routes, guidance towards popular tourism sites and other regional assets.	Planning Boards, MaineDOT, Bicycle Coalition of Maine, Land Trusts, National Park Service, BREDCO		New wayfinding signage, Identification of corridors, number of participants at community engagement	MaineDOT / FHWA Land and Water Conservation Funds Recreational Trails Program National Recreation and Parks Association
2. Review pedestrian and bicycle safety priority across towns and along Route 1/Route 27. Identify corridors suited to enhanced bicycle routes through community engagement and consultation with transportation planner.		Short Term		
3. Review trails in conjunction with other transportation modes to explore if there is any ability to extend and/or connect with community assets and increase use for transportation for practical and recreational purposes.				

Objective #2 - Standardize planning processes across the four-town region.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. In addition to addressing transportation issues with seasonal workers and visitors, resolve to work with local, regional and state partners to find regional transportation options to improve commuting options for the year-round workforce. Define two scenarios and weigh feasibility of each scenario.				
2. Review components of each of the four Comprehensive Plans to develop an understanding where the Plans do and do not align in terms of policy regarding key issues such as infrastructure, housing, open space, and designated growth areas.	Planning Boards, BBR Chamber, local businesses, planning experts, Select boards, BREDCO	Long-term	Timeline to develop Regional Future Land Use Map,	Maine Municipal Association
3. Establish a "Regional Future Land Use Map" to identify strategic locations for nodes of development, transportation networks, contiguous areas of open space, strategic extensions of water, sewer, and data infrastructures, and other key issues. This regional Future Land Use Map can then be the basis upon creating land use ordinances for each community that both meet the needs of each Town and reflect the opportunities and restraints of the region as a whole.				

Objective #3 - Remain actively involved in planning and mitigating Route 1 and Route 27 traffic with regional partners.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Stay engaged with MaineDOT and proposed improvements to vehicular mobility and traffic congestion along Route 1 and Route 27. This consideration is high priority to the peninsula to transport workers, visitors and goods/services to and from the peninsula.				
2. If development continues to grow in the area of the newly constructed round-about or other future hubs along Route 27, alternative traffic calming measures should be studied. This includes potential bypass roads for local traffic needs while maintaining Route 27 as a mobility corridor. These studies should be considered in conjunction with each community's planned/zoned development areas immediate adjacent to Route 27.	MaineDOT, Bicycle Coalition of Maine, Land Trusts	Long-term	Bi-annual traffic counts of roundabout, number of goals achieved in previous studies	MaineDOT / FHWA Land and Water Conservation Funds Recreational Trails Program National Recreation and Parks Association
3. Continue to refer to previous planning efforts and the goals established in the Gateway 1 Corridor Action Plan. http://www.midcoastplanning.org/PDFs/G1-US1-ActionPlan-LR.pdf				
4. Promote regional efforts to fund and manage a daily fixed route bus service to relieve Route 1 and 27 congestions. Planning for a park and ride area at the Route 1/27 intersection should be discussed with Edgecomb and MaineDOT, along with seasonal shuttle service from Wiscasset (which has offered seasonal passenger rail excursion services from Brunswick to Rockland in the past).				

GOAL AREA 6

Regional Collaboration

Goal Statement

The Boothbay Region is a collection of unique towns that each offer their own physical and economic assets. Updating communication tactics to celebrate accomplishments and promote assets across the region will continue the momentum built from this planning process and spur new connections, business development and partnerships.

Objective #1 - Continue to build momentum in economic development planning and engage residents of the wider Boothbay Region by ensuring economic development activities are shared widely by all municipalities and their partners.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Convene marketing forum between town managers and Boothbay Chamber of Commerce to discuss improvements in the information cross-promoted by each town on their respective websites. Establish marketing schedule for posting events, community updates and other relevant information. Pursue additional marketing support to update town websites if deemed necessary.				
2. Host two community events to present the Economic Development Plan. Hold events at two different locations throughout the region to engage. Have a facilitated discussion around implementation, goals, priorities and responsibilities. Communicate outcomes of the summit to the larger community for those that could not attend. Use preferred methods of media consumption of the region, including email newsletter, newspaper article, and social media as appropriate.	JEDC, BBHR Chamber, BBH Memorial Library, VMCA, Town Select boards	Immediate	Number of community events hosted, attendance numbers at each event, traffic to town websites	JEDC members
3. Present findings of Economic Development Plan and Action Plan Matrix to targeted partners like the Boothbay Chamber of Commerce, Bigelow Labs, and the library.				
4. Continue to hold community engagement sessions on a regular basis throughout the year. Encourage sharing, community building, future visioning and consensus building activities to further implement the goals of the Economic Development Plan.				

Objective #2 - Think regionally regarding waterfront infrastructure and access, strategically investing in the most efficient resiliency improvements that will benefit all four towns.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Hold joint four-town meeting to evaluate options for the regionalization of BBH sewer district and water district. Buy-in from BB and Edgcomb in particular into regionalized sewer and water district(s) will be needed to allow for greater (and more consolidated) expansion of housing and business/industrial site development. Regionalization of the districts into one entity will allow for greater cost sharing to fund this expansion and for more planning of expansions in a proactive manner when new developments are proposed (i.e. CMBG) that may also benefit adjacent parcels to the development site(s).	Sewer districts, Water districts, Select boards, LCRPC	Short term	Cost-benefit analysis on regionalization of SD and/or WD, attendance to quarterly leader meetings	Maine Municipal Association
2. Establish quarterly joint leader meetings among municipalities. These meetings should include department heads, Select board members and other policy drivers.				
3. Just as communities are considering and implementing consolidations in other services such as sewer, water, and dispatch, consider implementing consolidations as necessary with resiliency to leverage investments to best benefit all four towns.				

Objective #3 - Inventory and maintain historical and recreational assets of the Boothbay Region.

Actions	Lead and Partners	Timeframe for Action	Measures for Progress and Success	Resources
1. Continue assessment of repairs needed for the upkeep of the Footbridge. Use findings from study to develop implementation plan for repairs.	Select boards, Maine Historic Preservation Commission, Planning	Short term	Number of properties on heritage property inventory, review of zoning codes, establishment of Park Commission and their goals and objectives, timeline for repairs to Footbridge	Maine Coast Heritage Trust (Other Local Land Trusts), Conservation Commissions
2. Create and maintain heritage property inventory with assistance from the Maine Historic Perseveration Commission. Review zoning codes to allow for adaptive reuse of heritage buildings to celebrate heritage and promote economic activity.				
3. Establish a Regional Parks Commission to coordinate and consolidate the development and use of public parks on the peninsula to maximize impact of open space.	Boards			

Objective #4 - Engage in sustained community outreach with updates on economic development activities. Use a variety of mediums to reach a diverse demographic.

Actions	Lead and Partners	Timeframe for	Measures for Prograss and Success	Resources
1. Develop an email newsletter to provide quality content to a large network relatively quickly. Begin by developing a strategy that includes: type of information to be sent, purpose and frequency of delivery, provider, design template, etc.	BREDCO, BBHR Chamber of Commerce	Long term	Number of email newsletter subscribers, number of Facebook likes	Various online marketing tools like MailChimp, Survey Monkey, Google Forms
2. Create coordinated Facebook page (or additional social channels) – this is a great way to get out short snippets of information to a lot of people. Feature local businesses, promote upcoming events, highlight what it is like to work and do business is the town, and showcase available sites and properties.				

Appendix B: Community Engagement

The following individuals were engaged during the planning process through individual interviews or focus groups.

Name	Affiliation
Bill Cullina	President, Coastal Maine Botanical Gardens
David Emery	Board Chair (and Owner, Spruce Point Inn)
Erin Forbes	CFO, CMBG
Kris Folsom	Marketing CMBG
Jon Lewis	Department of Marine Resources Aquaculture Expert
Elaine Jones	Education Director, DMR
Ryan McPherson	Owner, Glidden Point Oysters
Jeff Curtis	Owner, Sherman's Bookstore
Mark Gimble	Retailer
Alex Logan	Owner, House of Logan
Betty Maddocks	Owner, Jansen's and downtown (apartments) property owner
Alison Evans	AE Home Ceramics
Kim Martin	Eventide Specialties
Steve Malcom	(Owner, Knickerbocker Group and JEDC member) & Danielle Betts
Danielle Betts	(Architect, Knickerbocker Group)
Michael Maxim	Manager Abacus and Chair of the Chamber Board
Nick Ullo	ED, BB Region Land Trust
Margaret Hoffman	ED, Boothbay Railway Village
Cody Mitchell	Station Manager, BB Region Community TV
Eddie and Kathy Tibbets	Manager, Atlantic Edge Fish Pier
Jean Fuller	Owner, Fuller Marine Services
Jim Donovan	CEO, Lincoln Health
Holly Stover	Community Addiction Outreach Coordinator, Board member BB
Scott Lash	Manager, Boothbay Region Ambulance Service
Jon Ziegra	General Manager, Boothbay Region Water District
Chris Higgins	General Manager, Boothbay Harbor Sewer District
Mike Tomacelli	BB Selectman and Owner, Midcoast Machine
Nat Wilson	Custom Sailmaker

Tom Churchill	Chair BBH Planning Board
Alan Bellows,	BB Planning Board
Bill Hamblin	Vice Chair, BBH Planning Board
Melinda Browne	Vice Chair, BB Planning Board (via phone)
Guy Peaselee	Owner Guy Peaslee & Sons Contractors and <i>Kris Ward</i>
Ed Jewett	Owner
Tim & Audrey Hodgdon	Owner (Tim) and Director of Sales & Marketing (daughter Audrey) of Hodgdon Yachts
Jonathan Tindal	Tindal & Callahan Realtors
Ben Twining Ph.D	Interim ED and VP for Research
Victoria Reinecke	HR admin
Paty Matrai, PhD	Senior Scientist
Barney Balch	Senior Scientists
Sarah Foulger	Minister, Congregational Church of BBH
Sue Burg	Board Chair of BB Region Community Resource Council
Dick Alden	Artist and former banker
Peggy Pinkham	Health care consultant and former CEO, St. Andrews Hospital
Chris Flower	community leader
Chip Griffin	Attorney
Mark Osborn	Co-owner, Topside Inn BB
Fiona Dunlap	Owner, Harborside Tavern
Michelle Brown	Owners Brown's Wharf
Win & Lori Mitchell	Brewery
Gerry Gamage	Chair of Southport
Smith Climo	Southport Selectman, BB Water District Trustee
Matt Cole	Developer, Appeals Board
Jane Good,	Community Center Director
Ted Hugger	Selectman, Owner of the Cod Cove Inn
Jack Brennan	Chair Edgecomb Budget Committee and community leader
Mike Smith	Selectman, businessman
Janet Blevins	Edgecomb Economic Development group and former business owner
David Nutt	Planning Board

Ronnie Campbell	Owner
Eric Marden	Owner, Marden Builders
Eric and Justin Wood	Owner, EM Wood Construction

Public events:

October 12, 2017 – Master Plan Workshop

February 1, 2017 – Action Plan Matrix Launch

Appendix C: Glossary of Terms and Funding Sources

BOATING INFRASTRUCTURE GRANT (BIG) PROGRAM

The Sportfishing and Boating Safety Act of 1998 established the Boating Infrastructure Grants Program (BIG) to provide funding for the development and maintenance of boating infrastructure facilities for transient, nontrailerable recreational vessels. BIG provides grant funds to construct, renovate, and maintain tie-up facilities with features for transient boaters in vessels 26 feet or more in length, and to produce and distribute information and educational materials about the program.

CLEAN WATER STATE REVOLVING FUND (CWSRF)

The CWSRF program provides low interest loans to municipalities and quasi-municipal corporations (i.e. village corporations, sanitary, sewer & utility districts, etc.) for the construction of wastewater infrastructure projects. The primary purpose of the fund is to acquire, plan, design, construct, enlarge, repair and/or improve publicly-owned sewage collection systems, interceptor sewers, pumping stations, and wastewater treatment plants. In addition, the program also funds public and private non-point source water quality protection and improvement projects; such as landfill closures, sand/salt storage facilities, septic system repair and replacement, storm water projects, agricultural best management practices, and specific silviculture equipment purchases.

COASTAL ENTERPRISES, INC.

Coastal Enterprises, Inc. (CEI) is a private organization which helps to grow good jobs, environmentally sustainable enterprises, and shared prosperity in Maine by integrating financing, business and industry expertise, and policy solutions.

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

Each year the State of Maine receives a formula allocation of funding from the Department of Housing and Urban Development to be distributed to eligible Maine communities under the Community Development Block Grant (CDBG) Program. In 1982 the State of Maine began administering the CDBG Program to assist units of local government in various community projects in areas ranging from infrastructure, housing, downtown revitalization to public facilities and economic development.

EMERGENCY CLEAN WATER ASSISTANCE GRANTS (ECWAG)

The USDA Emergency Community Water Assistance Grants (ECWAG) program helps eligible rural communities recover from or prepare for emergencies that result in a decline in capacity to provide safe, reliable drinking water for households and businesses. Projects must be located in rural areas and towns up with 10,000 or fewer people and with a median household income less than a set threshold.

ENVIRONMENTAL PROTECTION AGENCY (EPA)

The United States Environmental Protection Agency (EPA) is an agency of the federal government of the United States which was created for the purpose of protecting human health and the environment by writing and enforcing regulations based on laws passed by Congress.

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

The Federal Emergency Management Agency coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror. FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards.

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

The Federal Highway Administration (FHWA) is an agency within the U.S. Department of Transportation that supports State and local governments in the design, construction, and maintenance of the Nation's highway system (Federal Aid Highway Program) and various federally and tribal owned lands (Federal Lands Highway Program). Through financial and technical assistance to State and local governments, the Federal Highway Administration is responsible for ensuring that America's roads and highways continue to be among the safest and most technologically sound in the world.

LINCOLN COUNTY REGIONAL PLANNING COMMISSION (LCRPC)

The Lincoln County Regional Planning Commission (LCRPC) was established to increase employment and income within Lincoln County, in addition to promoting sustainable land use, transportation, and housing development. The LCRPC provides land use, transportation, economic, and community development planning and technical assistance to towns, businesses, and organizations in Lincoln County.

LOW INCOME HOUSING TAX CREDIT PROGRAM

The federal Low-Income Housing Tax Credit (LIHTC) provides subsidy in the form of a federal tax credit to developers of affordable rental housing. Developers using funding must reserve a portion of the rental units for lower income renters. MaineHousing allocates the LIHTC to developers who sell (syndicate) the tax credit to corporate investors. The money this raises is used as equity in the rental housing project.

MAINE DEPARTMENT OF AGRICULTURE, CONSERVATION, AND FORESTRY (MEDACF)

The Maine Department of Agriculture, Conservation and Forestry (MeDACF) is the State of Maine's support center for Maine's land-based, natural resource interests. The Department balances for and develops the state's various land-based, natural-resources including Maine agriculture, forests, outdoor recreation and public-access. The MeDACF helps guide Maine's 21st-century natural resource economy by supporting the creation of new jobs and businesses, improving and supporting existing land-based industries and streamlining regulations.

MAINE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT (MEDECD)

The Maine Department of Economic and Community Development (MeDECD) helps communities and businesses prosper through the establishment and administration of programs providing everything from targeted tax relief to community block grants to tourism marketing.

MAINE DEPARTMENT OF ENVIRONMENTAL PROTECTION (MEDEP)

The Department of Environmental Protection (DEP) is responsible for protecting and restoring Maine's natural resources and enforcing the state's environmental laws. Legislative mandate directs DEP to prevent, abate and control the pollution of the air, water and land. The charge is to preserve, improve and prevent diminution of the natural environment of the State. The Department is also directed to protect and enhance the public's right to use and enjoy the State's natural resources.

MAINE DEPARTMENT OF TRANSPORTATION (MEDOT)

The Maine Department of Transportation (MaineDOT) is a cabinet-level state agency with primary responsibility for statewide transportation by all modes of travel. MaineDOT employs approximately 1,900 people and disburses more than \$600 million per year, including federal, state, and local funds.

MAINE EMERGENCY MANAGEMENT AGENCY (MEMA)

Maine Emergency Management Agency (MEMA) coordinates the State of Maine's programs of emergency preparedness, response, recovery, mitigation and homeland security. MEMA was established to lessen the effects of disaster on lives and property through leadership, coordination and support in these programs.

MAINE INSTITUTE OF TECHNOLOGY

The Maine Institute of Technology (MTI) works with entrepreneurs, innovators, established businesses and institutions conducting research and development to fund, connect and grow them to resources that will help them commercialize their technologies. Their programs help innovators accelerate progress to the market, leverage additional private and public investment, and expand their economic impact in Maine.

RURAL BUSINESS DEVELOPMENT GRANT

The Rural Business Development Grant (RBDG), offered by the United States Department of Agriculture, is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.

SMALL HARBOR IMPROVEMENT PROGRAM (SHIP)

The Small Harbor Improvement Program (SHIP) promotes economic development, public access, improved commercial fishing opportunities and works to preserve, and create, infrastructure at facilities in tidewater and coastal municipalities. SHIP assists municipalities in improving or creating facilities, such as public wharves, piers, landings and boat ramps. There is a required 50% local share under this program. SHIP can provide up to \$250,000 in assistance towards eligible projects.

TAX INCREMENT FINANCING (TIF)

Tax increment financing (TIF) is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects in many countries, including the United States. Similar or related value capture strategies are used around the world. Through the use of TIF, municipalities typically divert future property tax revenue increases from a defined area or district toward an economic development project or public improvement project in the community.

UNITED STATES ARMY CORPS OF ENGINEERS (USACE)

The United States Army Corps of Engineers (USACE), is a U.S. federal agency under the Department of Defense and a major Army command made up of some 37,000 civilian and military personnel. The corps' mission is to "Deliver vital public and military engineering services; partnering in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters."

UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

The United States Department of Agriculture (USDA), also known as the Agriculture Department, is the U.S. federal executive department responsible for developing and executing federal laws related to farming, agriculture, forestry, and food. It aims to meet the needs of farmers and ranchers, promote agricultural trade and production, work to assure food safety, protect natural resources, foster rural communities and end hunger in the United States and internationally.

UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

The United States Department of Housing and Urban Development (HUD) is a Cabinet department in the Executive branch of the United States federal government. HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.

Appendix D: Tax Increment Financing Overview

Overview

The State enables municipalities to utilize TIF’s to achieve the goals of:

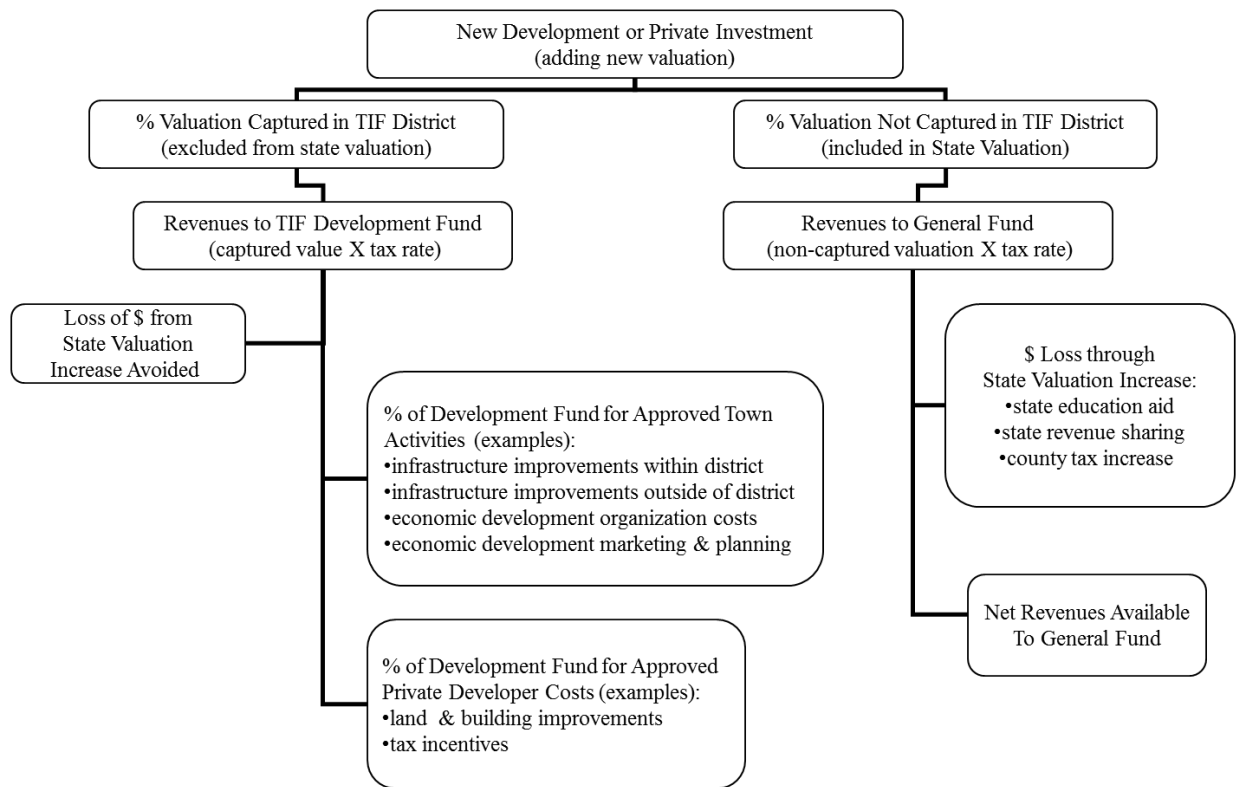
- Create new employment opportunities,
- Improve and broaden the tax base, and
- Improve the general economy of the State.

To reach these goals municipalities can use TIF’s for improving districts within their boundaries for the following kinds of development:

- Industrial
- Commercial
- Transit-oriented
- Arts
- Any combination

Tax Increment Financing (TIF) allows municipalities to "shelter" increases in valuation resulting from economic development from state valuation increases for up to 30 years. This allows municipalities to avoid losses due to the state and county fiscal formulas including State Aid to Education, State Municipal Revenue Sharing, and the County Tax. However, revenues from "sheltered" valuation under the TIF program cannot be used for General Fund purposes and must be used for specified purposes related to the project and economic development for the term of the TIF. This can include support to offset private development costs. These are determined at the time the TIF agreement is developed and approved.

Tax Increment Financing Model



Process

The town determines the percentage of new valuation, and therefore associated revenues, to shelter within a TIF (up to 100%). What is not sheltered accrues to the General Fund. Sheltered revenues can be used to support municipal expenditures in support of or made necessary by economic development, and/or can be used to “incentivize” a private investment by a business and/or developer. This is done through Credit Enhancement Agreement, in which the town determines the percentage to be shared and can be any amount between 0% and 100% of all TIF revenues.

Allowable Revenue Uses

Tier I - Costs within the district:

Capital costs, including:

- Construction, improvements and site work
- Demolition, repair and remodeling
- Acquisition of equipment

Financing costs, including:

- Premiums paid for early redemption of obligations
- Interest paid to holders of evidences of indebtedness issued to pay for project costs

Professional Services, including:

- Licensing and architectural
- Planning, engineering and legal expenses

Other costs, including:

- Reasonable administrative expenses of municipal employees
- Relocation expenses
- Organizational costs to establish district, like impact studies, and public information

Tier II - Costs outside but directly related to or made necessary by the district:

Infrastructure improvements, including:

- Sewage or water treatment plants
- Sewer, water and electrical lines
- Street amenities and fire station improvements

Other improvements, including:

- Public safety
- Adverse impact mitigation

Tier III - Costs within the municipality:

Economic development programs or events developed by the municipality or funding marketing of the municipality as a business location

Environmental improvement plans

Permanent revolving loan funds

Employment training (however, costs cannot exceed 20% of the total project costs), scholarships for residents to go to school elsewhere if municipality has no institution of learning, though it must be a Maine institution.

Quality child care costs, including finance costs, construction, staffing, training, certification & accreditation costs related to child care.

Arts district activities including arts education, performing arts venues, museums, and arts studios.

Transit activities including new or expanded transit service, purchase of buses, ferries, vans, and bus shelters.
Recreational trails including new or existing which have been determined to have significant potential to promote economic development.

Property Value & Fiscal Formulas

Property valuation impacts the monetary amount municipalities receive in:

- State aid for education,
- Municipal revenue sharing, and
- County taxes.

Formulas for these programs are based in part on property valuation with the premise that the higher the amount of property valuation, the wealthier the community and therefore the less it should receive from the state and the more it should pay to the county.

An increase in in the town's property valuation results in:

- Less state aid for education,
- Less municipal revenue sharing, and
- More county taxes paid.

State aid for education impacts are based on the state Essential Programs and Services funding model in which a statewide mill rate is applied to a district's state valuation to determine the amount of local property taxes to be raised for education, in this case the higher the valuation, the more that needs to be raised locally.

Municipal revenue sharing received by a municipality is based on population, taxes raised, and state valuation, meaning the higher the valuation, the less money received.

County taxes paid by a municipality are based on the municipality's percentage share of the County's state valuation, in this case the higher the share of valuation, the higher the County Tax.

Appendix E: Starting a Business Retention & Expansion Program

What is it? The purpose of a Business Retention & Expansion (BRE) Program is to keep existing businesses in operation and to facilitate their expansion. Business retention is a crucial step of any economic development strategy. Supporting the existing business and industry assets of a community is paramount to creating a business-friendly environment for any size business to flourish. In order to address businesses' needs, it is vital to build a streamlined system to inventory the current and future needs of business in terms of technical assistance and workforce needs.

The overall goal of a BRE program is to find out what's working for business in your area, and what's not. At the same time, it's helpful to track metrics that will plot the movement of the business community over time, and provide information for potential business moving or starting in your area. Gathering this information typically comes in the form of a periodic survey or other systematic way to get information, and asks for:

- **Business overview** - A brief description of the business including the services or products it provides.
- **Future plans** - This may include downsizing, closing, selling, merging, moving, expanding in house or to another location.
- **Technical assistance needed** - This may include management, accounting, human resources, specialized industry knowledge, digital training, or other types of general assistance to help their business improve.
- **Feedback** - Ways in which a BRE program can support, promote and recognize their business.
- **Additional information** - Anything else pertinent to your community and business climate that may need gauging.

Collecting this information periodically will allow your group to track overall progress, identify themes and isolate the most important business needs to address. In addition, it provides an opportunity to celebrate business success in your community.

In addition to the periodic survey, a successful BRE program visits existing businesses, acts as a clearinghouse of information and creates networking opportunities. Visitation programs often focus on those businesses at risk of relocating or closing, but can also emphasize those businesses that may be growing and need additional space.

As a clearinghouse, the BRE program should know the resources available to businesses, as well as keep track of and advertise happenings that are relevant to business interests. In addition, the BRE should create networking opportunities to link local government representatives with businesses to create in-person opportunities to discuss issues and successes.⁴ Overall, let the results of your survey identify the activities of your BRE program and how it should be structured.

How do you do it? First, identify the team of people who will be involved. Typically, a Chamber of Commerce or local governing body house a BRE program, however there is flexibility in the dynamics of running a program. In the case of the Boothbay Region, the Boothbay Harbor Regional Chamber of Commerce is likely the most equipped body to build off existing businesses data bases, however, we understand that capacity is limited to complete additional tasks. Therefore, a successful program will require collaboration from the JEDC, participation from municipalities and other interested stakeholders.

⁴ <http://www.iedconline.org/clientuploads/Downloads/clearinghouse/brep.pdf>

Next, ascertain what resources are available in terms of skills, volunteers, any paid staff, students, etc. Match the resources at hand with the method used to gather information and activities to complete. This will prevent burnout and compiling incomplete information. For example, if resources are slim, you may depend on a mail-in or online survey. If you have some dedicated people, in-person interviews may be an option.

Unfortunately, BRE programs are typically time and labor intensive as they involve a lot of one-on-one communication addressing specific needs. However, they can have lasting effect on the business climate within your community, as ultimately, they focus on building relationships and creating a nurturing environment for businesses to flourish.

Examples of specific tactics and policies can be found through the International Economic Development Council's website, and here at: <http://www.iedconline.org/clientuploads/Downloads/clearinghouse/brep.pdf>

Appendix F: Economic Base Analysis

Camoin Associates was commissioned by the Joint Economic Development Committee (JEDC) to assist in the creation of a Strategic Master Plan. As a part of this project, Camoin conducted a Demographic and Economic Base Analysis. When developing economic development strategies, it is important to have a thorough understanding of the demographic and economic characteristics and emerging trends of the study area and surrounding region. We developed a demographic and economic profile of the Boothbay Region, Lincoln County, and State of Maine that will be used to inform the development of strategies. The demographic profile includes existing and projected 5-year trends for population distribution by age and income, number of households, median age, and race and ethnicity. We have also compiled information on labor market size and commuter trends (inflow-outflow) as well as educational attainment, unemployment, occupation and industry trends.

This document will help our team determine strategies and define projects that will increase economic activity in the region. Further analysis of data points, quantitative and qualitative data will come in future deliverables.

The Demographic Overview below shows population, households, average household size, median age, and median household incomes for the three regions. The major findings of this assessment include:

- The populations within the Boothbay Region, Lincoln County, and Maine have all increased over the past seven years and they are all expected to continue growing through 2022.
- The number of households in all three regions have shown a similar historic pattern of growth between 2010 and 2017, and are projected to continue growing similar to the rates of population growth over the next five years. Average household size is the highest in the state at 2.3.
- Median household income is highest in the Boothbay Region by a small margin, surpassing Lincoln County and the state by about \$1,000.

Demographic Overview, 2017					
	Population	Households	Average Household Size	Median Age	Median Household Income
Boothbay Region	7,481	3,477	2.1	56	\$52,478
Lincoln County	36,141	16,319	2.2	51	\$51,291
Maine	1,367,209	585,645	2.3	45	\$51,709

Source: ESRI, American FactFinder

Other key findings include:

- A high median age coupled with a low labor force participation rate and low unemployment rate poses a challenge to promoting a year-round economy in the Boothbay Region because there may not be an adequate labor market to support this economic activity.
- Compared to Lincoln County and the state of Maine, the Boothbay Region has the highest percentage of the population who hold a Bachelor's Degree, at 22%, or a Graduate/Professional Degree, at 17%. In Lincoln County, 20% of the population holds a Bachelor's, while 13% have obtained a Graduate/Professional degree.
- In the Boothbay Region, the residential vacancy rate is notably high, at 49%. Out of all vacant units, 85% are classified as seasonal/recreation/occasional. This reaffirms that the Region specifically is a vacation destination for about 50% of residents.

Housing Tenure Comparison, 2017			
	Boothbay Region	Lincoln County	Maine
Occupied Units, % of total units	51%	64%	76%
Owner-Occupied, % of occupied units	39%	50%	53%
Renter-Occupied, % of occupied units	11%	13%	24%
Vacancy Rate, % of total units	49%	36%	24%

Source: ESRI, ACS 2014 5-year estimates

The Industry Overview below shows overall employment growth between 2012 and 2017 for all three regions. Major findings including:

- There were an estimated 4,000 jobs in 2017 in the Boothbay Region. The region has shed a marginal number of jobs in the past five years.
- Average earnings for jobs within the region are \$38,766, which is lower than the median household income within the town. This trend is true for the county and state as well. As the region seeks to create jobs that result in earnings that allow working families of all ages to remain in the area, as well as attract new families, it will be vital to enable job growth in industries that support mid-range to high wages.

Industry Overview, 2012-2017					
Region	2012 Jobs	2017 Jobs	2012-2017 Change	2012-2017 % Change	2017 Average Earnings
Boothbay Region	4,094	4,069	(25)	(1%)	\$38,389
Lincoln County	14,601	14,429	(172)	(1%)	\$38,812
Maine	672,491	697,489	24,998	4%	\$49,716

Source: EMSI

Introduction

Camoin Associates completed an economic base analysis for the Boothbay Region to better inform research for the region. The following economic base analysis examined and compared the economic and demographic trends of the Boothbay Region, Lincoln County, and Maine.

The economic base analysis consists of four interrelated studies:

- Demographic and Economic Analysis
- Regional Economic Trends
- Employment Trends
- Major Industries and Industry Activity

Data Sources

Much of the data in this report were purchased from ESRI Business Analyst Online (ESRI) and Economic Modeling Specialists, Intl. (EMSI). The base of ESRI's data is the 2010 Census and the annual American Survey. It uses

proprietary statistical models and updated data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to project current statistics and future trends. ESRI data are often used for economic development, marketing, site selection, and strategic decision making. For more information, visit www.esri.com.

ESMI data are compiled from several sources, including the U.S. Census Bureau and the U.S. Departments of Health and Labor using specialized proprietary processes and models to estimate current statistics and predict future trends. Visit www.economicmodeling.com for additional information.

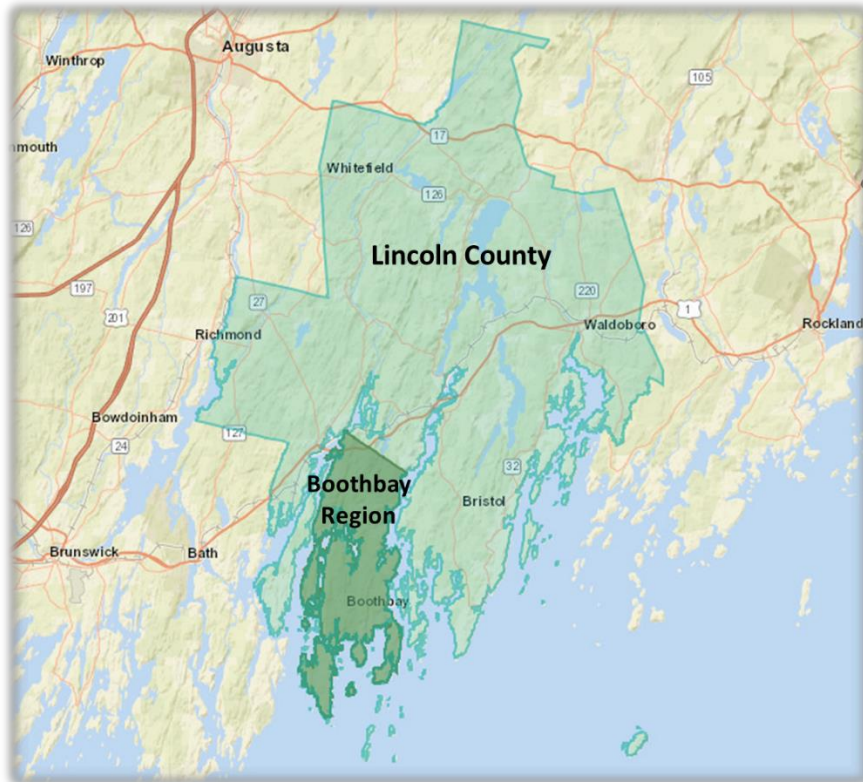
Geographies

Data for the market analysis were analyzed for the following geographies:

- **Boothbay Region.** The Boothbay Region consists of four towns: Town of Boothbay Harbor, Town of Boothbay, Town of Edgecomb, and Town of Southport. While the economic base analysis shows the role of the Boothbay Region within a larger economic region, information was gathered to identify assets and characteristics that are within the regional boundaries, including demographics, employers, and housing availability to compare to the county and region.
- **Lincoln County.** In order to identify important issues and opportunities that may impact development within the Boothbay Region, employment and industry trends in Lincoln County were examined.
- **Maine.** To get a clear understanding of the economic and demographic environment within which the Boothbay Region and Lincoln County both operate, we gathered data for the state as a whole.

Examining the data at different geographic scales allowed for analysis of current trends within the region and illustrated how these factors may affect the local and regional economy and potential development opportunities. The following map depicts the Boothbay Region within Lincoln County.

Boothbay Region within Lincoln County, ME



Source: ESRI

Demographics

General demographic data were gathered and reviewed to gain an understanding of past trends, existing conditions, and future projections. This information was collected for the Boothbay Region, Lincoln County, and the State of Maine.

Basic Demographic Trends

Key Findings

- The population totals within the Boothbay Region, Lincoln County, and Maine have all increased over the past 7 years. Similarly, they are all expected to continue growing through 2022, by between 1.5% and 2.5% over this timeframe. In the past 7 years, the rate of growth in the Boothbay Region (by percent) has kept pace with the county, and both have outpaced the state.
- The number of households in all the Boothbay Region and Lincoln County have shown a similar historic pattern of growth between 2010 and 2017, both at 5.1%, and are projected to continue growing, both at 2.5%, consistently with the rates of population growth, 2.3% and 2.4%, respectively, over the next five years. The state's number of households has been growing at a slower rate over the 2010 to 2017 period at 3.3%, and is projected to continue grow slowly at 1.8%.
- Labor force participation rate is an indicator of a region's ability to create opportunities for working class households that are critical to community wellbeing. The Town of Boothbay Harbor has both the lowest Labor Force Participation Rate⁵, 50.6%, and the lowest Unemployment Rate, 3.5%. The Town of Edgecomb, has the highest percentage of people in the labor force, 64.4%, compared to the other towns within the Boothbay Region, the county and the state.
- The Boothbay Region has an older population with the highest median age, and it is projected to get even higher within the next five years. The current median age in the Boothbay Region is 55.9 and it is projected to be 58 in 2022. Lincoln County's median age is currently 50.5 and will reach 51.9 by 2022, still trailing behind the Boothbay Region's projected median age by over six years. This indicates an aging population in the Boothbay Region as well as a lack of young people moving to the region within the next five years.

⁵ The labor force participation rate represents the proportion of the population that is in the labor force. For example, if there are 100 people in the population 16 years and over, and 64 of them are in the labor force, then the labor force participation rate for the population 16 years and over would be 64 percent, as defined by the Census.

Demographics							
	2010	2017	2022	# Change 2010 - 2017	% Change 2010 - 2017	# Change 2017 - 2022	% Change 2017 - 2022
Boothbay Region							
Population	7,140	7,481	7,654	341	4.8%	173	2.3%
Households	3,309	3,477	3,564	168	5.1%	87	2.5%
Average Household Size	2.1	2.1	2.1	0.0	0.0%	0.0	0.0%
Median Age	52.8	55.9	58.0	3.1	5.9%	2.1	3.8%
Median Household Income	-	\$52,478	\$56,494	-	-	\$4,016	7.7%
Family Population	5,386	5,584	5,688	198	3.7%	104	1.9%
Lincoln County							
Population	34,457	36,141	37,015	1,684	4.9%	874	2.4%
Households	15,149	15,920	16,319	771	5.1%	399	2.5%
Average Household Size	2.2	2.2	2.2	0.0	0.0%	0.0	0.0%
Median Age	48.1	50.5	51.9	2.4	5.0%	1.4	2.8%
Median Household Income	\$47,678	\$51,291	\$55,021	\$3,613	7.6%	\$3,730	7.3%
Family Population	26,469	27,500	28,052	1,031	3.9%	552	2.0%
Maine							
Population	1,328,361	1,367,209	1,389,513	38,848	2.9%	22,304	1.6%
Households	557,219	575,385	585,645	18,166	3.3%	10,260	1.8%
Average Household Size	2.3	2.3	2.3	0.0	0.0%	0.0	0.0%
Median Age	42.7	44.6	45.6	1.9	4.4%	1.0	2.2%
Median Household Income	\$46,933	\$51,709	\$58,659	\$4,776	10.2%	\$6,950	13.4%
Family Population	993,424	1,012,181	1,024,353	18,757	1.9%	12,172	1.2%

Note: Median household income for 2010 has been removed from ESRI therefore data for the Boothbay region is unavailable

Source: ESRI, American FactFinder

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Population Methodologies

The demographic data above is drawn from ESRI, an elite proprietary data source that aggregates economic data from approximately 90 sources to understand historic figures, as well as model population projections. We understand that the State of Maine Office of Policy and Management (OPM) also maintains historic and projected population figures. The State of Maine notes that their population projections are “based on assumptions and past trends that may or may not hold into the future.” Therefore, the OPM cautions that projections can be used to understand future trends, but should not be relied on for specific figures, as the numbers are subject to change based on potential economic trends.

The table below shows population data from the OPM for the years 2009, 2014, 2019, and 2024, along with the percent change in population over those time intervals. This data shows that historically, the population decreased

⁶ Households are defined as an occupied housing unit. Household type is identified by the presence of relatives and the number of persons living in the household. Family households, with or without children, include married couples and other families—a male or female householder with no spouse present. Nonfamily households may be a group of unrelated persons or a single person living alone.

⁷ Families are defined as households in which one or more persons in the household are related to the householder (formerly, the head of the household) by birth, marriage or adoption. The Census tabulates only one family per household.

among all Boothbay Region towns between 2009-2014. Based on the factors represented in the OPM projection model, the four towns are anticipated to continue losing population through 2019 and 2024. Lincoln County also shed population, while the State of Maine's population fluctuated nominally.

While the following data in this report draws from ESRI, we present the OPM data in acknowledgment that these data sources follow different methodologies for calculating growth rates across the Boothbay Region.

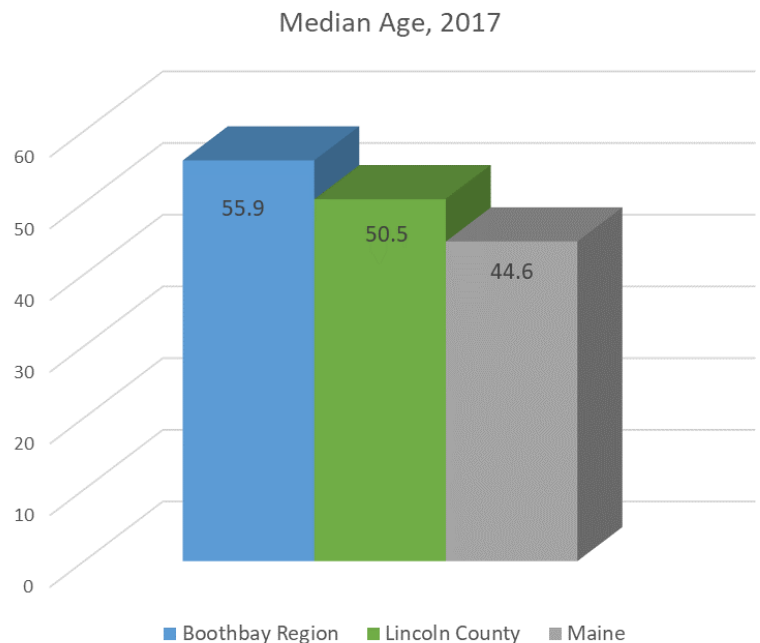
Population Overview, as Provided by State of Maine							
	2009	2014	2019	2024	2009-2014 % Change	2014-2019 % Change	2019-2024 % Change
Town of Boothbay	3,129	3,098	2,994	2,878	-1.0%	-3.4%	-3.9%
Town of Boothbay Harbor	2,193	2,168	2,092	2,022	-1.1%	-3.5%	-3.3%
Town of Edgecomb	1,245	1,238	1,188	1,133	-0.6%	-4.0%	-4.6%
Town of Southport	616	594	563	531	-3.6%	-5.2%	-5.7%
Lincoln County	34,627	34,149	32,785	31,358	-1.4%	-4.0%	-4.4%
State of Maine	1,329,590	1,330,256	1,332,944	1,330,903	0.1%	0.2%	-0.2%

Source: State of Maine, Office of Policy and Management

Age Distribution

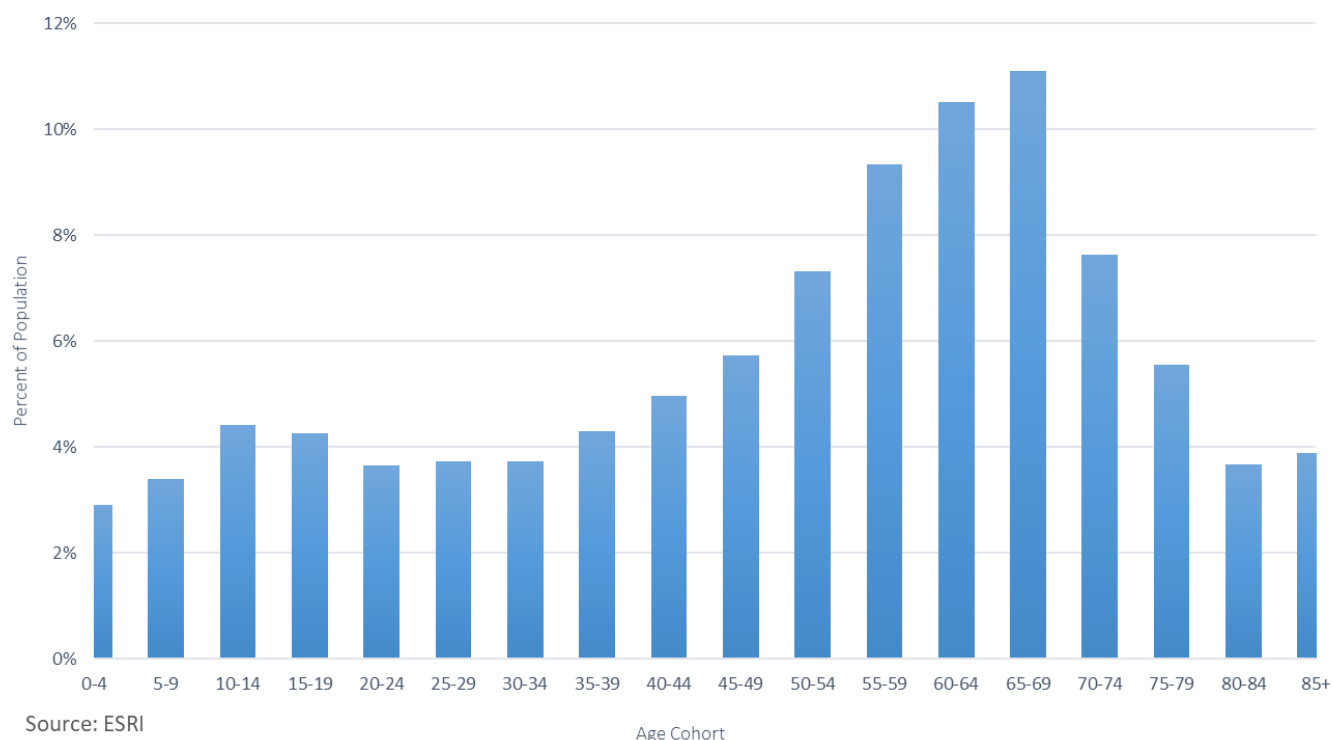
Not only is the 2017 median age within the Boothbay Region over five years older than that of the county and over 10 years older than that of the state, the following age distribution chart shows that the two primary age cohorts in the Boothbay Region are 60-64 and 65-69. Together, over 20% of the population is between the ages of 60 and 69 years old. Similarly, another 9.3% are between the ages of 55 and 59, and another 7.6% between 70 and 74. Making nearly 40% of the population between 55 and 74. Only 15% of the population is between the ages of 20 and 40.

The region's age distribution could be a challenging workforce issue, especially in the effort to create a more 4-season economy. Prime working age individuals between ages 20 and 50 only account for about 33% of the Boothbay Region population, whereas a much larger part of the population consists of aging and potentially retired individuals. These challenges are not insurmountable, but will require some unique messaging and outreach to individuals who may be retired but still wish to participate in the regional workforce.



Source: ESRI

Age Distribution in Boothbay Region, 2017



Unemployment and Labor Force Participation

The table below shows the unemployment rates⁸, and the labor force participation⁹ rates for the four towns within the Boothbay Region, Lincoln County, and the State of Maine.

The Town of Southport has the lowest labor force participation rate, 44.8%, compared to all other geographies listed below. The Town of Boothbay Harbor has a similarly low labor force participation rate at 50.6%, this is compared to nearly 64% in the state and US. This indicates that there are a large number of people living within both towns that are not actively participating in the labor force. The Town of Edgecomb has the lowest unemployment rate, 3.8%, which is comparable to that of the state at 3.9%. Both of which are very low. All four towns within the Boothbay Region have unemployment rates under 5.5%. This data is unsurprising considering Boothbay Harbor is traditionally a vacation or retirement destination. However, this data may also indicate that there is not a large number of workers available in the region willing to both live work in the Boothbay Region.

The Town of Edgecomb has the highest labor force participation rate, 64.4%. This may indicate that within Edgecomb there are relatively less vacationers and retirees, and in fact people within the town are looking for work and participating in the local workforce.

⁸ The unemployment rate represents the number of unemployed people as a percentage of the civilian labor force. For example, if the civilian labor force equals 100 people and 7 people are unemployed, then the unemployment rate would be 7 percent, as defined by the [Census](#).

⁹ The labor force participation rate represents the proportion of the population that is in the labor force. For example, if there are 100 people in the population 16 years and over, and 64 of them are in the labor force, then the labor force participation rate for the population 16 years and over would be 64 percent, as defined by the [Census](#).

A high median age coupled with a low labor force participation rate and low unemployment rate poses a challenge to promoting a year-round economy because there may not be an adequate labor market to support new economic activity. Therefore, each town will need to consider policy changes that will make it possible to attract new employees to the area who can also live in the region. Otherwise, the economy will be relying on individuals commuting to the Boothbay Region for work.

Economic Indicators		
Region	Labor Force Participation Rate	Unemployment Rate
Boothbay Harbor Town	50.6%	4.4%
Boothbay Town	61.2%	5.5%
Edgecomb Town	64.4%	3.8%
Southport Town	44.8%	4.9%
Lincoln County	59.7%	8.8%
Maine	63.6%	3.9%
United States	63.7%	4.9%

Note: Only includes the population 16 years and over

Estimates are for 2015-2016

Source: American FactFinder, Maine Dept. of Labor

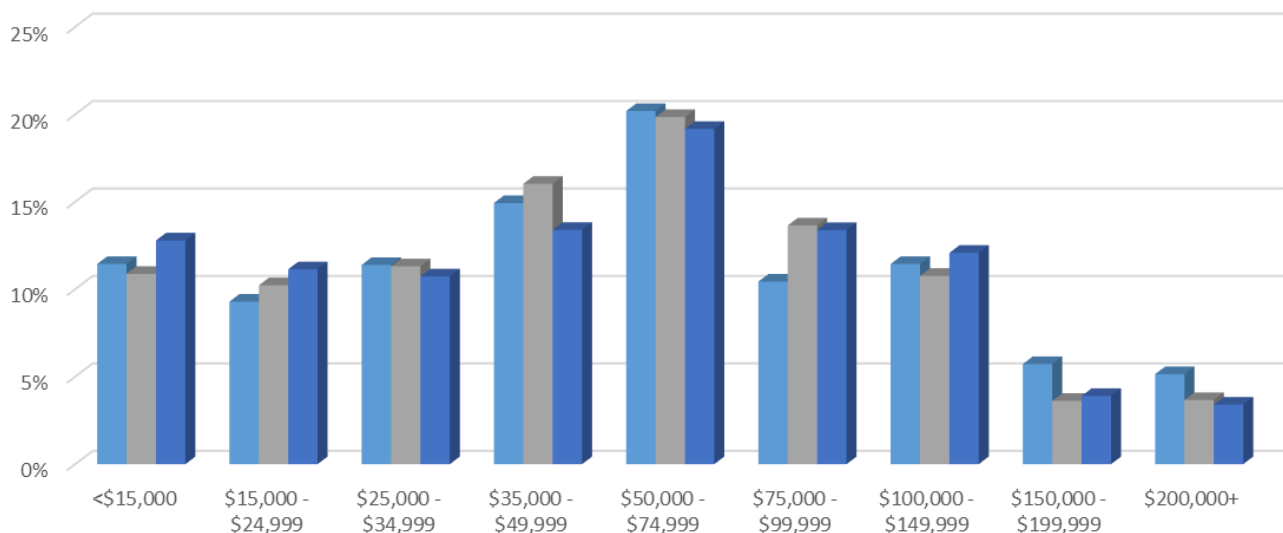
Income Distribution

The largest income cohort in the Boothbay Region is households earning between \$50,000 - \$74,999 at 20.2%. This cohort is projected to shrink to 18.8% in 2022, but should remain the largest cohort. The next largest cohort is households earning between \$35,000 - \$49,999 at 14.9%, also projected to decline through 2022 to about 13%.

Within all three geographies, there is a notable percentage of current households with an income of less than \$15,000, at 11.4% in the Boothbay Region, 10.9% in the county, and 12.8% in the state. This percentage is projected to decrease marginally in the region and the state within the next five years but is projected to stay constant in the county.

Compared to the county and the state, the Boothbay Region has a higher percentage of households with incomes above \$200,000 at just over 5%, and this is projected to increase to over 6% through 2022, compared to 3.7% currently in the county, and 3.4% in the state.

Household Income Distribution, 2017



Source: ESRI

Boothbay Region Lincoln County Maine

Boothbay Region				
Households by Income	2017		2022	
	Number	Percent	Number	Percent
<\$15,000	398	11.4%	404	11.3%
\$15,000 - \$24,999	323	9.3%	306	8.6%
\$25,000 - \$34,999	396	11.4%	373	10.5%
\$35,000 - \$49,999	519	14.9%	468	13.1%
\$50,000 - \$74,999	702	20.2%	670	18.8%
\$75,000 - \$99,999	363	10.4%	412	11.6%
\$100,000 - \$149,999	398	11.4%	453	12.7%
\$150,000 - \$199,999	199	5.7%	253	7.1%
\$200,000+	179	5.1%	225	6.3%

Source: ESRI

Lincoln County				
Households by Income	2017		2022	
	Number	Percent	Number	Percent
<\$15,000	1,732	10.9%	1,774	10.9%
\$15,000 - \$24,999	1,628	10.2%	1,571	9.6%
\$25,000 - \$34,999	1,801	11.3%	1,669	10.2%
\$35,000 - \$49,999	2,552	16.0%	2,302	14.1%
\$50,000 - \$74,999	3,160	19.8%	3,069	18.8%
\$75,000 - \$99,999	2,173	13.6%	2,438	14.9%
\$100,000 - \$149,999	1,714	10.8%	1,979	12.1%
\$150,000 - \$199,999	576	3.6%	745	4.6%
\$200,000+	584	3.7%	772	4.7%

Source: ESRI

Maine				
	2017		2022	
Households by Income	Number	Percent	Number	Percent
<\$15,000	73,601	12.8%	64,825	11.1%
\$15,000 - \$24,999	64,090	11.1%	54,728	9.3%
\$25,000 - \$34,999	61,751	10.7%	51,550	8.8%
\$35,000 - \$49,999	77,054	13.4%	67,817	11.6%
\$50,000 - \$74,999	110,276	19.2%	120,923	20.6%
\$75,000 - \$99,999	77,022	13.4%	90,633	15.5%
\$100,000 - \$149,999	69,521	12.1%	82,948	14.2%
\$150,000 - \$199,999	22,464	3.9%	28,075	4.8%
\$200,000+	19,596	3.4%	24,136	4.1%

Source: ESRI

Race/Ethnicity Distribution

Currently, of the three geographies, Lincoln County has the least diverse population, with 96.7% of the population identifying as "White Alone," and just over 1% identifying as "Hispanic Origin (Any Race)." This trend is similar in both the Boothbay Region and the state. Both of which have "White Alone" populations of nearly 96% and 95%, respectively. The Boothbay Region has the smallest population identifying as "Hispanic Origin (Any Race)" at less than 1%. Overall, all three regions are not diverse in terms of race/ethnicity.

Boothbay Region						
	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	6,945	97.3%	7,121	95.8%	7,191	94.7%
Black Alone	30	0.4%	58	0.8%	76	1.0%
American Indian Alone	21	0.3%	21	0.3%	24	0.3%
Asian Alone	57	0.8%	122	1.6%	165	2.2%
Pacific Islander Alone	1	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	3	0.0%	2	0.0%	2	0.0%
Two or More Races	83	1.2%	109	1.5%	137	1.8%
Hispanic Origin (Any Race)	37	0.5%	48	0.6%	59	0.8%

Source: ESRI

Lincoln County						
	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	33,636	97.6%	34,553	96.7%	34,995	95.9%
Black Alone	109	0.3%	183	0.5%	241	0.7%
American Indian Alone	114	0.3%	125	0.3%	139	0.4%
Asian Alone	186	0.5%	400	1.1%	544	1.5%
Pacific Islander Alone	1	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	39	0.1%	14	0.0%	15	0.0%
Two or More Races	372	1.1%	460	1.3%	574	1.6%
Hispanic Origin (Any Race)	287	0.8%	406	1.1%	507	1.4%

Source: ESRI

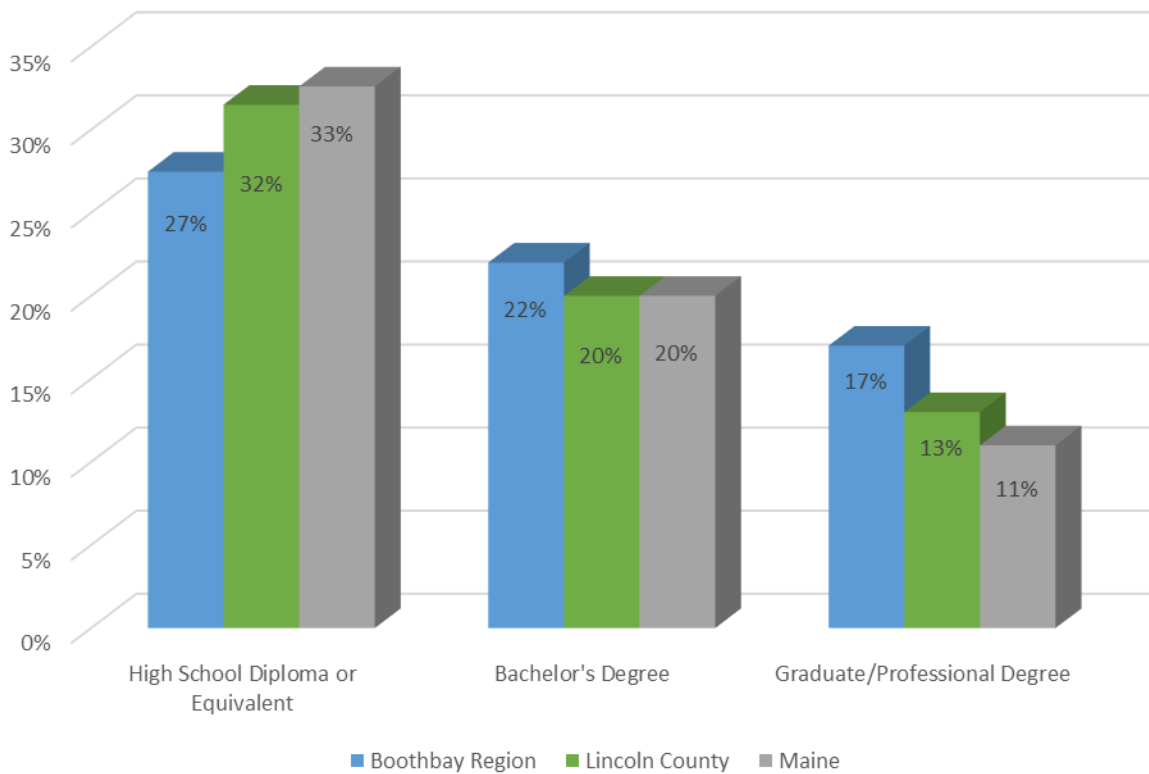
Maine						
	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	1,264,971	95.2%	1,274,421	94.8%	1,280,634	94.1%
Black Alone	15,707	1.2%	18,469	1.4%	21,679	1.6%
American Indian Alone	8,568	0.6%	8,825	0.7%	9,238	0.7%
Asian Alone	13,571	1.0%	17,054	1.3%	19,982	1.5%
Pacific Islander Alone	342	0.0%	448	0.0%	535	0.0%
Some Other Race Alone	4,261	0.3%	1,026	0.1%	1,052	0.1%
Two or More Races	20,941	1.6%	23,412	1.7%	27,271	2.0%
Hispanic Origin (Any Race)	16,935	1.3%	23,554	1.8%	29,122	2.1%

Source: ESRI

Educational Attainment

Among the comparison geographies, the Boothbay Region has the highest percentage of the population holding a Bachelor's degree, at 22%, or a Graduate/Professional degree, at 17%. In Lincoln County, 20% of the population holds a Bachelor's, while 13% have obtained a Graduate/Professional degree.

Educational Attainment, 2017



Source: ESRI

Educational Attainment, 2017			
Level of Education	Boothbay Region	Lincoln County	Maine
Less than 9th Grade	2%	2%	3%
9-12th Grade/No Diploma	4%	5%	6%
High School Diploma	24%	27%	27%
GED/Alternative Credential	3%	4%	5%
Some College/No Degree	18%	21%	19%
Associate's Degree	9%	8%	10%
Bachelor's Degree	22%	20%	20%
Graduate/Professional Degree	17%	13%	11%

Source: ESRI

Regional School Enrollment Figures

The following tables display school enrollment figures over three school years: 2006-2007, 2010-2011 and 2015-2016.

Boothbay Region Selected School Enrollment												
School Name	School Year	4-yr-old	K	G1	G2	G3	G4	G5	G6	G7	G8	Total
Boothbay Region Elem School	2006-07		45	51	40	49	46	52	44	60	59	446
	2010-11		33	43	41	32	39	49	44	60	49	390
	2015-16	26	29	27	32	27	27	36	43	53	37	337
Edgecomb Eddy School	2006-07		10	12	10	19	6	7	16			80
	2010-11		18	14	9	16	15	14	14			100
	2015-16		11	1	9	17	9	20	14			81
Southport Central School	2006-07		2	7	7	6	3	7	4			36
	2010-11		2	6	4	5	4	6	0			27
	2015-16		2	4	5	3	4	4	1			23

Source: Lincoln County Regional Planning

Boothbay Region High School Enrollment						
School Name	School Year	G9	G10	G11	G12	Total
Boothbay Region High School	2006-07	81	76	68	69	294
	2010-11	59	58	64	60	241
	2015-16	57	69	47	54	227

Source: Lincoln County Regional Planning

Southport Central School experienced the largest percentage drop in student enrollment between the 2006-2007 school year and the most recently completed school year, 2015-2016. However, the enrollment figures at Southport Central School are the smallest among the other regional schools, and therefore any variance in student numbers will be more pronounced. Aside from Southport Central, Boothbay Region Elementary school declined in student population by 32%, or a decrease of 109 students, while Boothbay Region High School dropped from 294 students to 227 over the same time period.

School enrollment figures have substantial ramifications for town and region wide economic development capabilities. In order for the town to attract families with school-aged students, a housing stock that can accommodate a range of demographics, including young and mature families, will help to stabilize enrollment figures, diversify the tax base and support fiscal resources of the region. The following section will address the housing stock in the Boothbay region.

Change in School Enrollment 2006/2007-2015/2016	
Boothbay Region Elem School	-32%
Edgecomb Eddy School	1%
Southport Central School	-57%
Boothbay Region High School	-30%

Source: Lincoln County Regional Planning

Housing

The following tables describe housing tenure within the Boothbay Region, Lincoln County, and the state.

Current vacancy rates in the Boothbay Region are the highest by far of the three regions reaching nearly 50%, whereas vacancy rates in the county are 36%, followed by 24% throughout the state. The Boothbay Region also has the lowest percentage of owner-occupied units at 51%.

Housing Tenure Comparison, 2017			
	Boothbay Region	Lincoln County	Maine
Occupied Units, % of total units	51%	64%	76%
Owner-Occupied, % of occupied units	39%	50%	53%
Renter-Occupied, % of occupied units	11%	13%	24%
Vacancy Rate, % of total units	49%	36%	24%

Source: ESRI, ACS 2014 5-year estimates

Vacancy rates in all three regions are high; however, they are particularly high within the Boothbay Region at nearly half of all units being considered vacant. The high vacancy rates can be explained by the high number of seasonal/recreation/occasional use units. This category of housing also includes second homes that are only occupied during certain parts of the year. In the region, 85% of vacant units are seasonal/recreation/occasional. Followed by 81% in the county and 72% in the state. This would reaffirm that the region specifically is a vacation destination for about 50% of people staying there. Currently, only 2,695 out of 6,858 housing units, are owner-occupied units.

Housing Tenure, Boothbay Region					
	2010	2017	2022 (proj.)	Annual Growth Rate 2010-17	Annual Growth Rate 2017-22
Occupied Units	3,309	3,477	3,564	1%	0%
Owner-Occupied	2,634	2,695	2,760	0%	0%
Renter-Occupied	675	782	804	2%	1%
Vacant Units	3,146	3,381	3,567	1%	1%
Total Housing Units	6,455	6,858	7,131	1%	1%

Source: ESRI

Vacant Housing Units by Status, 2010						
	Boothbay Region		Lincoln County		Maine	
	#	%	#	%	#	%
For Rent	155	5%	477	6%	15,738	10%
Rented- Not Occupied	13	0%	41	1%	1,021	1%
For Sale Only	138	4%	446	5%	9,711	6%
Sold - Not Occupied	12	0%	57	1%	2,089	1%
Seasonal/Recreational/Occasional Use	2,688	85%	6,733	81%	118,310	72%
For Migrant Workers	1	0%	3	0%	160	0%
Other Vacant	139	4%	587	7%	17,582	11%
Total	3,146	100%	8,344	100%	164,611	100%

Source: ESRI

Rental Units by Contract Rent

The most common rental price in the Boothbay Region is between \$700 and \$749, covering 14% of rental units. However, it is important to note that since the Boothbay Region is seasonal market and as such rent prices will fluctuate throughout the year and vary depending on the type of rental property.

Renter-Occupied Units by Rent, Boothbay Region		
	Number	Percent
Less than \$100	16	3%
\$100 to \$149	10	2%
\$150 to \$199	-	0%
\$200 to \$249	22	4%
\$250 to \$299	9	2%
\$300 to \$349	10	2%
\$350 to \$399	-	0%
\$400 to \$449	3	1%
\$450 to \$499	10	2%
\$500 to \$549	26	5%
\$550 to \$599	29	5%
\$600 to \$649	36	6%
\$650 to \$699	39	7%
\$700 to \$749	79	14%
\$750 to \$799	44	8%
\$800 to \$899	39	7%
\$900 to \$999	28	5%
\$1,000 to \$1,249	29	5%
\$1,250 to \$1,499	3	1%
\$1,500 to \$1,999	13	2%
\$2,000 or more	40	7%
No cash rent	83	15%
Total	568	100%

Note: these are 2010-2014 estimates

Source: ESRI

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¹⁰ For vacant units, rent is the amount asked for the unit at the time of interview; the amount may differ from the rent contracted for when the unit is occupied. Data for contract rent excludes units for which no cash rent is paid, according to the Census. The high number of "no cash rent[ers]" may be due to the high number of vacation and seasonal units.

Housing Units by Structure, Value and Age

The majority of housing units in the Boothbay Region are classified as 1 Detached Unit, also known as a single-family home, at 84%. The next largest proportion of housing falls into the Mobile Homes category, accounting for 5% of housing. The remaining housing market is comprised of small scale multi-unit properties.

Owner-occupied units in the Boothbay Region are relatively expensive compared to Lincoln County and Maine. The median home value is over \$250,000. Thirty-five percent of units are in the Boothbay Region are valued between \$150,000 and \$250,000, and another 23% valued between \$250,000 and \$400,000. In total, 86% of owner-occupied units within the region are valued over \$150,000.

Housing by Units in Structure				
Number of Units in Structure	Boothbay Region		Lincoln County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
1 Detached Unit	5,403	84%	81%	70%
1 Attached Unit	136	2%	2%	2%
2 Units	142	2%	2%	5%
3 or 4 Units	207	3%	3%	6%
5 to 9 Units	121	2%	1%	4%
10 to 19 Units	30	0%	0%	2%
20 to 49 Units	53	1%	1%	2%
50 or More Units	22	0%	0%	1%
Mobile Homes	308	5%	10%	9%
Boat/RV/Van	-	0%	0%	0%
Total Housing Units	6,422	100%	100%	100%

Source: ACS 2014 5-year estimates

2017 Home Values, Owner-Occupied Units				
Home Value	Boothbay Region		Lincoln County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
Less than \$50,000	82	3%	6%	7%
\$50,000-\$99,999	77	3%	9%	13%
\$100,000-\$149,999	221	8%	13%	15%
\$150,000-\$199,999	450	17%	18%	18%
\$200,000-\$249,999	499	19%	15%	14%
\$250,000-\$299,999	288	11%	10%	10%
\$300,000-\$399,999	336	12%	10%	10%
\$400,000-\$499,999	223	8%	6%	5%
\$500,000-\$749,999	216	8%	6%	5%
\$750,000-\$999,999	136	5%	3%	1%
\$1,000,000 or greater	167	6%	3%	1%
Median Home Value	\$ 253,212		\$ 211,577	\$ 192,259
Average Home Value	\$ 366,002		\$ 279,619	\$ 237,331

Source: ESRI

The age of an area's housing stock is an important indicator because it can provide a high-level estimate of the quality of the housing stock. Although well-maintained older homes can contribute to the preservation of an area's local history and community character, older houses also tend to be costlier to maintain and have more structural and environmental concerns. In many communities, substandard older housing is often occupied by those residents that are least able to afford the regular maintenance that an older home requires.

Within the Boothbay Region, the county, and the state, the largest percentage of housing units, were built in 1939 or earlier, at 23% and 26%, respectively. Similarly, the percentage of houses built after 2000 are comparable among the three geographies at 12% and 13%.

Housing by Year Built				
Year Built	Boothbay Region		Lincoln County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
2010 or Later	44	1%	1%	1%
2000-2009	706	11%	11%	12%
1990-1999	1,028	16%	15%	12%
1980-1989	781	12%	15%	15%
1970-1979	776	12%	14%	14%
1960-1969	752	12%	9%	7%
1950-1959	623	10%	7%	8%
1940-1949	239	4%	4%	5%
1939 or Earlier	1,473	23%	23%	26%
Total Housing Units	6,422	100%	100%	100%
Median Year Structure Built	1972		1975	1973

Note that units built since 2010 are significantly undercounted because 2014 ACS data is based on a sample taken between 2009 and 2014.

Source: ACS 2014 5-year estimate

Home Values and Affordability

As mentioned, median home value is over \$250,000 in the Boothbay Region and over \$211,000 in the county. Using these median values, we calculated estimated mortgage payments and the household income threshold required to support the mortgage payment. Within the Boothbay Region, to reasonably afford a median valued home, a household would need an income of over \$65,000 to afford the \$1,500 monthly mortgage payment. However, the median household income within the region is currently about \$52,000, indicating that people who earn the median household income in the region cannot reasonably afford a median valued home.

Within the county, the disparity between the household income threshold and the actual median household income is smaller, as a household should be earning \$54,300 to reasonably afford a median valued home and support a mortgage payment of about \$1,250. The median household income within the county is about \$51,300, falling just under the estimated threshold.

We expect that these numbers are conservative because they exclude other home-buying costs such as closing costs, real estate agent costs, and legal fees.

Estimated Mortgage Payment		
	Boothbay Region	Lincoln County
Median Price of Home	\$253,212	\$211,577
Down Payment at 10%	\$25,321	\$21,158
Loan Amount	\$227,891	\$190,419
Average Mtg Payment, 30 Years at 4%	\$1,088	\$1,010
Estimated Additional Costs	\$447	\$257
Average Mtg Payment, 30 Years at 4% with Additional Costs	\$1,535	\$1,267
Household Income Threshold	\$65,786	\$54,300

Note: Estimated additional costs include private mortgage insurance, taxes, and insurance, for comparable priced houses within each region

Source: ESRI, Zillow, Camoin Associates

The existing housing prices pose a challenge for promoting a year-round economy due to lack of affordability. For people working to support the tourism economy of the region through retail trade, restaurant establishments, and hospitality occupations, these home and mortgage prices are most likely unaffordable. As the Boothbay Region investigates policy options that will enable the growth of a 4-season economy, housing will need to be a substantial topic of discussion.

Commuter Inflow & Outflow

The following tables depict the number of individuals both living and working in the Boothbay Region. Since 2004, the number of people employed within the town has marginally decreased. Conversely, the number of people living in the region has increased since 2004 by over 500 people. In 2014, the majority of people living in the Boothbay Region are employed outside of the region, 61%. However, there are about 941 people who both live and work in the region. This may indicate that people working within the region cannot afford to live in the region and therefore must commute out.

Commuter Inflow/Outflow				
	2004 Count	2004 Share	2014 Count	2014 Share
Employed in Boothbay Region	2,361	100%	2,358	100%
Employed in Boothbay Region but Living Outside	1,256	53%	1,417	60%
Employed and Living in Boothbay Region	1,105	47%	941	40%
Living in Boothbay Region	1,893	100%	2,415	100%
Living in Boothbay Region but Employed Outside	788	42%	1,474	61%
Living and Employed in boothbay region	1,105	58%	941	39%

Note: Job Counts include only primary jobs

Source: Census On-The-Map

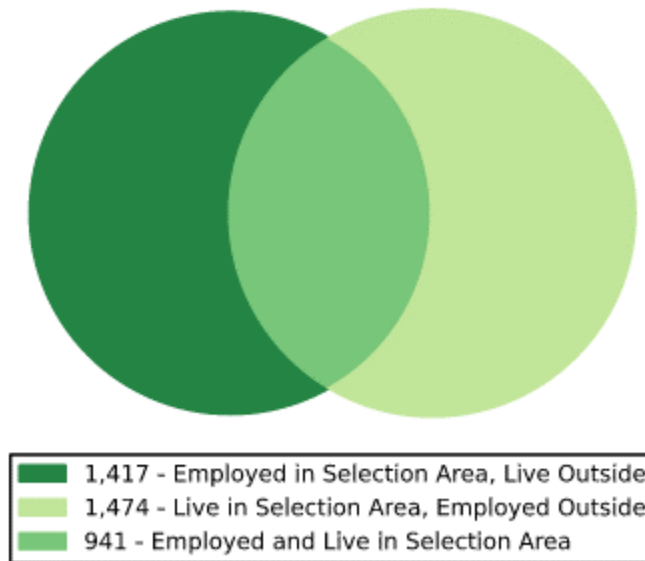
Commuting Patterns within the Boothbay Region



Source: Census OnTheMap

Note that the size of the arrows does not correspond with the number of commuters.

Inflow/Outflow Job Counts in 2014



Source: Census OnTheMap

Economic Overview

Economic Base

The following section analyzes trends on the general economic outlook for the Boothbay Region, Lincoln County, and Maine. By looking at both the county and the state, it allows the region's economic activity to be examined in the context of the larger economy that surrounds it. The job figures in the section are reported as annual job averages due to data availability. This means that full- and part-time jobs are included and counted equally. In other words, job counts are not adjusted to full-time equivalents.

The economic outlook includes:

- *Regional Economic Trends* – Gross Regional Product, (GRP), like national Gross Domestic Product (GDP), provides a snapshot of the size of a regional economy, and for this analysis includes the contribution of different sectors.
- *Occupation and Employment Trends Industry* – This analysis shows which industries and occupations are major employers, their recent employment trends, and which industries are expected to add or shed jobs over the next five years.

The economic study area includes the following ZIP codes:

- 04537 Boothbay
- 04538 Boothbay Harbor
- 04544 East Boothbay
- 04556 Edgecomb
- 04571 Trevett
- 04576 Southport
- 04575 West Boothbay Harbor
- 04570 Squirrel Island

Key Findings

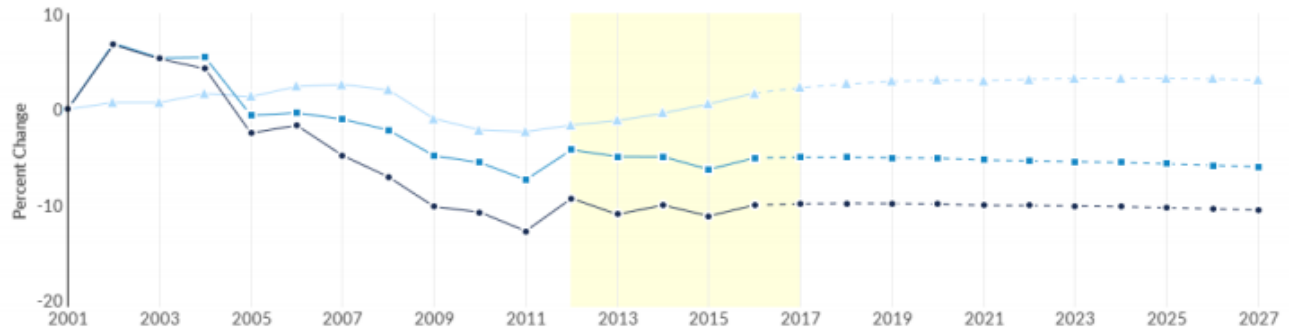
- The Boothbay Region has an estimated 4,069 jobs in 2017 and this number has declined marginally by 25 jobs or 1% since 2012. This trend is similar to that of Lincoln County, which declined at 1%, shedding 172 jobs.
- Average earnings for jobs in The Boothbay Region are comparable to that of Lincoln County, at approximately \$38,400 and \$38,800 respectively. However, both are more than \$10,000 lower than that of the State of Maine at \$49,700.
- The largest industries in the region are Accommodation and Food Services; Construction; and Retail Trade with 469; 468; and 409 jobs, respectively in 2017. The size of the Accommodation and Food Services and Retail Trade industries speaks to the tourism-related nature of the local economy. However, all three industries are projected to shed jobs over the next five years, declining by 6%, 4%, and 3%, respectively.
- Of the 2-digit industries, Crop and Animal Production¹¹ within the region employs about 225 people and has the highest location quotient of all 2-digit industries within the region at 4.54. Note that Crop and Animal Production includes both land-based and marine-based animal industries. Arts, Entertainment, and Recreation follows with a location quotient of 3.55, and Construction demonstrates a location quotient of 2.15. These high location quotients show that the Boothbay Region may have a competitive advantage within those specific industries, because it shows they are highly concentrated in the Boothbay Region compared to the nation as a whole.
- There is a significant number of self-employed people within the region. About 24% of the total number of jobs are held by people who are self-employed. The majority of self-employed people are found within the Construction and Crop and Animal Production industries.
- Within Lincoln County, the largest industries include Health Care and Social Assistance employing nearly 2,000 people, Retail Trade employing over 1,900, and Government employing over 1,700. These three industries together make up about 40% of the county's total jobs. However, Health Care and Social Assistance is the only industry of the three that is projected to grow over the next five years, adding about 50 new jobs. Retail Trade and Government¹² are projected to shed 31 and 66 jobs, respectively.

Industry Overview

¹¹ The Crop and Animal Production sector (NAICS 11) includes activities in agriculture, forestry, fishing and hunting. More specifically, growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch or their natural habitats. Aquaculture and fishing activities include, but are not limited to: finfish fishing, shellfish fishing and other marine fishing.

¹² NAICS 99, Government, also includes public education institutions, public hospitals and other related activities

Regional Trends



Region	2012 Jobs	2017 Jobs	Change	% Change
Region	4,094	4,069	-25	-0.6%
Lincoln County, ME	14,601	14,485	-116	-0.8%
Maine	672,491	699,262	26,771	4.0%

Source: EMSI

Industry Overview, 2012-2017					
Region	2012 Jobs	2017 Jobs	2012-2017 Change	2012-2017 % Change	2017 Average Earnings
Boothbay Region	4,094	4,069	(25)	(1%)	\$38,389
Lincoln County	14,601	14,429	(172)	(1%)	\$38,812
Maine	672,491	697,489	24,998	4%	\$49,716

Source: EMSI

Boothbay Region, All Industries										
NAICS (2-digit)	Description	2012 Jobs	2017 Jobs	2022 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 - 2022 Change	2017 - 2022 % Change	Current Total Earnings	2017 Location Quotient
11	Crop and Animal Production	241	225	210	(16)	(7%)	(15)	(7%)	\$29,992	4.54
21	Mining, Quarrying, and Oil and Gas Extraction	<10	0	0	Insf. Data	Insf. Data	0	0%	\$0	0.00
22	Utilities	0	0	0	0	0%	0	0%	\$0	0.00
23	Construction	465	468	448	3	1%	(20)	(4%)	\$30,000	2.15
31	Manufacturing	359	345	370	(14)	(4%)	25	7%	\$40,509	1.08
42	Wholesale Trade	70	69	72	(1)	(1%)	3	4%	\$37,717	0.45
44	Retail Trade	423	409	395	(14)	(3%)	(14)	(3%)	\$23,715	0.97
48	Transportation and Warehousing	49	55	61	6	12%	6	11%	\$30,278	0.39
51	Information	62	81	87	19	31%	6	7%	\$39,121	1.08
52	Finance and Insurance	104	91	86	(13)	(13%)	(5)	(5%)	\$50,446	0.58
53	Real Estate and Rental and Leasing	55	39	35	(16)	(29%)	(4)	(10%)	\$33,367	0.59
54	Professional, Scientific, and Technical Services	239	249	264	10	4%	15	6%	\$48,948	0.95
55	Management of Companies and Enterprises	23	44	42	21	91%	(2)	(5%)	\$83,971	0.76
56	Administrative and Support and Waste Management and Remediation Services	199	196	203	(3)	(2%)	7	4%	\$23,997	0.77
61	Educational Services	33	41	44	8	24%	3	7%	\$29,697	0.39
62	Health Care and Social Assistance	337	297	285	(40)	(12%)	(12)	(4%)	\$43,750	0.57
71	Arts, Entertainment, and Recreation	181	248	270	67	37%	22	9%	\$33,403	3.55
72	Accommodation and Food Services	513	469	441	(44)	(9%)	(28)	(6%)	\$22,969	1.34
81	Other Services (except Public Administration)	346	379	396	33	10%	17	4%	\$20,031	1.95
90	Government	393	364	349	(29)	(7%)	(15)	(4%)	\$34,850	0.59
99	Unclassified Industry	0	0	0	0	0%	0	0%	\$0	0.00
	Total	4,094	4,069	4,060	(25)	(1%)	(9)	(0%)	\$32,384	

Source: EMSI

Lincoln County, All Industries										
NAICS (2-digit)	Description	2012 Jobs	2017 Jobs	2022 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 - 2022 Change	2017 - 2022 % Change	Current Total Earnings	2017 Location Quotient
11	Crop and Animal Production	770	753	718	(17)	(2%)	(35)	(5%)	\$30,170	4.27
21	Mining, Quarrying, and Oil and Gas Extraction	<10	0	0	Insf. Data	Insf. Data	0	0%	\$0	0.00
22	Utilities	<10	<10	11	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.19
23	Construction	1,393	1,398	1,351	5	0%	(47)	(3%)	\$30,480	1.81
31	Manufacturing	925	985	1,023	60	6%	38	4%	\$38,362	0.87
42	Wholesale Trade	205	230	254	25	12%	24	10%	\$37,011	0.42
44	Retail Trade	1,893	1,932	1,901	39	2%	(31)	(2%)	\$25,551	1.29
48	Transportation and Warehousing	261	268	287	7	3%	19	7%	\$39,330	0.54
51	Information	167	188	196	21	13%	8	4%	\$43,566	0.70
52	Finance and Insurance	434	364	350	(70)	(16%)	(14)	(4%)	\$56,002	0.65
53	Real Estate and Rental and Leasing	167	120	107	(47)	(28%)	(13)	(11%)	\$33,400	0.51
54	Professional, Scientific, and Technical Services	538	533	557	(5)	(1%)	24	5%	\$46,951	0.57
55	Management of Companies and Enterprises	47	78	70	31	66%	(8)	(10%)	\$81,760	0.38
56	Administrative and Support and Waste Management and Remediation Services	728	662	654	(66)	(9%)	(8)	(1%)	\$31,405	0.73
61	Educational Services	353	366	379	13	4%	13	4%	\$31,758	0.98
62	Health Care and Social Assistance	2,048	1,999	2,049	(49)	(2%)	50	3%	\$38,015	1.09
71	Arts, Entertainment, and Recreation	358	406	422	48	13%	16	4%	\$28,404	1.65
72	Accommodation and Food Services	1,520	1,486	1,419	(34)	(2%)	(67)	(5%)	\$22,293	1.20
81	Other Services (except Public Administration)	913	932	961	19	2%	29	3%	\$20,997	1.35
90	Government	1,870	1,719	1,653	(151)	(8%)	(66)	(4%)	\$34,818	0.78
99	Unclassified Industry	0	0	0	0	0%	0	0%	\$0	0.00
Total		14,601	14,429	14,362	(172)	(1%)	(67)	(0%)	\$32,456	

Source: BMSI

Maine, All Industries										
NAICS (2-digit)	Description	2012 Jobs	2017 Jobs	2022 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 - 2022 Change	2017 - 2022 % Change	Current Total Earnings	2017 Location Quotient
11	Crop and Animal Production	14,608	15,902	15,947	1,294	9%	45	0%	\$32,818	1.86
21	Mining, Quarrying, and Oil and Gas Extraction	200	223	246	23	12%	23	10%	\$59,140	0.08
22	Utilities	1,643	1,714	1,694	71	4%	(20)	(1%)	\$80,055	0.70
23	Construction	41,910	41,420	40,373	(490)	(1%)	(1,047)	(3%)	\$39,076	1.11
31	Manufacturing	52,513	52,237	50,832	(276)	(1%)	(1,405)	(3%)	\$53,195	0.96
42	Wholesale Trade	20,062	21,354	22,002	1,292	6%	648	3%	\$60,781	0.81
44	Retail Trade	85,185	85,306	83,834	121	0%	(1,472)	(2%)	\$26,761	1.18
48	Transportation and Warehousing	17,402	19,623	20,145	2,221	13%	522	3%	\$41,240	0.82
51	Information	8,457	8,853	8,475	396	5%	(378)	(4%)	\$49,728	0.69
52	Finance and Insurance	24,601	24,318	24,144	(283)	(1%)	(174)	(1%)	\$68,325	0.90
53	Real Estate and Rental and Leasing	8,652	8,521	8,437	(131)	(2%)	(84)	(1%)	\$38,165	0.75
54	Professional, Scientific, and Technical Services	29,614	30,680	31,610	1,066	4%	930	3%	\$62,013	0.68
55	Management of Companies and Enterprises	7,558	10,079	10,987	2,521	33%	908	9%	\$77,183	1.02
56	Administrative and Support and Waste Management and Remediation Services	32,195	36,902	39,723	4,707	15%	2,821	8%	\$32,660	0.84
61	Educational Services	17,720	21,364	23,303	3,644	21%	1,939	9%	\$32,016	1.18
62	Health Care and Social Assistance	106,387	110,497	114,168	4,110	4%	3,671	3%	\$45,530	1.25
71	Arts, Entertainment, and Recreation	11,662	11,497	11,502	(165)	(1%)	5	0%	\$21,851	0.97
72	Accommodation and Food Services	54,242	57,855	57,951	3,613	7%	96	0%	\$19,745	0.97
81	Other Services (except Public Administration)	30,317	32,694	34,201	2,377	8%	1,507	5%	\$24,798	0.98
90	Government	107,503	105,354	102,436	(2,149)	(2%)	(2,918)	(3%)	\$43,392	0.99
99	Unclassified Industry	62	1,100	1,461	1,038	1674%	361	33%	\$53,284	0.83
	Total	672,491	697,489	703,472	24,998	4%	5,983	1%	\$40,599	

Source: EMSI

Employment by Historical Growth

The top 25 industries in terms of number of jobs added over the past five years within the Boothbay Region are listed below. Other Amusement and Recreation Industries added the highest number of jobs, nearly 50, since 2012.

The table below also shows the location quotient (LQ)¹³ for every one of the top 25 industries. LQ quantifies how concentrated an industry is within a region, compared to the nation¹⁴. This, specifically, can help us understand what makes the region competitive compared to the nation.

Within the Boothbay Region both Museums, Historical Sites, and Similar Institutions, as well as Civic and Social Organizations have very high LQs at 15.79 and 9.88, respectively. This shows a possible competitive advantage within the Boothbay Region.

Boothbay Region, Top 25 Industries by Growth						
NAICS (4-digit)	Description	2012 Jobs	2017 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 Location Quotient
7139	Other Amusement and Recreation Industries	97	145	48	49%	4.09
6243	Vocational Rehabilitation Services	15	42	27	180%	4.77
5511	Management of Companies and Enterprises	23	44	21	91%	0.76
6211	Offices of Physicians	29	49	20	69%	0.73
7121	Museums, Historical Sites, and Similar Institutions	48	67	19	40%	15.79
8129	Other Personal Services	14	32	18	129%	2.98
5111	Newspaper, Periodical, Book, and Directory Publishers	41	57	16	39%	5.74
5617	Services to Buildings and Dwellings	147	161	14	10%	2.24
2361	Residential Building Construction	183	196	13	7%	6.67
5419	Other Professional, Scientific, and Technical Services	28	41	13	46%	1.88
4451	Grocery Stores	81	94	13	16%	1.35
5417	Scientific Research and Development Services	65	77	12	18%	4.32
1110	Crop Production	13	23	10	77%	1.10
6219	Other Ambulatory Health Care Services	27	34	7	26%	3.98
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	16	23	7	44%	2.51
8134	Civic and Social Organizations	92	99	7	8%	9.88
1120	Animal Production and Aquaculture	19	26	7	37%	2.32
3118	Bakeries and Tortilla Manufacturing	13	19	6	46%	2.24
8114	Personal and Household Goods Repair and Maintenance	29	35	6	21%	8.77
4543	Direct Selling Establishments	10	14	4	40%	2.87
2382	Building Equipment Contractors	43	46	3	7%	0.78
6111	Elementary and Secondary Schools	19	22	3	16%	0.74
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	39	42	3	8%	1.43
9029	State Government, Excluding Education and Hospitals	17	20	3	18%	0.35
4441	Building Material and Supplies Dealers	38	40	2	5%	1.38

Source: EMSI

¹³ Location Quotients are calculated by comparing the industry's share of regional employment with its share of national employment. Suppose that Breweries (NAICS 31212) account for 0.16% of all regional jobs but only 0.015% of all national jobs. The region's LQ for Breweries would then be $(.16 / .015) = 10.67$, meaning that Breweries are nearly 11 times more concentrated in the region than average, according to EMSI.

¹⁴ EMSI

Jobs by 2017 Employment

The table below shows the top 25, 4-digit industries within the Boothbay Region by number of jobs in 2017 with corresponding location quotient. The Boothbay Region has an extremely high location quotient in the Fishing industry at 207.17. This is followed by another very high location quotient of 47.61 for Ship and Boat Building, which refers to the many marine manufacturing operations in the region. Thirdly, Museums, Historical Sites, and Similar Institutions have a location quotient of 15.38 in the region. This NAICS includes the Coastal Maine Botanical Gardens. It should also be noted that the Scientific Research and Development Services industry includes employment at Bigelow Laboratory for Ocean Sciences. Additionally, the employment at the golf course portion of the Boothbay Harbor Country Club would be categorized under Other Amusement and Recreation Industries.

Boothbay Region, Top 25 Industries by 2017 Jobs			
NAICS (4-digit)	Description	2017 Jobs	2017 Location Quotient
7211	Traveler Accommodation	275	5.59
7225	Restaurants and Other Eating Places	240	0.88
9036	Education and Hospitals (Local Government)	208	0.94
2361	Residential Building Construction	196	6.56
1141	Fishing	181	207.17
3366	Ship and Boat Building	170	47.61
5617	Services to Buildings and Dwellings	129	1.77
7139	Other Amusement and Recreation Industries	115	3.20
6221	General Medical and Surgical Hospitals	114	0.95
8134	Civic and Social Organizations	109	10.61
4451	Grocery Stores	105	1.48
2383	Building Finishing Contractors	97	3.07
9039	Local Government, Excluding Education and Hospitals	89	0.61
8141	Private Households	85	3.63
5417	Scientific Research and Development Services	75	4.13
2389	Other Specialty Trade Contractors	69	2.70
7121	Museums, Historical Sites, and Similar Institutions	66	15.38
5221	Depository Credit Intermediation	66	1.52
6211	Offices of Physicians	60	0.87
3118	Bakeries and Tortilla Manufacturing	57	6.83
5416	Management, Scientific, and Technical Consulting Services	55	1.23
5111	Newspaper, Periodical, Book, and Directory Publishers	51	4.97
4452	Specialty Food Stores	51	7.77
2382	Building Equipment Contractors	48	0.81
8114	Personal and Household Goods Repair and Maintenance	48	11.64

Source: EMSI

Occupational Analysis

The top 10 2-digit SOC occupations that employ the highest number of people within the region are listed below. The occupation with the most employees is Office and Administrative Support Occupations employing 458 people. However, six of the top 10 occupations are projected to decline over the next five years. The occupations projected to grow at the highest rate are Production occupations and Transportation and Material Moving Occupations, both projected to grow by 4%, or 11 and 7 jobs respectively.

Boothbay Region, Top 10 Occupations by 2017 Jobs						
SOC (2-digit)	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Median Hourly Earnings
43-0000	Office and Administrative Support Occupations	458	444	(14)	(3%)	\$14.97
47-0000	Construction and Extraction Occupations	392	381	(11)	(3%)	\$13.94
35-0000	Food Preparation and Serving Related Occupations	350	346	(4)	(1%)	\$10.44
37-0000	Building and Grounds Cleaning and Maintenance Occupations	346	354	8	2%	\$10.35
41-0000	Sales and Related Occupations	337	329	(8)	(2%)	\$12.45
11-0000	Management Occupations	289	287	(2)	(1%)	\$25.69
51-0000	Production Occupations	247	258	11	4%	\$15.15
39-0000	Personal Care and Service Occupations	220	226	6	3%	\$10.96
25-0000	Education, Training, and Library Occupations	199	198	(1)	(1%)	\$20.22
53-0000	Transportation and Material Moving Occupations	173	180	7	4%	\$13.72

Source: EMSI

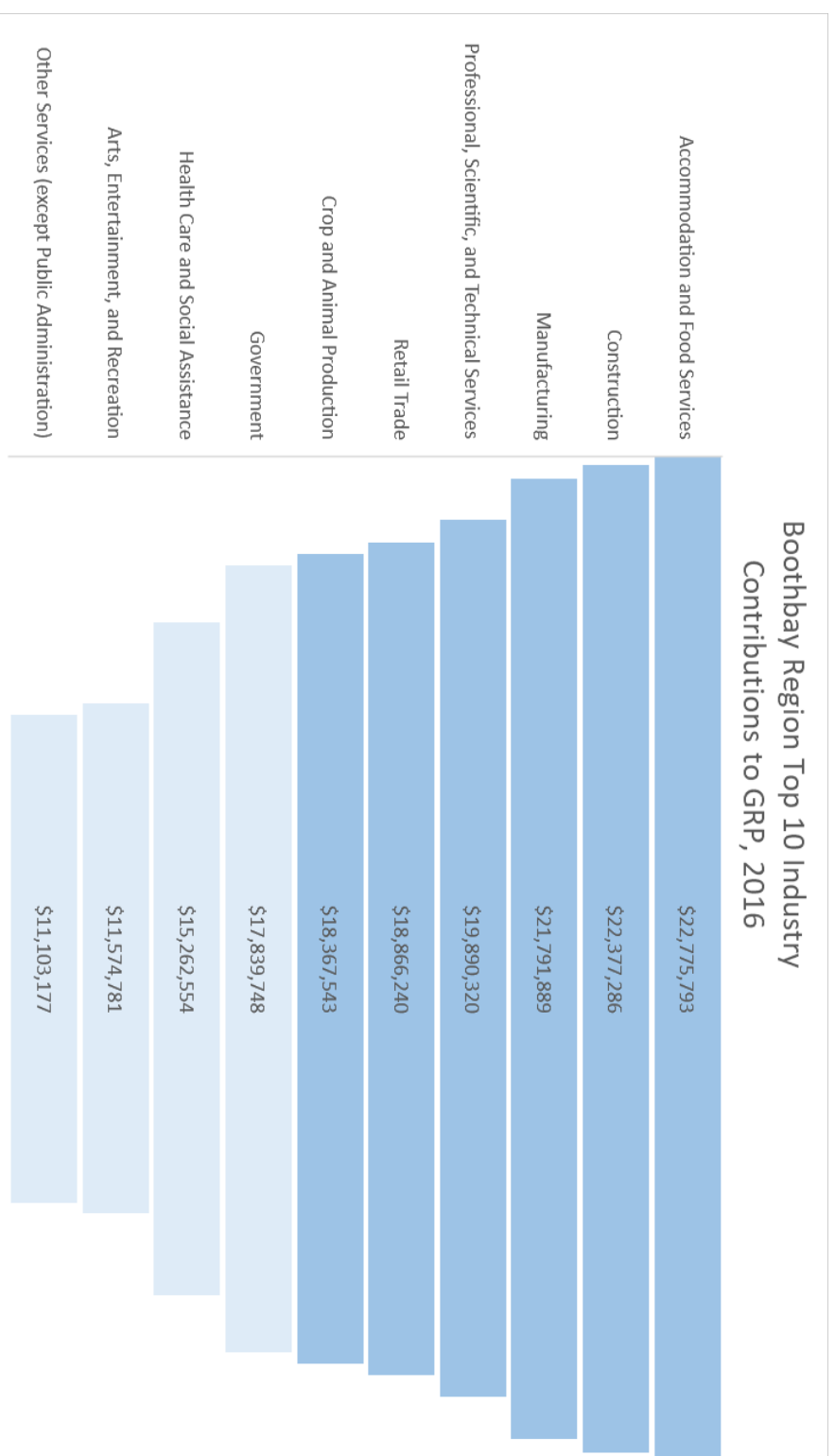
Replacement jobs occur due to people retiring and otherwise exiting the workforce. The calculation for Replacement Demand for an occupation is as follows, Replacement Demand = Openings – new jobs (over the same time period). Annual Openings account for the number of new and replacement jobs in an occupation. Based on this data point, if an occupation sheds positions, replacement demand is responsible for all openings. Therefore, although Maids and Housekeeping Cleaners projects to shed 2 jobs over the next five years, there are still 84 replacement demand jobs within the occupation due to people exiting the workforce.

Boothbay Region, Top 25 Occupations by 2017 Jobs						
SOC (5-digit)	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	2017 - 2022 Replacement Jobs
37-2012	Maids and Housekeeping Cleaners	125	123	(2)	(2%)	84
37-3011	Landscaping and Groundskeeping Workers	118	125	7	6%	72
45-3011	Fishers and Related Fishing Workers	112	98	(14)	(13%)	51
41-2031	Retail Salespersons	110	105	(5)	(5%)	78
47-2031	Carpenters	102	98	(4)	(4%)	45
35-3031	Waiters and Waitresses	83	80	(3)	(4%)	76
41-2011	Cashiers	82	79	(2)	(4%)	75
47-2061	Construction Laborers	79	78	(1)	(1%)	40
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	68	70	2	3%	45
11-1021	General and Operations Managers	66	67	1	2%	25
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	54	53	(1)	(2%)	27
43-9061	Office Clerks, General	53	53	0	0%	30
Nov-99	Managers, All Other	53	54	1	2%	18
43-4081	Hotel, Motel, and Resort Desk Clerks	51	47	(4)	(8%)	41
47-2141	Painters, Construction and Maintenance	47	47	0	0%	20
43-3031	Bookkeeping, Accounting, and Auditing Clerks	45	43	(2)	(4%)	24
41-1011	First-Line Supervisors of Retail Sales Workers	44	42	(2)	(5%)	22
29-1141	Registered Nurses	43	33	(10)	(23%)	<10
39-9011	Childcare Workers	42	42	2	0%	30
35-3011	Bartenders	41	44	0	7%	33
39-9021	Personal Care Aides	40	43	0	8%	29
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	39	39	2	0%	36
35-2021	Food Preparation Workers	38	38	(1)	0%	33
25-9041	Teacher Assistants	36	35	(1)	(3%)	17
43-4051	Customer Service Representatives	36	36	0	0%	22

Source: EMSI

Gross Regional Product

The total Gross Regional Product (GRP) in the Boothbay Region was \$261.4 million in 2016. Accommodation and Food Services contributed the most to gross regional product in 2016 at \$22.8 million, or 8.7% of total GRP. This is closely followed by Manufacturing, which contributed just nearly \$22.4 million or 8.6% of total GRP. The Retail Trade industry made a notable contribution to total GRP as well, nearly \$18.9 million.¹⁵



Source: EMSI

¹⁵The Crop and Animal Production sector (NAICS 11) includes activities in agriculture, forestry, fishing and hunting. More specifically, growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch or their natural habitats. Aquaculture and fishing activities include, but are not limited to: finfish fishing, shellfish fishing and other marine fishing.

Self-Employed

There is a considerable number of self-employed people within the region. About 24% of the total number of jobs are held by people who are self-employed. The Construction industry has the highest percentage of self-employed workers at 25% and contributes about \$22.4 million to the region's gross regional product. Crop and Animal Production employs the second greatest number of self-employed individuals, about 167, or 17% of total jobs in the industry. Both industries are projected to decline in the number of self-employed workers over the next five years by 19 jobs each.¹⁶

Boothbay Region, Self Employed, 2-digit NAICS							
NAICS (2-digit)	Description	2017 Jobs	% of Total 2017 Jobs	2022 Jobs	% of Total 2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change
23	Construction	240	25%	221	23%	(19)	(8%)
11	Crop and Animal Production	167	17%	148	15%	(19)	(11%)
81	Other Services (except Public Administration)	147	15%	158	17%	11	7%
56	Administrative and Support and Waste Management and Remediation Services	98	10%	103	11%	5	5%
57	Professional, Scientific, and Technical Services	81	8%	83	9%	2	2%
58	Retail Trade	35	4%	37	4%	2	6%
59	Manufacturing	34	4%	26	3%	(8)	(24%)
60	Information	31	3%	37	4%	6	19%
61	Arts, Entertainment, and Recreation	27	3%	23	2%	(4)	(15%)
62	Health Care and Social Assistance	23	2%	25	3%	2	9%
63	Accommodation and Food Services	18	2%	17	2%	(1)	(6%)
64	Real Estate and Rental and Leasing	17	2%	16	2%	(1)	(6%)
65	Transportation and Warehousing	17	2%	19	2%	2	12%
66	Educational Services	14	1%	18	2%	4	29%
67	Finance and Insurance	12	1%	14	1%	2	17%
		970	24%	954	23%	(16)	(2%)

Source: BMSI

¹⁶ The Crop and Animal Production sector (NAICS 11) includes activities in agriculture, forestry, fishing and hunting. More specifically, growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch or their natural habitats. Aquaculture and fishing activities include, but are not limited to: finfish fishing, shellfish fishing and other marine fishing.

The table below shows details on self-employment at a more granular level. Marine-related professions and construction related professions make-up a substantial portion of the top 10 self-employed industries. Shellfish fishing employs 126 individuals, but is expected to shed jobs in the coming five years.

Boothbay Region, Self Employed, Top 10 6-digit NAICS					
NAICS (6-digit)	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change
114112	Shellfish Fishing	126	113	(13)	(10%)
236118	Residential Remodelers	58	63	5	9%
561730	Landscaping Services	57	56	(1)	(2%)
236115	New Single-Family Housing Construction (except For-Sale Builders)	41	33	(8)	(20%)
238320	Painting and Wall Covering Contractors	37	34	(3)	(8%)
561720	Janitorial Services	35	41	6	17%
238910	Site Preparation Contractors	35	35	0	0%
238350	Finish Carpentry Contractors	30	22	-8	(27%)
811490	Other Personal and Household Goods Repair and Maintenance	26	31	5	19%
541990	All Other Professional, Scientific, and Technical Services	22	24	2	9%
	Total (All Self-Employed Industries)	970	954	(16)	(2%)

Source: EMSI

Retail Leakage

In a retail gap analysis, the existing retail sales ("supply") of trade area businesses are compared to the estimated retail spending of trade area residents ("demand"). The difference between demand and supply is referred to as the "retail gap."

When the demand (spending by trade area residents) for goods and services is greater than sales at trade area businesses, sales are said to "leak out" of the trade area, creating a positive retail gap (i.e. sales leakage). Conversely, if the supply of goods sold (local trade area sales) exceeds trade area demand (spending by trade area residents), it is assumed that non-residents are coming into the trade area and spending money, creating a negative retail gap (i.e. sales surplus).

Sales leakage and sales surplus carry different implications. In many cases, sales leakage presents an opportunity to capture unmet demand in a trade area since a percentage of residential spending occurs outside the trade area. This demand can be met within the trade area by opening new businesses or expanding existing businesses within retail sectors that show sales leakage. However, not all retail categories that exhibit sales leakage within a particular trade area are a good fit for the region.

A sales surplus might exist for several reasons. For example, the region might be a popular shopping destination for tourists, or a cluster of competing businesses offering a similar product or service may be located within the trade area, creating a specialty cluster that draws in spending by households from outside the trade area. Alternatively, a sales surplus could be an indicator of market saturation.

The following Retail Gap Analysis table contains a list of industry groups sorted by 3- and 4-digit NAICS codes and includes figures for sales demand (estimated spending by local trade area residents), sales supply (existing retail sales within the trade area), and retail gap (demand minus supply). Retail categories with sales leakage are in green, and those with sales surplus are in red.

According to the retail leakage analysis, the supply of Food Services & Drinking Places within the Boothbay Region greatly exceeds the demand by over \$6 million. Similarly, Food & Beverage Stores supply exceeds demand by over \$20 million. This would imply that people within the Boothbay Region looking for any of the aforementioned establishments would not have to leave the region to access them. Again, this data matches the profile of the region, as the area hosts high numbers of tourists who generally have high demand for these types of establishments.

Within the region, demand for various other stores exceeds supply including but not limited to:

- Motor Vehicle & Parts Dealers
- Furniture & Home Furnishings Stores
- Health & Personal Care Stores
- Gasoline Stations

All four of these types of establishments are important for people living within the region, meaning they have to travel out of the region to fulfill these needs. The lack of these specific amenities could be problematic for a year-round economy.

Retail Gap, Boothbay Region

NAICS	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
441	Motor Vehicle & Parts Dealers	\$ 30,469,167	\$ 21,182,296	\$ 9,286,871	18.0	15
4411	Automobile Dealers	\$ 23,446,404	\$ 2,293,610	\$ 21,152,794	82.2	2
4412	Other Motor Vehicle Dealers	\$ 4,897,344	\$ 16,306,022	\$ (11,408,678)	(53.8)	10
4413	Auto Parts, Accessories & Tire Stores	\$ 2,125,419	\$ 2,582,664	\$ (457,245)	(9.7)	3
442	Furniture & Home Furnishings Stores	\$ 3,455,795	\$ 953,913	\$ 2,501,882	56.7	3
4421	Furniture Stores	\$ 1,979,070	\$ -	\$ 1,979,070	100.0	0
4422	Home Furnishings Stores	\$ 1,476,725	\$ 953,913	\$ 522,812	21.5	3
443	Electronics & Appliance Stores	\$ 3,312,561	\$ 1,927,168	\$ 1,385,393	26.4	3
444	Bldg Materials, Garden Equip. & Supply Stores	\$ 9,881,444	\$ 3,584,052	\$ 6,297,392	46.8	4
4441	Bldg Material & Supplies Dealers	\$ 9,070,704	\$ 2,170,206	\$ 6,900,498	61.4	2
4442	Lawn & Garden Equip & Supply Stores	\$ 810,740	\$ 1,413,846	\$ (603,106)	(27.1)	2
445	Food & Beverage Stores	\$ 22,161,712	\$ 42,459,881	\$ (20,298,169)	(31.4)	16
4451	Grocery Stores	\$ 20,359,943	\$ 33,035,919	\$ (12,675,976)	(23.7)	7
4452	Specialty Food Stores	\$ 1,479,760	\$ 9,204,455	\$ (7,724,695)	(72.3)	8
4453	Beer, Wine & Liquor Stores	\$ 322,009	\$ 219,507	\$ 102,502	18.9	1
446,4461	Health & Personal Care Stores	\$ 8,255,472	\$ 2,638,576	\$ 5,616,896	51.6	3
447,4471	Gasoline Stations	\$ 14,193,696	\$ 8,218,532	\$ 5,975,164	26.7	3
448	Clothing & Clothing Accessories Stores	\$ 5,119,847	\$ 6,811,811	\$ (1,691,964)	(14.2)	14
4481	Clothing Stores	\$ 3,122,010	\$ 4,671,106	\$ (1,549,096)	(19.9)	7
4482	Shoe Stores	\$ 968,820	\$ -	\$ 968,820	100.0	0
4483	Jewelry, Luggage & Leather Goods Stores	\$ 1,029,017	\$ 2,140,705	\$ (1,111,688)	(35.1)	7
451	Sporting Goods, Hobby, Book & Music Stores	\$ 5,889,136	\$ 2,674,647	\$ 3,214,489	37.5	5
4511	Sporting Goods/Hobby/Musical Instr Stores	\$ 5,502,181	\$ 621,884	\$ 4,880,297	79.7	4
4512	Book, Periodical & Music Stores	\$ 386,955	\$ 2,052,763	\$ (1,665,808)	(68.3)	1
452	General Merchandise Stores	\$ 17,815,266	\$ 14,118,160	\$ 3,697,106	11.6	4
4521	Department Stores Excluding Leased Depts.	\$ 14,361,434	\$ -	\$ 14,361,434	100.0	0
4529	Other General Merchandise Stores	\$ 3,453,832	\$ 14,118,160	\$ (10,664,328)	(60.7)	4
453	Miscellaneous Store Retailers	\$ 5,695,040	\$ 6,310,352	\$ (615,312)	(5.1)	24
4531	Florists	\$ 257,937	\$ 568,472	\$ (310,535)	(37.6)	1
4532	Office Supplies, Stationery & Gift Stores	\$ 1,258,833	\$ 935,449	\$ 323,384	14.7	6
4533	Used Merchandise Stores	\$ 871,041	\$ 814,396	\$ 56,645	3.4	6
4539	Other Miscellaneous Store Retailers	\$ 3,307,229	\$ 3,992,035	\$ (684,806)	(9.4)	11
454	Nonstore Retailers	\$ 1,095,724	\$ 356,945	\$ 738,779	50.9	1
4541	Electronic Shopping & Mail-Order Houses	\$ 406,268	\$ 356,945	\$ 49,323	6.5	1
4542	Vending Machine Operators	\$ 79,907	\$ -	\$ 79,907	100.0	0
4543	Direct Selling Establishments	\$ 609,549	\$ -	\$ 609,549	100.0	0
722	Food Services & Drinking Places	\$ 11,497,862	\$ 17,643,951	\$ (6,146,089)	(21.1)	37
7223	Special Food Services	\$ 289,274	\$ 316,719	\$ (27,445)	(4.5)	1
7224	Drinking Places - Alcoholic Beverages	\$ 174,496	\$ -	\$ 174,496	100.0	0
7225	Restaurants/Other Eating Places	\$ 11,034,092	\$ 17,327,232	\$ (6,293,140)	(22.2)	36

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: Esri

Retail Potential in the Boothbay Region

In the following table, select retail categories in the Boothbay Region that have been identified as having sales leakage are compared to average sales of similar businesses in Maine. This allows us to identify which of the industries with sales leakage may have enough unmet demand to warrant opening a new store or expanding existing stores. Additionally, the amount of supportable square footage in the Boothbay Region is provided based on the average sales per square foot for each retail category.

The table below identifies the number of new businesses that, theoretically, could be supported in the Boothbay Region assuming:

1. 10% of the sales leakage is recaptured (this is typical among various retail categories), and
2. New businesses have sales comparable to the average sales of all Maine businesses in the same retail category.

Based on these assumptions, the Boothbay Region does not demonstrate the capacity to support any additional businesses in the listed retail categories. The number of supportable square feet does not necessitate new stores.

Supportable Retail in the Boothbay Region							
A	B	C	D	E	F	G	H
NAICS	Retail Category	Retail Gap	10% Leakage Recapture	Average Sales per Business	Supportable Businesses (D / E)	Average Sales per SF	Supportable SF (D / G)
4421	Furniture Stores	\$ 1,979,070	\$ 197,907	\$ 1,068,145	0.2	\$ 300	660
4422	Home Furnishings Stores	\$ 522,812	\$ 52,281	\$ 826,377	0.1	\$ 300	174
4431	Electronics & Appliance Stores	\$ 1,385,393	\$ 138,539	\$ 1,417,841	0.1	\$ 500	277
4441	Bldg Material & Supplies Dealers	\$ 6,900,498	\$ 690,050	\$ 1,945,193	0.4	\$ 350	1,972
4453	Beer, Wine & Liquor Stores	\$ 102,502	\$ 10,250	\$ 1,127,686	0.0	\$ 350	29
4461	Health & Personal Care Stores	\$ 5,616,896	\$ 561,690	\$ 2,137,540	0.3	\$ 400	1,404
4482	Shoe Stores	\$ 968,820	\$ 96,882	\$ 1,880,254	0.1	\$ 300	323
4511	Sporting Goods & Hobby Stores	\$ 4,880,297	\$ 488,030	\$ 1,205,456	0.4	\$ 250	1,952
4521	Department Stores	\$ 14,361,434	\$ 1,436,143	\$ 15,274,003	0.1	\$ 250	5,745
4532	Office Supplies, Stationery & Gift Stores	\$ 323,384	\$ 32,338	\$ 402,123	0.1	\$ 300	108
4533	Used Merchandise Stores	\$ 56,645	\$ 5,665	\$ 313,035	0.0	\$ 200	28
7224	Drinking Places - Alcoholic Beverages	\$ 174,496	\$ 17,450	\$ 314,911	0.1	\$ 250	70

Source: Esri, Camoin Associates

Attachment A: Data Sources

Proprietary Data Sources

Economic Modeling Specialists International (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists, Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

Public Data Sources

American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>

Attachment B: Terms and Definitions

AVERAGE EARNINGS

Total industry earnings for a study area divided by the number of jobs. Includes wages, salaries, supplements (i.e. additional employee benefits), and proprietor income.

CROP AND ANIMAL PRODUCTION (NAICS 11)

All references to NAICS 11 refer to a wide range of marine and land activities. This sector includes activities in agriculture, forestry, fishing and hunting. More specifically, growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch or their natural habitats. Aquaculture and fishing activities include, but are not limited to: finfish fishing, shellfish fishing and other marine fishing.

INDUSTRY SECTOR

A group of companies that operate in the same segment of the economy and/or share similar business traits. They produce similar goods and services and share similar production processes. Industries are classified using NAICS codes.

GROSS REGIONAL PRODUCT

Measures the final market value of all goods and services produced in a region. This figure is the sum of earnings, property income, and taxes on production. Data is based primarily on data from the Bureau of Economic Analysis (BEA) and the Quarterly Census of Employment and Wages (QCEW) from the Bureau of Labor Statistics (BLS).

JOB

A job is defined as a position held by a worker. In EMSI, jobs are tabulated by the worker's place of employment, not by the worker's place of residence. There is no distinction made between full-time, part-time, and seasonal workers. Any worker employed in a position is counted as one job.

LOCATION QUOTIENT ANALYSIS

Location Quotient (LQ) analysis compares a specific geographic region to a larger reference area by quantifying how concentrated a particular industry, demographic group, or other variable is as compared to the larger geography. LQ is calculated by dividing the percent of jobs within each industry locally by the percent of jobs in the same industry at the national level. For example, if the finance and insurance industry accounts for 2% of jobs in a community and at the national level this industry has 1% of the total jobs, the community has an LQ of 2.0 ($0.02 \div 0.01 = 2$). In this example, the local community employs twice as many individuals in the industry as expected based on national employment patterns. Typically, only values above 1.20 or below 0.80 are considered "significant" findings in LQ analysis. Industries with a high LQ and high employment numbers are assumed to produce more than what is needed locally (i.e. a surplus) and export their products and services.

NORTH AMERICAN INDUSTRIAL CLASSIFICATION SYSTEM (NAICS)

Standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

OCCUPATION

A worker job description that contains a defined set of tasks and responsibilities. Classified using SOC codes.

PROJECTION

A method of trending past employment numbers for an industry or occupation into the future. A projection is not a prediction, and projected job growth is not the same thing as "demand".

REPLACEMENT DEMAND

Replacement jobs occur due to people retiring and otherwise exiting the workforce. The calculation for Replacement Demand for an occupation is as follows, Replacement Demand = Openings – new jobs (over the same time period).

SELF-EMPLOYMENT

Includes workers who, when responding to the Census surveys, consider self-employment to be a significant part of their income or time spent working. Most people normally considered “self-employment” would fall into this dataset.

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