



CITY OF EASTPORT, ME

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ECONOMIC AND COMMUNITY  
DEVELOPMENT ACTION PLAN

Eastern Maine  
Development Corporation

OCTOBER 2019

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## Executive Summary

Eastport, ME – a little city at the beginning of the world – is truly a unique, beautiful, and captivating place. The history, people, culture, and industry that makes up this place cannot be replicated, and although its location, economy, and demographics are challenging at times, there is much to be grateful for and optimistic about. In the Spring of 2019, the City of Eastport and the Eastern Maine Development Corporation (EMDC) started an economic and community development strategic planning process to pursue new ideas and solutions to the declining population and limited economic development activity of recent decades. The intent was to build on the momentum, strengthen existing assets, and take strides towards increasing the vibrancy, attractiveness, and sustainability of a place that is special to so many people, for so many different reasons.

The planning process included economic data analysis, interviews and focus groups, public meetings, and best practices research, all of which is summarized below with more detail included as attachments. The information collection portion of the planning process found that there were several themes that rose to the top as key to economic and community development, including:

- **Eastport's population is aging and shrinking.** Between 2000 and 2018 the City of Eastport's population decreased by 18%. The declining population has broad implications on the community, ranging from declining tax base, low school enrollment levels, limited customers for businesses, lack of volunteers and workforce, and others. This is an issue of critical importance for Eastport to address and the number one metric for addressing overall community concerns.
- **Household income is low and income growth is minimal.** Eastport's 2018 median household income of approximately \$31,000 is lower than the other key geographies of Maine, Eastern Maine Region (Aroostook, Penobscot, Hancock, and Washington counties), and Washington County. The low income has impacted the ability to support local establishments and organizations, the potential to make housing and property improvements, and demand on social services.
- **As of 2018 there were an estimated 650 jobs in Eastport, down 6% since 2013.** By comparison, employment growth in Washington County and the Eastern Maine Region remained essentially flat. The City is becoming more of a bedroom community with people traveling elsewhere for work. Eastport does not have many of the traditional employment or advancement opportunities that might be attractive to a person or family considering relocating to Eastport.
- **Eastport's port and waterfront is a differentiating factor.** Support Activities for Water Transportation is Eastport's most concentrated industry, meaning the industry accounts for a high share of the local economy, compared to the industry's share nationally. Having the deepest natural seawater port in the continental United States has provided historical and recent economic opportunities for the City. Building off the history of Eastport and discovering new ways to utilize the waterfront assets will provide direction and opportunity for residents.
- **Housing is inexpensive for a waterfront community.** Compared to other waterfront communities, buying a home in Eastport is relatively inexpensive. This is an attractive factor when people are considering where to relocate, retire, or buy a second home.

The intent of this strategy is not to address every single issue related to economic and community development, but rather to focus on strategic opportunities that have the best chance of implementation and will result in advancement towards achieving the community's goals.

**Vision Statement:** By the year 2030, Eastport residents, businesses, leaders, and partners have made bold moves to reverse decades of population decline, support families, and are welcoming to businesses, residents, and visitors. This has been accomplished by working regionally to protect the working waterfront; attract and retain residents; enhance tourism opportunities and quality of life; and, support the many cultural and recreational amenities of the little city.

**Primary Goal Areas:**

- Goal 1) Take bold steps to strengthen focus on attracting and retaining population
- Goal 2) Enhance the business, non-profit, and entrepreneurial environment
- Goal 3) Grow a more robust tourism economy and bolster downtown experience
- Goal 4) Build off of waterfront asset for multi-sector use

**Big investment priority actions:**

- Issue a Request for Proposals (RFP) and hire a third-party consultant to support the City in marketing and attraction efforts. Look to the consultant to highlight quality of life, safety, telecommuting, recreation, affordability, community sense, arts/culture, and other assets in materials and outreach. Pursue specific geographies (Boston, Providence, NYC) that might have high housing costs and more fast-pace/high-pressure lifestyles.
- Establish a suite of financial incentives for people moving to Eastport. Examples include: loan forgiveness for people moving to the area with critical skills, assistance with housing rehabilitation costs, tax abatement program for any improvements made to residential units, and others. Establishing a tax abatement program would require approval by the Maine Legislature. While this isn't impossible, it is important to note the extra layer of regulations.
- Continue discussions related to establishing freight rail in coordination with the Port and make needed improvements in the airport.

**Smaller investment priority actions:**

- Establish a task force that is charged with implementing, updating, and reporting on the Economic and Community Development Action Plan goals.
- Pull together materials from local, regional, and statewide economic development organizations including available funding, technical assistance, workforce development, and joint promotion and publish on website.
- Create a business welcome package that provides information, networking opportunities, and contact information and encourage existing businesses to engage with new business owners in the city.
- Establish a working waterfront taskforce for the region to help the City in supporting existing and future business endeavors.
- Expand programs in Eastport high school and around the region that highlight available occupations, career ladders, and pathway programs. Look for ways to offer scholarships, training, incentives, or stipends for local students looking to get trained in the critical occupations.

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## Introduction

In the Spring of 2019, the City of Eastport, in partnership with Eastern Maine Development Corporation (EMDC), received funding from the USDA Rural Development Community Facilities Technical Assistance program to conduct a strategic planning process that would identify opportunities for economic growth in Eastport. This strategic planning process was intended to help identify tactics that the City and partner organizations could pursue that would result in increased economic activity, improved quality of life, stabilized population, and a diversified tax base. The City and EMDC hired Camoin 310 to facilitate the development of this action plan and bring together data, research, and community input to craft a realistic and implementable strategy.

The following report outlines the work completed as part of this process as well as the findings of the many hours of research, data analysis, interviews, and public meetings. The strategy encompasses all of the information collected and aligns it with the implementation capacity that exists in Eastport, including City staff and partner organizations.

## Work Completed

To fully understand, analyze, and strategize the economic prospects for Eastport, the Camoin Team completed an economic data overview to better understand the community's unique assets. The purpose of the economic data overview is to determine where Eastport can capitalize on regional and state target industries, outline resources that could enhance business development, examine how the city can further mobilize entrepreneurship resources and continue to improve quality of life for residents, and determine how the city can support the tourism industry and bring in outside spending to the community. This base analysis report is included as an attachment to this report.

Additionally, there were a series of one-on-one interviews, focus groups, and public meetings held to gain insights into the critical issues and opportunities as understood by the business community, residents, and partner organizations in Eastport. All of this added local knowledge, background, and "on-the-ground" information to complement data.

## Critical Data Findings

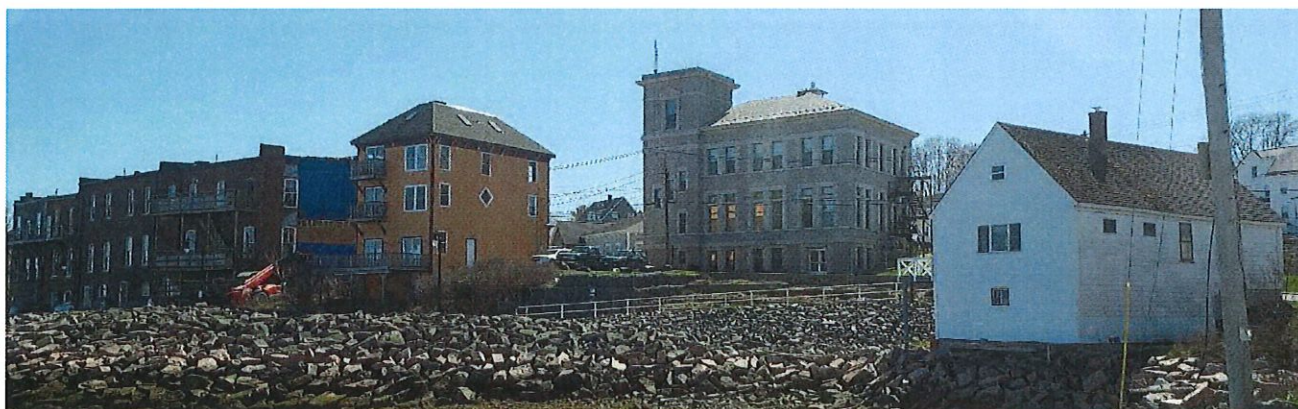
### Demographic and Socioeconomic Analysis

- **Eastport's population is aging and shrinking.** Between 2000 and 2018 the City of Eastport's population decreased by 18% while Washington County's population decreased by 3%. The Eastern Maine Region as whole (comprised of Aroostook, Penobscot, Hancock, and Washington counties), Maine, and the U.S. all experienced population growth between these years. Based on current conditions, the population decline is expected to continue in both the city and county over the next 5 to 8 years. Additionally, Eastport's population is aging. As of 2018, over 45% of Eastport's population is over age 60. This is compared to 32% of the population in the county, 28% of the population in the state, and 22% of the national population.
- **Household income is low and income growth is minimal.** Eastport's 2018 median household income of approximately \$31,000 is lower than the other geographies. Income growth is expected to be 1.5% between 2018 and 2023 – a rate that is also lower than the other geographies. Over 23% of Eastport households make less than \$15,000 annually and the city has a poverty rate of 21%. This poverty rate is higher than the county, state, and nation.
- **Eastport's residents are relatively well educated.** Nearly 92% of Eastport's residents have at least a High School diploma/GED, and over 27% have a bachelor's degree or higher. This is compared to 21% of Washington County residents and 25% of Eastern Maine Region residents who hold a bachelor's degree or higher.
- **Eastport is increasingly becoming a commuter city.** Between 2005 and 2015 the number of people employed and living in the city decreased from over 250 to 160. Between 2005 and 2015 the percent of

residents out-commuting increased from 41% to 63%. Nearly 40% of all resident workers commute more than 50 miles to get to work. The vast majority of in-commuters, 87%, come from other towns and cities in Washington County.

### Economic Base Analysis

- **As of 2018 there were an estimated 650 jobs in Eastport, down 6% since 2013.** By comparison, employment growth in Washington County and the Eastern Maine Region remained essentially flat. Based on current economic trends and industry projections, employment in the county and region is expected to decline slightly over the next five years. Regional and county-wide employment trends will continue to impact Eastport's ability to retain jobs.
- **Government and Health Care and Social Assistance are the city's largest sectors by 2-digit NAICS.** Employment in these sectors is driven by the schools and nursing care facilities.
- **Job losses have outweighed gains.** Over the 2013 to 2018 period the Health Care and Social Assistance, Information, and Retail Trade sectors experienced the largest losses in terms of number of jobs. Job losses in these sectors have outweighed the gains in other sub sectors, including Restaurants and Machinery and Equipment Repair. Regionally, job growth has been driven by Accommodation and Food Services, Health Care and Social Assistance, Construction, and Administrative Services.
- **Nurses and teachers are the top occupations in Eastport.** Nursing, Psychiatric, and Home Health Aides, as well as Elementary and Middle School Teachers are some of the most common jobs in Eastport as of 2018. As evidenced by job losses in the Nursing Care Facilities industry, as well as by trends in the county and region, the number of Nursing, Psychiatric, and Home Health Aides occupations is declining. The number of these occupations in Eastport has declined and is expected to continue to decline despite an aging population.
- **Eastport's port is a differentiating factor.** Support Activities for Water Transportation is Eastport's most concentrated industry, meaning the industry accounts for a high share of the local economy, compared to the industry's share nationally. This industry is comprised of Marine Cargo Handling, which produces a number of jobs in the city.
- **Demand for food services and restaurants represents an opportunity for Eastport.** Eastport experiences a considerable level of sales leakage in the Food Services and Drinking Places industry. This means that the demand, or retail potential, for food services and restaurants by residents exceeds the current supply (sales) in Eastport and that residents are leaving town to patronize restaurants.



Source: Tom Dworetsky

## Strengths and Challenges Assessment

The findings of the interviews/focus groups, data analysis, and knowledge of the region were compiled into a list of Eastport's strengths and challenges related to economic and community development. This assessment is used to inform the goals, and actions identified in the Action Plan Matrix. The list of strengths and challenges are outlined below.

### Eastport's Strengths

- Natural resources and beauty
- Strong community spirit and pride
- Unique historic waterfront downtown
- Working waterfront
- Affordable property values
- Historical significance
- Telecommunications and broadband networks
- Arts and cultural organizations and engaged community members
- Successful festivals and events
- Active port and airport
- Port of entry and proximity to Canadian population
- Campobello
- Walkability and age friendly
- Proximity to Europe for shipping
- Community resources like the Eastport Health Center and Quoddy Tides
- State Park, Sunrise Trail, Walking paths, tennis courts, town parks, etc.
- Community College and University of Maine
- Passamaquoddy Tribe

### Eastport's Challenges

- Limited economic activity in town and region – not competitive for attraction
- Isolated location
- Poor condition of the road infrastructure
- Declining school enrollment and perception
- Declining and aging population
- Seasonality
- Limited transportation connections with Canada
- Limited and declining job opportunities
- High level of poverty
- Lack of well-paying jobs
- Reliance on one company at the Port
- Loss of train transportation
- Number of stores, restaurants, and other services to create critical mass
- Lack of coordinated marketing
- Perception of limited downtown parking
- Limited number of volunteers and volunteer burn out
- Lack of things for kids to do
- Limited lodging options
- Poor water quality
- Access to health care and specialists

## Emerging Themes

There were a number of core economic and community development related themes that came up throughout the planning process. These themes drove the development of the specific goals and objectives and guided the conversation about how best to move forward with the City's economic and community development initiatives. The core concepts and areas for focus included:

- **Declining and aging population is limiting economic development opportunities due to lack of customers, workforce, and overall economic activity.** Limited job opportunities are driving people out of the area creating a downward cycle of fewer workers, fewer businesses, and fewer jobs. Finding ways to stall and reverse this decline through business and resident retention and attraction will be critical to maintaining a sustainable economy that provides jobs, services, and quality of life for a wide range of demographics.
- **Economic challenges being faced in eastern Maine, state of Maine, and around the northeast related to aging population, changing industry requirements, and realignment of the economy are being felt acutely in Eastport.** While these aren't just Eastport challenges, it doesn't make them any less difficult to address. The transition away from manufacturing economy to the knowledge and service economy has implications on wages, where people can work, and types of workforce skills needed. Some of these economic changes are creating potential for Eastport, as people can live and work anywhere now, but also there is a greater need for workers that have training that is not found in Eastport creating additional challenges.
- **People who live in Eastport love it – both newcomers and longtime residents. Many have decided that the Eastport quality of life is worth the sacrifices they may be making related to salary and opportunities but there is worry for the future.** Being able to communicate the options, opportunities, and potential for Eastport to residents will help address concerns and help them maintain their desire to stay in the area. Being clear about the work being done to attract more businesses and residents will help to bolster their spirit about the future and encourage more investment in the community.
- **There is a core of dedicated residents who are doing a lot for the community but there is a need to diversify the participants and spread out the work.** Finding ways to bring new energy and excitement into the group of people responsible for implementing various initiatives, like this plan, will help ease the volunteer burnout and increase capacity to achieve success. This includes inviting long-time residents to participate, seasonal residents, and new locals to the area to ensure a diverse group of backgrounds, skills, opinions, and ideas.
- **The working waterfront is hugely important and is recognized as a commercial asset as well as a tourism and recreational asset.** Opportunities exist for Eastport to build off the waterfront to increase economic activity, support existing commercial uses, and enhance the city's historic and future with the waterfront. Support for existing and new operations in the downtown as well as at the port are encouraged.
- **Visitation and tourism, including seasonal residents, will be critical for attracting new spending and building wealth in the community.** Building off of the waterfront to attract new seasonal residents and visitors will be an important tactic to take to bring new wealth to the city. Additionally, the strong arts and culture community in Eastport, including multiple organizations, individuals, and non-profits doing a wide variety of work, create quality of life attributes that are attractive to visitors and residents alike.



- **The time is now to do something to change the trajectory of the community.** This strategy includes a combination of lower cost/lower effort tactics as well as higher cost/higher effort tactics. It is up to the city's officials, residents, and organizations to make the decision as to the level of investment they are willing to make to pursue these initiatives.

## Economic and Community Development Action Plan

The Economic and Community Development Action Plan for Eastport has been developed to address the critical issues and opportunities at hand for the small city. The strategies are designed to be a mix of big picture, large scale investment, bold ideas as well as smaller, easier, and somewhat more approachable tactics. These are meant to convey that while there are some huge challenges facing Eastport with issues like population and economic activity loss that should be on the groups' radar when it comes to how to proceed, there are also some more manageable tactics to implement in the short term.

These initiatives are intended to act as a work plan for Eastport and partner organizations and task status should be reviewed regularly for progress-to-completion or a need to change course. While these are important goals and objectives right now, the ever-changing economy, as well as fluctuating state and national priorities, are likely to dictate adjustments to the plan.

The full document includes the narrative description of the goals, strategies, and tactics, with the actual Action Plan Matrix tool attached as Attachment 1.

### Implementation

An implementable plan must be based on strategies that are grounded in data, fit with market conditions, and most importantly be responsive to the needs and hopes for the community. However, once the strategy is designed, actual successful implementation must be preceded by a long look at the community's strengths and weaknesses when it comes to leadership, capacity, and partnerships.

*Leadership:* Proper implementation of an action plan like this requires a combination of consistent leadership and coordinated partnerships among various organizations. Leadership must have the vision to empower implementation partners and find ongoing opportunities for collaboration. Working to create both political and non-political advocates for the priority projects will be critical to get buy-in and support from other residents who may not be as engaged or as supportive of investment in economic and community development initiatives. Leadership comes in many forms including formal and informal and in Eastport, success requires both.

*Capacity:* Capacity includes people, resources, knowledge, and structures. It is not intended that this strategy be implemented solely by the City staff. However, with any increase in initiatives and economic development efforts there is an increase in demands placed on staff capacity resources. The plan does encourage a review of staff resources and identification of any areas where additional staff or outside assistance is necessary to make progress on the actions identified.

*Partnerships:* For a city of Eastport's size, it is necessary for regional partnerships to be developed to support implementation and regional economic growth. The City of Eastport and even Eastport based organizations won't be able to pursue implementation of a strategy like this alone, and early and often conversations with regional economic development organizations, state wide entities, and others will be critical to success. Finding ways to engage supporters throughout the process will build momentum and encourage future investment of resources.

## Priority First Steps

While all the strategies are important and have been included for a reason, the following should be implemented as soon as possible as they will have the greatest impact and result in momentum for the overall effort.

- Establish a task force that is charged with implementing, updating, and reporting on the Economic and Community Development Action Plan goals.
- Pull together materials from local, regional, and statewide economic development organizations including available funding, technical assistance, workforce development, and joint promotion and publish on website.
- Create a business welcome package that provides information, networking opportunities, and contact information and encourage existing businesses to engage with new business owners in town.
- Establish a working waterfront taskforce for the region to help the City in supporting existing and future business endeavors.
- Expand programs in high school that highlight available occupations, career ladders, and pathway programs. Look for ways to offer scholarships, training, incentives, or stipends for local students looking to get trained in the critical occupations.

## Vision Statement:

By the year 2030, Eastport residents, businesses, leaders, and partners have made bold moves to reverse decades of population decline, support families, and are welcoming to businesses, residents, and visitors. This has been accomplished by working regionally to protect the working waterfront; attract and retain residents; enhance tourism opportunities and quality of life; and, support the many cultural and recreational amenities of the little city.

These initiatives, aimed at addressing some of the community's biggest needs, worked in alignment with one another to attract new permanent and temporary residents to Eastport, enhance the local business and entrepreneurial environment, grow and diversify Eastport's tourism industry, enhance Eastport's downtown, and leverage/build off of Eastport's existing infrastructure and waterfront amenities.

The changes in Eastport could not have come about through the efforts of one organization or individual alone, and should be looked at as an outstanding example of what can be accomplished when a variety of different local and regional stakeholders come together, collaborate, and promote positive change aimed at enhancing the quality of life for families, businesses, residents, and visitors of a community.

Through their implementation of a strategic and visionary plan, Eastport has truly turned the corner setting a new foundation that will continue to be built off of by residents, businesses, and community leaders for decades to come.

## Goal 1: Take Bold Steps to Strengthen Focus on Attracting and Retaining Population

**Rationale:** In order to sustain any sort of economic activity, school system, community life, or cultural vibrancy, it is critical that Eastport's declining population trend be halted and eventually reversed. Facing similar challenges as many small communities throughout Downeast Maine, New England, and the Northeast, something bold and innovative needs to occur for Eastport to stand out from the competition and make it an attractive and realistic destination for someone to consider moving to. While there are many challenges to living in Eastport there are many positives as well; working to boost the signal of those positive attributes, make it financially attractive, and retain existing residents are all important to the overall effort of economic and community development.

### Strategy #1.A - Invest in targeted marketing and resident attraction campaign

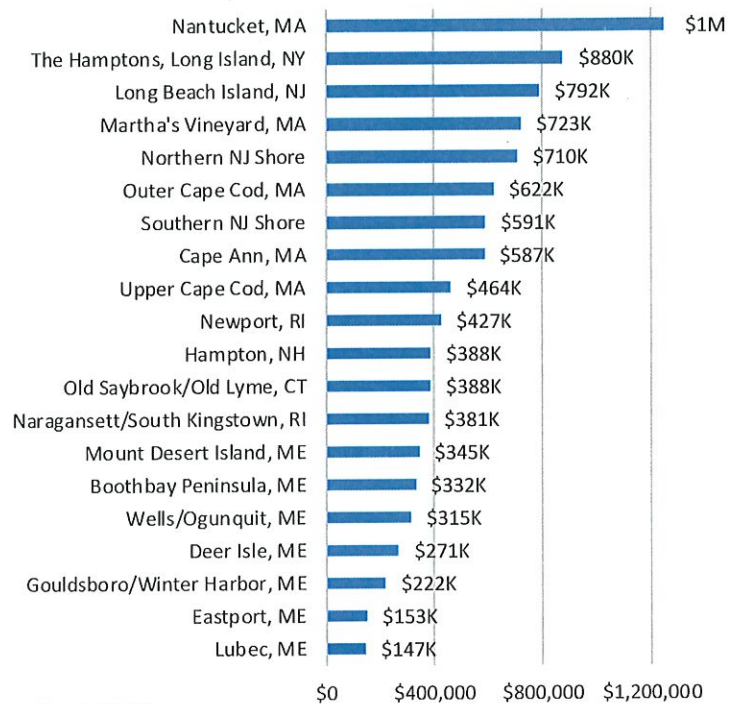
- I. Include funding in the City budget to adequately fund a marketing and attraction campaign. Conduct public awareness, public official education, and take other steps increase this effort as a priority.
- II. Establish a task force that brings together people from all over the community to develop a Request for Proposals (RFP) from a marketing and branding firm that will address the critical needs.
- III. Issue an RFP and hire a third-party consultant to support the City in marketing and attraction efforts. Look to the consultant to highlight quality of life, safety, telecommuting, recreation, affordability, community sense, arts/culture, and other assets in materials and outreach. Pursue specific geographies (Boston, Providence, NYC) that might have high housing costs and more fast-pace/high-pressure lifestyles.
- IV. Implement findings of the consultant and continue to invest in the effort, measure successes, and refine strategy as necessary.

### Strategy #1.B - Develop an incentive program to attract new residents and second homeowners

- I. Conduct a full public awareness campaign regarding the need to attract new residents and businesses to Eastport and the impact on the city if this doesn't occur. Create urgency and desire to invest in the required steps to reverse the trend.
- II. Establish a suite of financial incentives for people moving to Eastport. Examples include: loan forgiveness for people moving to the area with critical skills, assistance with housing rehabilitation costs, tax abatement program for any improvements made to residential units, and others. Establishing a tax abatement program would require approval by the Maine Legislature. While this isn't impossible, it is important to note the extra layer of regulations.

- III. Research the feasibility of establishing some form of free child care to attract young families to the area.
- IV. Promote the affordability of Eastport to second homeowners who may be looking for an accessible waterfront community. Continue to build out resources for elderly residents, improve accessibility, and create programs that are welcoming and appreciative of second homeowners. Connect with residents from smaller metro areas who may be looking to have a retirement home but do not have the means to go to a more traditional location and would be open to an option in Eastport.

2019 Median Home Value



Source: Esri

## Strategy #1.C - Enhance recognition as a great place to live for all ages

- I. Invest in family-friendly town amenities, including upgrading and improving playgrounds, community space, expanding the offerings at the Peavey Library, and family-friendly events and gatherings. Consider a "parents' night out" event where child care is offered by qualified volunteers for a donation and encourages adults to go out and spend time and money in downtown.
- II. Continue to work with Eastport Health Care to facilitate the Senior Needs Community Circle discussions. Focus on solutions to current and future needs related to infrastructure, workforce, and customer base and potential opportunities. Encourage expanded senior activities, accessibility throughout the city, and support for staying in their homes.
- III. Identify local young people to begin a young professional organization to encourage regular networking, strengthen community connection, and help build roots. This organization should not focus only on those traditionally considered to be "professional" but should include all types of people and be a combination of social gatherings, life skill training opportunities, and meaningful community service events.
- IV. Invest resources in creating a unique primary and secondary school experience that would attract students from the region and beyond. Consider focusing on the assets that are particularly strong in Eastport like arts, culture, fishing, marine studies, recreation, and environmental sciences. Pursue funding, curriculum development, and educator attraction to be a best in class school.

## Goal 2: Enhance the Business, Non-Profit, and Entrepreneurial Environment

**Rationale:** Supporting the efforts of organizations in all sectors creates opportunities for economic growth as well as establishes the city as a welcoming community. There are many organizations that currently exist in the city that could be supported through enhanced training, networking, and financial support. Eastport will need to find ways to accomplish some of these tasks through the help of other organizations and shared regional efforts to make the most of limited resources and capacity.

### Strategy #2.A - Establish a more robust small business and nonprofit assistance program

- I. Pull together materials from local, regional, and statewide economic development organizations including available funding, technical assistance, workforce development, and joint promotion and publish on website. Include information about any regulations, city policies, and other rules that involve starting a business in Eastport.
- II. Create a business welcome package that provides information, networking opportunities, and contact information and encourage existing businesses to engage with new business owners in town. Establish a system/team that goes out and meets with new business owners to help them get set up and integrated with the city. Tap into the skills and resources of the retired residents who may be able to support and mentor new businesses with their experience and expertise.
- III. Work together with existing non-profit organizations to understand their current needs in terms of trainings, volunteers, fundraising, and other needs. Host a non-profit fair to highlight the work being done by current organizations and connect them with new volunteers and resources. Identify regional organizations that can provide training to new and existing board members about their role, financial management, new fundraising techniques, organizational management, and other skills to improve capacity for non-profits.
- IV. Expand funds available through the City's microenterprise program to provide funding to new businesses that meet the goals of the community. Look to businesses, seasonal residents, people who have moved away, and others to establish this source of funding. Focus this more on operational, inventory, and non-aesthetic improvements.
- V. Continue to support community organizations in their efforts to pursue projects that will attract and retain people within the area (visitors and residents) through grant writing, fiscal sponsorship, and general organizational training (including succession planning). Use this strategy to help establish priorities and guidelines for what the city supports and how.

### Strategy #2.B - Improve business attraction, retention and expansion efforts

- I. Review the current business retention and expansion efforts and identify areas for improvement. Institute a more formalized program that includes goals related to number of businesses visited per year, total number of contacts made, and speed of follow-up. Establish an inventory of available real estate to be considered by expanding or relocating businesses. Track and review all work done on a regular basis and report out to City

Council and other constituents to demonstrate the need for continued investment in business visitation efforts.

- II. Create a business attraction team that is prepared to talk with potential new businesses that are considering Eastport as a location. The team should be well versed in issues related to workforce, training opportunities, financing, real estate inventory, and state and local regulations.
- III. Expand programs in high school that highlight available occupations, career ladders, and pathway programs. Look for ways to offer scholarships, training, incentives, or stipends for local students looking to get trained in the critical occupations.
- IV. Work with business community to develop a list of critical occupations for which they see a high demand/low supply over the coming 10 years. Begin discussions with the business community around establishing a loan repayment program to attract and retain people with the critical skills needed to serve the local population, including health-related occupations.

## **Strategy #2.C - Review economic development capacity and land use regulations**

- I. Establish a task force that is charged with implementation, updating, and reporting on the Economic and Community Development Action Plan goals. Provide regular communication, press releases, and updates to residents and businesses about the work being done to build community support and excitement.
- II. Create a regular training or on-boarding process for all public officials and board volunteers regarding economic development tools and how they can be used, the cost/benefit of various programs, and how they can have an impact on the community.
- III. Research the potential use of various economic development financing tools and how they may be applied to Eastport, like Tax Increment Financing (TIF), Payment In Lieu of Taxes (PILOT), tax abatement programs, and others that might make sense as development projects come up. Grow overall understanding of these programs in City Hall and beyond.

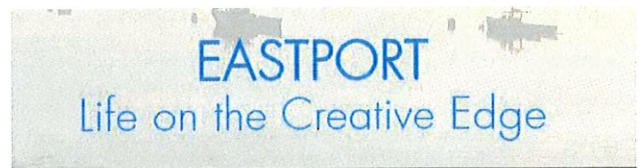
## **Strategy #2.D - Take a more regional approach**

- I. Facilitate quarterly regional round-table discussions with key players and supporting organizations from within Washington County. Use these meetings to identify opportunities for collaboration, shared resources, and unique solutions.
- II. Establish a coordinated effort around business, resident, and workforce attraction and development. Identify shared issues and constraints and opportunities for problem solving, sharing resources, and working regionally.

## **Strategy #2.E - Review and invest in needed infrastructure and building upgrades**

- I. Establish an inventory of existing commercial buildings in the city, including noting any issues related to health/safety, structural concerns, and other areas to establish a base of understanding of areas of concern. Identify any catalyst sites that have potential to create momentum and work with owner to discuss opportunities.

- II. Examine policies that could be used to remove or redevelop blighted buildings. Review other community best practices, review code enforcement and zoning, and financial assistance programs to address priority issues.
- III. Conduct a review of all needed infrastructure for the city and prioritize critical issues to address, such as sidewalk improvements, street signs, and potential parking. Recognize the importance of accessibility and clear signage to older residents as well as visitors and continue to implement improvements as resources allow.
- IV. Facilitate discussions with water district partners about alternative water source or treatment option opportunities. Keep track of all costs resulting from issues with the current water source to use as part of a future cost benefit analysis.
- V. Continue discussions related to establishing freight rail in coordination with the Port and make needed improvements in the airport.
- VI. Conduct a regular review of broadband and telecommunications infrastructure to assess if it is aligned with needs of telecommuters and other residents. Continue to promote Eastport as a telecommuter desitnation.



Source: *Telecommute-Maine.com website*

## Goal 3: Grow a More Robust Tourism Economy and Bolster Downtown Experience

**Rationale:** Amenities that appeal to visitors, like restaurants, accessible and attractive downtown, retail stores, cultural amenities, are all assets that also improve quality of life for residents. Improving the experience for tourists through investment in the downtown and encouraging new businesses and attractions will simultaneously improve the experience for residents and support the goal of increasing the overall population. Eastport has the streetscape, physical assets, beautiful scenery, and building infrastructure for an attractive, vibrant, and unique downtown; there just needs to be more to do once people are there.

### Strategy #3.A - Enhance interpretive offerings, amenities, and services

- I. Conduct a review and update of the existing wayfinding around the City of Eastport. Create a design strategy that can be used on a variety of signs, maps, materials, and other collateral to create a cohesive look and feel. Include signage that is placed further out of downtown to encourage increased awareness for people that are living in the region to understand what there is in Eastport. Consider signage about Eastport on Route 1. Create unique, attractive, and distinct signage that speaks to Eastport and its offerings.
- II. Create a comprehensive approach to an interpretive program that describes the history, and unique landmarks of Eastport in a cohesive way. Include maps, digital tools, and other techniques to tell the special story of Eastport and engage users. Reinvigorate a walking tour of the key sites, landmarks, and assets of Eastport.



- III. Build upon existing success of regional promotion of events, destinations, and attractions in Eastport to increase awareness and bring people to Eastport for the day. Work regionally to host joint calendars, web pages, social media, and other communication tools to ensure that local and regional people know what is going on and can speak highly of Eastport.
- IV. Connect with the Passamaquoddy to see if they would be interested in establishing a storefront to sell their goods, provide some historical information, and add to the overall appeal and attraction of downtown Eastport. Identify ways to make this an easy and affordable venture for them through a subsidy, reduced rent, or assistance with a loan.
- V. Reach out to second homeowners, people who have moved away, and those that vacation in Eastport about establishing a revolving loan program or grant program. Develop funding requirements that target assistance towards small businesses. Focus on providing assistance for physical improvements, facade improvements, and other upgrades that would impact the appearance of downtown.
- VI. Support existing lodging owners in their efforts and pursue additional options for seasonal hotels, home sharing, and other alternatives. Support efforts to increase the total number of lodging options to be able to serve more people that are coming to Eastport for big events like the Pirate Fest, and others.

### **Strategy #3.B - Grow and promote outdoor recreation and attractions**

- I. Continue to get Eastport "on the map" of various tour groups/cruise directors, into various promotional material, and visitor service inventories. Consider putting together a promotional package to mail to key representatives to make Eastport stand out – possibly in connection with the HBO content that will be premiering in 2020. Create an inventory of programs that are attractive to a wide variety of groups and send to them with unique Eastport goods, like mustard or woven baskets.
- II. Extend the walking paths throughout the city to accommodate multi-modal transportation, aging in place, and continued expansion of healthy living opportunities. Connect with the State Park, local parks, and other nearby attractions. Establish up to date and digital versions of the trail maps and identifying other key attractions and destinations.
- III. Conduct review of the Down East Sunrise Trail and opportunities for expansion of bike lanes and bike infrastructure/signage into downtown Eastport to encourage people to start/end their trip in Eastport. Promote Eastport as a destination along the trail and it being a major recreational resource for those visiting Eastport.
- IV. Expand water-based recreation opportunities including whale watching, fishing, recreational boating, and diving through marketing of assets, attendance at various conferences, and reaching out to targeted guides, promotion in magazines, and strategic outreach to companies. Work with the Community College to bring additional offerings to Eastport, provide training/experience, and encourage establishment of related start-ups in the City.
- V. Target regional outdoor outfitters and connect with them about the possibilities of opening a location in Eastport. Encourage the establishment of more gear stores, equipment rentals, guides, and tour professionals in downtown Eastport to serve as the starting point for various groups, including both land and water-based

adventure tourism. Look to the regional community college as a source for young people looking to establish a business in the adventure recreation industry.

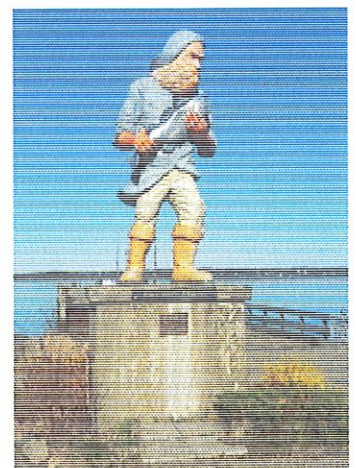
- VI. Promote the City's support for projects that will bring more people to the area, including offering financial support as available, assisting with grant applications, and helping to create connections that will get projects implemented.

### Strategy #3.C - Grow and promote arts and cultural offerings

- I. Continue to expand and promote cultural offerings in the community through public art, performances, investment in continued expansion of the residency programs, and gallery promotion. Connect with high schools to create artist/student connections and continue to grow recognition as a place to enjoy, buy, and do art. Establish an inventory of existing resources in the community related to arts and culture, both things to do as well as assistance for those pursuing.
- II. Support creation of a gallery association that can do joint marketing/promotion to attract people to Eastport to work and visit, including regular gallery walks and pop-up gallery spaces in vacant buildings. Consider establishing an annual art show or other attraction that could bring people to Eastport for the event to do and see art.
- III. Continue to support music and theater performances and expand on offerings, coordinate calendars, and use it as an attraction tool for residents and visitors.
- IV. Establish a co-op space to sell local and regional products, including crafts, art, and goods from the Passamaquoddy Tribe. Look to establish space downtown and consider combining with a makerspace or other arts/creative space for to help expand networks, community connection, and resident engagement.
- V. Connect and promote arts and cultural resources related to alternative schooling approaches, home schooling, and public school opportunities. Create unique school offerings that build off of existing assets.

### Strategy #3.D - Enhance downtown infrastructure

- I. Research feasibility of resurfacing the parking lot behind the post office to make it more accessible and attractive to people looking for parking. Increase signage and review sidewalks and other infrastructure from the parking lot regularly.
- II. Begin the process to update downtown infrastructure to bring building and energy codes up to date.
- III. Continue to pursue ferry service options for as many different lines as possible to attract visitors from Canada and other major regional tourist attractions, specifically Lubec, Campobello Island, Deer Island, and even St. Andrews. Recognize the challenges of this but be an active participant in all conversations regarding the topic.
- IV. Support expansion of a shuttle that does a loop around the city to support residents and visitors. Find ways to make it visitor friendly while not inconveniencing the residents or making them feel out of place. Include information in the seat back on various landmarks, history of Eastport, and other things they will see on their loop.



Source: Tom Dworetsky

## Goal 4: Build off of Waterfront Assets for Multi-Sector Use

**Rationale:** Eastport's historical and present use of the waterfront for fishing, processing, marine work, and recreation is top of mind for many residents and visitors and should be protected, enhanced, and chronicled for years to come. It is a unique asset, one that cannot be found everywhere in the United States or even Maine and should be recognized as a critical resource.

### Strategy #4.A - Support the ongoing viability of the working waterfront

- I. Establish a working waterfront taskforce for the region to help the City in supporting existing and future business endeavors. Work with local and regional fishermen/women to identify what they need in order to remain viable, in Eastport, and pass on their knowledge/business/skills to the next generation. Use the task force to brainstorm ways to address these ideas.
- II. Work with regional organizations to create apprenticeships, high school programs, and other workforce development initiatives to address critical workforce shortages in water-related industries and create logical career pathways.
- III. Continue to promote development and usage of the Port, including the potential for land based aquaculture. Work regionally and nationally to identify potential users through targeted industry analysis, attraction and marketing initiatives, and regular business retention/expansion efforts for existing users. Stay abreast of opportunities to export wood products to European markets.
- IV. Highlight the working waterfront through an annual award and other recognition. Create community support for the industry and "hero" status for those involved to encourage younger generations to consider these industries for a career.
- V. Encourage, collaborate, and support the work of ORPC and tidal energy research and development. Connect with them regarding any challenges they are facing, how to expand the impact, and the role that the City and other organizations can take in supporting it.

### Strategy #4.B - Make waterfront infrastructure improvements

- I. Make physical improvements to the waterfront to better accommodate scuba diving. Increase awareness and promotion of scuba resources and opportunities. Work to encourage support services opening in Eastport, like access to dive tanks, tour guides, schools, and other needed assets.
- II. Make physical improvements to existing waterfront infrastructure to expand ability for boats to safely dock in Eastport, including building more floating docks and moorings. Continue to invest in infrastructure as well as promotion of availability to potential customers.
- III. Support a private entity in conducting a financial feasibility analysis of establishing a more extensive marina. Work regionally to understand the needs, size, amenities, and other attributes of a marina that would make it successful and measure the potential economic and fiscal impact of such an investment. Identify ways the City can play a role in this endeavor and understand the potential return on that investment.

## Eastport Critical Partners and Measures of Success

<b>Goal 1: Take bold steps to strengthen focus on attracting and retaining population</b>	
<b>Partners:</b> City of Eastport, EMDC, local and regional elected officials, community stakeholder group, marketing consultant, Eastport Health Care, school district.	<b>Measures of Success:</b> Participation at community meetings, number of additional community gatherings/events created, number of new homeowners in Eastport, funding delivered for and number of participants in incentive programs.
<b>Goal 2: Enhance the business, non-profit, and entrepreneurial environment</b>	
<b>Partners:</b> City of Eastport, EMDC, local/regional/state economic development organizations, existing and new business owners, non-profits, community groups focused on business and resident attraction efforts, City of Eastport, elected officials, water district partners, freight rail stakeholders, port stakeholders, airport stakeholders.	<b>Measures of Success:</b> Number of visitors to Eastport's website, involvement of existing businesses in attraction programs, number of new businesses and non-profits attracted, funding received through business incentive programs, regional partnerships formed, number of redeveloped blighted land parcels and/or buildings, number of new and/or repaired signs and other wayfinding infrastructure, number of new workforce training programs, number of new daily flights at the airport.
<b>Goal 3: Grow a more robust tourism economy and bolster downtown experience</b>	
<b>Partners:</b> City of Eastport, EMDC, EDGE, Maine Main Street, regional marketing and promotion organizations, Passamaquoddy Tribe, Eastport homeowners, local hotel/motel owners, Eastport Port Authority, water-based tourism industry operators, regional outdoor outfitters, real estate developers.	<b>Measures of Success:</b> Number of new and/or repaired signs and other wayfinding infrastructure, participation in Eastport walking tours, number of individuals reached via new marketing efforts, number of hotel room rentals annually, number of new walking paths delivered, number of new bike lanes delivered, new outdoor tourism programs or businesses started, number of new shuttle routes implemented.
<b>Goal 4: Build off of waterfront asset for multi-sector use</b>	
<b>Partners:</b> City of Eastport, EMDC, local waterfront taskforce, regional fishing industry community, local school districts, Eastport Port Authority, recreation industry stakeholders.	<b>Measures of Success:</b> Participation in waterfront task force, workforce development initiatives created, new businesses and/or opportunities at the Port, increase in participation in scuba diving tourism.



## Attachment 1: Action Plan Matrix

<b>Goal 1: Take bold steps to strengthen focus on attracting and retaining population</b>			
<b>1</b>	<b>Strategy</b>	<b>Actions</b>	<b>Priority and Timeframe</b>
1.A	Invest in targeted marketing and resident attraction campaign	<p>I. Include funding in the City budget to adequately fund a marketing and attraction campaign that helps educate public officials and encourage public awareness.</p> <p>II. Establish a task force that brings together people from all over the community to develop a Request for Proposals (RFP) from a marketing and branding firm.</p> <p>III. Issue an RFP and hire a consultant to support the City in marketing and attraction efforts. Highlight quality of life, safety, telecommuting, recreation, affordability, community sense, arts/culture, and other assets in materials and outreach.</p> <p>IV. Implement findings of the consultant and continue to invest in the effort, measure successes, and refine strategy as necessary.</p>	High Priority, Short Term
1.B	Develop an incentive program to attract new residents and second homeowners	<p>I. Conduct a full public awareness campaign regarding the need to attract new residents and businesses to Eastport.</p> <p>II. Establish a suite of financial incentives for people moving to Eastport.</p> <p>III. Research the feasibility of establishing some form of free child care to attract young families to the area.</p> <p>IV. Promote the affordability of Eastport to second homeowners who may be looking for an accessible waterfront community.</p>	High Priority, Short Term
1.C	Enhance recognition as a great place to live for all ages	<p>I. Invest in family-friendly town amenities, including upgrading and improving playgrounds, community space, and expanding the offerings at the Peavey Library.</p> <p>II. Continue to work with Eastport Health Care to facilitate the Senior Needs Community Circle discussions.</p> <p>III. Identify local young people to begin a young professional organization to encourage regular networking, strengthen community connection, and help build roots.</p> <p>IV. Invest resources in creating a unique primary and secondary school experience that would attract students from the region and beyond.</p>	High Priority, Mid Term
<b>Partners:</b> City of Eastport, EMDC, local and regional elected officials, community stakeholder group, marketing consultant, Eastport Health Care, school district.			
<b>Measures of Success:</b> Participation at community meetings, number of additional community gatherings/events created, number of new homeowners in Eastport, funding delivered for and number of participants in incentive programs.			

<b>Goal 2: Enhance the business, non-profit, and entrepreneurial environment</b>			
<b>2</b>	<b>Strategy</b>	<b>Actions</b>	<b>Priority and Timeframe</b>
2.A	Establish a more robust small business and nonprofit assistance program	<p><b>I. Pull together materials from local, regional, and statewide economic development organizations and publish on website.</b></p> <p><b>II. Create a business welcome package that provides information, networking opportunities, and contact information.</b></p> <p>III. Work together with existing non-profit organizations to understand their current needs in terms of trainings, volunteers, fundraising, and other needs.</p> <p>IV. Expand funds available through the City's microenterprise program to provide funding to new businesses that meet the goals of the community.</p> <p>V. Continue to support community organizations in their efforts to pursue projects that will attract and retain people within the area (visitors and residents).</p>	Medium Priority, Mid Term
2.B	Improve business attraction, retention and expansion efforts	<p>I. Review the current business retention and expansion efforts and identify areas for improvement while instituting a more formalized program that includes measurable goals.</p> <p>II. Create a business attraction team that is prepared to talk with potential new businesses that are considering Eastport as a location.</p> <p><b>III. Expand programs in high school that highlight available occupations, career ladders, and pathway programs.</b></p> <p>IV. Work with the business community to develop a list of critical occupations for which they see a high demand/low supply over the coming 10 years.</p>	Medium Priority, Mid Term
2.C	Review economic development capacity and land use regulations	<p><b>I. Establish a task force that is charged with implementation, updating, and reporting on the Economic Development Strategic Plan goals.</b></p> <p>II. Create a regular training or on-boarding process for all public officials and board volunteers regarding economic development tools and how they can be used.</p> <p>III. Research the potential use of various economic development financing tools and how they may be applied to Eastport (Tax Increment Financing (TIF), Payment In Lieu of Taxes (PILOT), tax abatement programs, and others).</p>	High Priority, Short Term and Ongoing
2.D	Take a more regional approach	<p>I. Facilitate quarterly regional round-table discussions with key players and supporting organizations in Washington County.</p> <p>II. Establish a coordinated effort around business, resident, and workforce attraction and development.</p>	Medium Priority, Mid Term
2.E	Review and invest in needed infrastructure and building upgrades	<p>I. Establish an inventory of existing commercial buildings in the city.</p> <p>II. Examine policies that could be used to remove or redevelop blighted buildings.</p> <p>III. Conduct a review of all needed infrastructure for the city and prioritize critical issues to address, such as sidewalk improvements, street signs, and potential parking.</p> <p>IV. Facilitate discussions with water district partners about alternative water source or treatment option opportunities.</p> <p><b>V. Continue discussions related to establishing freight rail in coordination with the Port and make needed improvements in the airport.</b></p> <p>VI. Conduct a regular review of broadband and telecommunications infrastructure.</p>	Medium Priority, Long Term
<p><b>Partners:</b> City of Eastport, EMDC, local/regional/state economic development organizations, existing and new business owners, non-profits, community groups focused on business and resident attraction efforts, City of Eastport, elected officials, water district partners, freight rail stakeholders, port stakeholders, airport</p>			
<p><b>Measures of Success:</b> Number of visitors to Eastport's website, involvement of existing businesses in attraction programs, number of new businesses and non-profits attracted, funding received through business incentive programs, regional partnerships formed, number of redeveloped blighted land parcels and/or buildings, number of new and/or repaired signs and other wayfinding infrastructure, number of new workforce training programs, number of new daily flights at the airport.</p>			

<b>Goal 3: Grow a more robust tourism economy and bolster downtown experience</b>			
<b>3</b>	<b>Strategy</b>	<b>Actions</b>	<b>Priority and Timeframe</b>
3.A	Enhance interpretive offerings, amenities, and services	<p>I. Review and update of the existing wayfinding around the City of Eastport.</p> <p>II. Create a comprehensive approach to an interpretive program that describes the history, and unique landmarks of Eastport in a cohesive way.</p> <p>III. Build upon existing success of regional promotion of events, destinations, and attractions in Eastport .</p> <p>IV. Connect with the Passamaquoddy to see if they would be interested in establishing a storefront.</p> <p>V. Reach out to those with a connection to Eastport about establishing a revolving loan program or grant program.</p> <p>VI. Support existing lodging owners in their efforts and pursue additional options.</p>	High Priority, Mid Term
3.B	Grow and promote outdoor recreation and attractions	<p>I. Continue to get Eastport "on the map" of various tour groups/cruise directors.</p> <p>II. Extend the walking paths throughout the city.</p> <p>III. Conduct review of the Down East Sunrise Trail and opportunities for expansion of bike lanes and bike infrastructure/signage into downtown Eastport.</p> <p>IV. Expand water-based recreation opportunities through marketing efforts.</p> <p>V. Target regional outdoor outfitters and connect with them about the possibilities of opening a location in Eastport.</p> <p>VI. Promote the City's support for projects that will bring more people to the area.</p>	Medium Priority, Mid Term
3.C	Grow and promote arts and cultural offerings	<p>I. Continue to expand and promote cultural offerings in the community.</p> <p>II. Support creation of a gallery association that can do joint marketing/promotion to attract people to Eastport to work and visit, including regular gallery walks and pop-up gallery spaces in vacant buildings.</p> <p>III. Continue to support music and theater performances and expand on offerings, coordinate calendars, and use it as an attraction tool for residents and visitors.</p> <p>IV. Establish a co-op space to sell local and regional products, including crafts, art, and goods from the Passamaquoddy Tribe. Look to establish space downtown and consider combining with a makerspace or other arts/creative space.</p> <p>V. Utilize arts and cultural resources to integrate with alternative schooling approaches and the public school.</p>	Medium Priority, Mid Term
3.D	Enhance downtown infrastructure	<p>I. Research feasibility of resurfacing and adding signage to the parking lot behind the post office to make it more accessible and attractive to people looking for parking.</p> <p>II. Begin the process to update downtown infrastructure to bring building and energy codes up to date.</p> <p>III. Continue to pursue ferry service options for as many different lines as possible to attract visitors from Canada and other major regional tourist attractions, specifically Lubec, Campobello Island, Deer Island, and even St. Andrews.</p> <p>IV. Support expansion of a shuttle that does a loop around the city to support residents and visitors. Find ways to make it visitor friendly while not inconveniencing the residents or making them feel out of place.</p>	Medium Priority, Mid Term
<p><b>Partners:</b> City of Eastport, EMDC, EDGE, Maine Main Street, regional marketing and promotion organizations, Passamaquoddy Tribe, Eastport homeowners, local hotel/motel owners, Eastport Port Authority, water-based tourism industry operators, regional outdoor outfitters, real estate developers.</p> <p><b>Measures of Success:</b> Number of new and/or repaired signs and other wayfinding infrastructure, participation in Eastport walking tours, number of individuals reached via new marketing efforts, number of hotel room rentals annually, number of new walking paths delivered, number of new bike lanes delivered, new outdoor tourism programs or businesses started, number of new shuttle routes implemented.</p>			



<b>Goal 4: Build off the waterfront asset for multi-sector use</b>			
<b>4</b>	<b>Strategy</b>	<b>Actions</b>	<b>Priority and Timeframe</b>
4.A	Support the ongoing viability of the working waterfront	<p>I. Establish a working waterfront taskforce for the region to help the City in supporting existing and future business endeavors. Work with local and regional fishermen/women to identify what they need in order to remain viable.</p> <p>II. Work with regional organizations to create apprenticeships, high school programs, and other workforce development initiatives to address critical workforce shortages in water-related industries.</p> <p>III. Continue to promote development and usage of the Port, including land-based aquaculture. Work regionally and nationally to identify potential users through targeted industry analysis, attraction and marketing initiatives, and regular business retention/expansion efforts for existing users.</p> <p>IV. Highlight the working waterfront through an annual award and other recognition.</p> <p>V. Support ongoing work of ORPC and tidal energy research and development.</p>	High Priority, Short Term
4.B	Make waterfront infrastructure improvements	<p>I. Make physical improvements to the waterfront to better accommodate scuba diving while increasing awareness and promotion of scuba resources and opportunities.</p> <p>II. Make physical improvements to existing waterfront infrastructure to expand ability for boats to safely dock in Eastport.</p> <p>III. Support a private entity in conducting a financial feasibility analysis of establishing a more extensive marina. Work regionally to understand the needs, size, amenities, and other attributes of a marina that would make it successful.</p>	High Priority, Short Term
<p><b>Partners:</b> City of Eastport, EMDC, local waterfront taskforce, regional fishing industry community, local school districts, Eastport Port Authority, recreation industry stakeholders.</p> <p><b>Measures of Success:</b> Participation in waterfront task force, workforce development initiatives created, new businesses and/or opportunities at the Port, increase in participation in scuba diving tourism.</p>			



## Attachment 2: Economic Data Overview

PREPARED FOR:  
Eastern Maine Development Corporation  
40 Harlow Street  
Bangor, ME 04401

## CITY OF EASTPORT, ME

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### DEMOGRAPHIC AND ECONOMIC PROFILE

Eastern Maine  
Development Corporation

JUNE 2019

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CAMOIN 310

# ABOUT CAMOIN 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 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, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in over 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times 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. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA 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](http://www.camoinassociates.com). You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on **Facebook**.

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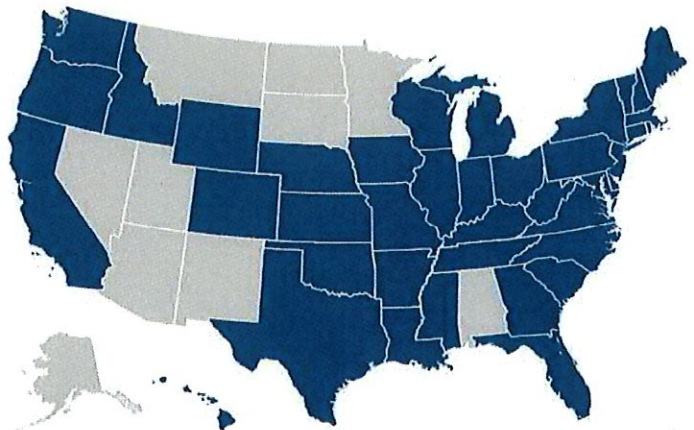
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Tom Dworetzky

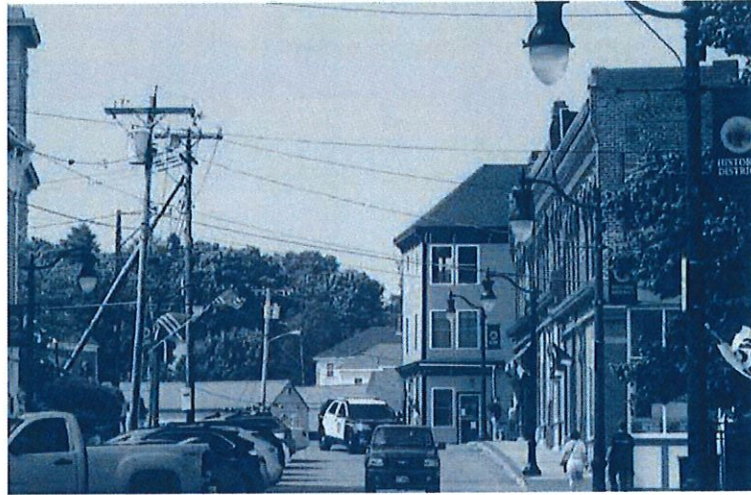
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# EXECUTIVE SUMMARY

As the easternmost city in the U.S., the City of Eastport, Maine is in a unique position with many positive characteristics but also significant challenges, specifically the city is challenged with retaining existing industries and supporting an environment of entrepreneurship to sustain the local economy and stabilize the population. Camoin 310 was commissioned by the Eastern Maine Development Corporation ("EMDC") to take a comprehensive approach in evaluating economic and business feasibility in Eastport. The purpose of the study is to determine where Eastport can capitalize on regional and state target industries, outline resources that could enhance business development, examine how the city can further mobilize entrepreneurship resources and continue to improve quality of life for residents, and determine how the city can support the tourism industry and bring in outside spending to the community.

This first stage of the broader study is this Demographic and Economic Profile, which provides important background information to guide future strategy development. To complete this analysis, we compared demographic and economic data for the City of Eastport to Washington County, the Eastern Maine Region (Aroostook, Penobscot, Hancock, and Washington counties), Maine, and the U.S.

Below is a summary of the major findings of the demographic, socioeconomic, and economic base analysis.

## Demographic and Socioeconomic Analysis

- ◆ **Eastport's population is aging and shrinking.** Between 2000 and 2018 the City of Eastport's population decreased by 18% while Washington County's population decreased by 3%. The Eastern Maine Region as whole (comprised of Aroostook, Penobscot, Hancock, and Washington counties), Maine, and the U.S. all experienced population growth between these years. Based on current conditions, the population decline is expected to continue in both the city and county over the next 5-8 years. Additionally, Eastport's population is aging. Over 45% of Eastport's population is over age 60. This is compared to 32% of the population in the county, 28% of the population in the state, and 22% of the national population.
- ◆ **Household income is low and income growth is minimal.** Eastport's 2018 median household income of approximately \$31,000 is lower than the other geographies. Income growth is expected to be 1.5% between 2018 and 2023 – a rate that is also lower than the other geographies. Over 23% of Eastport households make less than \$15,000 annually and the city has a poverty rate of 21%. This poverty rate is higher than the county, state, and nation.
- ◆ **Eastport's residents are relatively well educated.** Nearly 92% of Eastport's residents have at least a High School diploma/GED, and over 27% have a bachelor's degree or higher. This is compared to 21% of Washington County residents and 25% of Eastern Maine Region residents who hold a bachelor's degree or higher.
- ◆ **Eastport is increasingly becoming a commuter city.** Between 2005 and 2015 the number of people employed and living in the city decreased from over 250 to 160. Between 2005 and 2015 the percent of residents out-commuting increased from 41% to 63%. Nearly 40% of all resident workers commute more than 50 miles to get to work. The vast majority of in-commuters, 87%, come from other towns and cities in Washington County.

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## Economic Base Analysis

- ◆ **As of 2018 there were an estimated 650 jobs in Eastport, down 6% since 2013.** By comparison, employment growth in Washington County and the Eastern Maine Region remained essentially flat. Based on current economic trends and industry projections, employment in the county and region is expected to decline slightly over the next five years. Regional and county-wide employment trends will continue to impact Eastport's ability to retain jobs.
- ◆ **Government and Health Care and Social Assistance are the city's largest sectors.** Employment in these sectors is driven by the schools and nursing care facilities.
- ◆ **Job losses have outweighed gains.** Over the 2013 to 2018 period the Health Care and Social Assistance, Information, and Retail Trade sectors experienced the largest losses in terms of number of jobs. Job losses in these sectors have outweighed the gains in other sectors, including Restaurants and Machinery and Equipment Repair. Regionally, job growth has been driven by Accommodation and Food Services, Health Care and Social Assistance, Construction, and Administrative Services.
- ◆ **Nurses and teachers are the top occupations in Eastport.** Nursing, Psychiatric, and Home Health Aides, as well as Elementary and Middle School Teachers are some of the most common jobs in Eastport as of 2018. As evidenced by job losses in the Nursing Care Facilities industry, as well as by trends in the county and region, the number of Nursing, Psychiatric, and Home Health Aides occupations is declining. The number of these occupations in Eastport has declined and is expected to continue to decline.
- ◆ **Eastport's port is a differentiating factor.** Support Activities for Water Transportation is Eastport's most concentrated industry, meaning the industry accounts for a high share of the local economy, compared to the industry's share nationally. This industry is comprised of Marine Cargo Handling, which produces a number of jobs in the city. Other highly concentrated industries include Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance, Other Motor Vehicle Dealers, and Nursing Care Facilities (Skilled Nursing Facilities).
- ◆ **Demand for food services and restaurants represents an opportunity for Eastport.** Eastport experiences a considerable level of sales leakage in the Food Services and Drinking Places industry. This means that the demand, or retail potential, for food services and restaurants by residents exceeds the current supply (sales) in Eastport and that residents are leaving town to patronize restaurants.



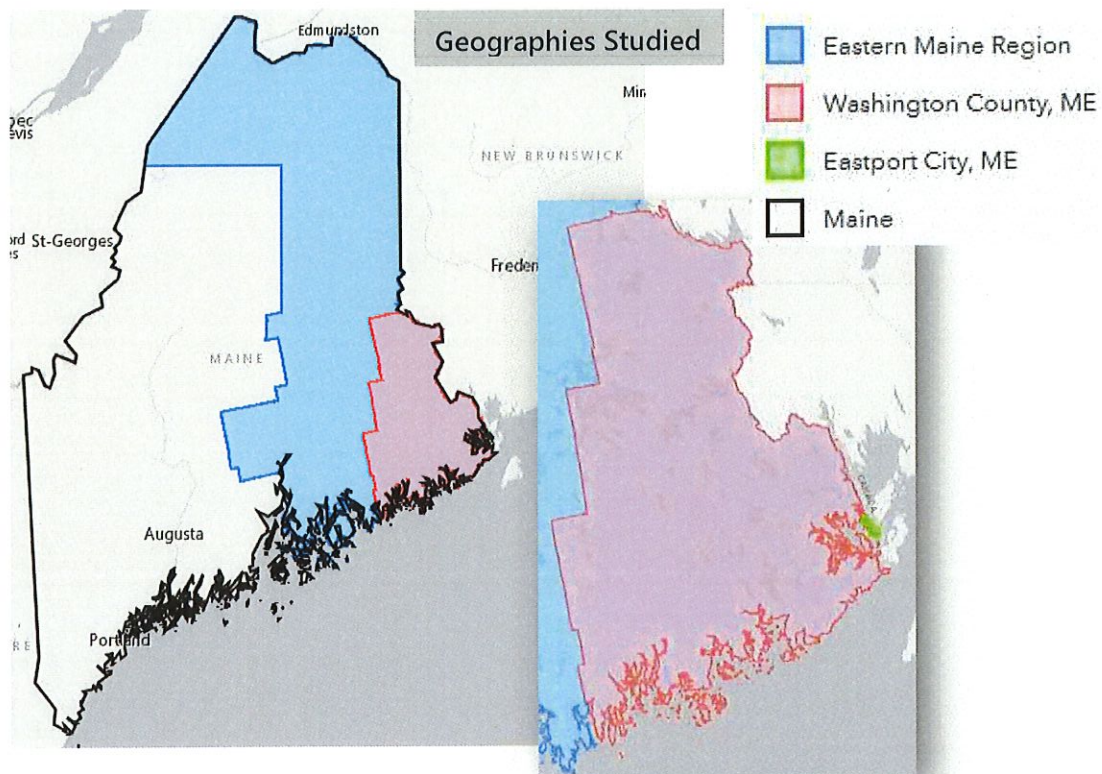
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# INTRODUCTION

Like many small, rural communities across the country, the City of Eastport is challenged with retaining existing industries and supporting an environment of entrepreneurship. Camoin 310 was commissioned by the Eastern Maine Development Corporation ("EMDC") to take a comprehensive approach to determine economic and business feasibility in Eastport. The purpose of this study is to determine where Eastport can capitalize on regional and state target industries, outline resources that could enhance business development, examine how the city can further mobilize entrepreneurship resources and continue to improve quality of life for residents, and determine how the city can support the tourism industry and bring in outside spending to the community.

As part of this analysis, Camoin 310 prepared the following socioeconomic profile of the City of Eastport, Washington County, and the broader eastern Maine region to serve as background information and guide strategy development. For the purposes of this analysis, the Eastern Maine region is defined as Aroostook, Penobscot, Hancock, and Washington counties.

Figure 1: Geographies Studied



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# DEMOGRAPHIC AND SOCIOECONOMIC PROFILE

Strategy development can be informed by understanding current and projected demographic conditions in the city, county, region, state, and nation. The following section highlights relevant demographic characteristics in the City of Eastport and surrounding region.

## POPULATION AND AGE

The City of Eastport and Washington County both experienced population loss between 2000 and 2018. The decline was most pronounced in the City of Eastport, which experienced a decline of 18%, from 1,640 to 1,331 over these years. Washington County's population decreased by 3% over the same period. This is compared to the Eastern Maine Region, Maine, and the U.S. geographies which all experienced population growth between these years.

Table 1: Historical Population Change

Historical Population Change							
Geography	2000	2010	2018	Change 2000-2018	% Change 2000-2018	Change 2010-2018	% Change 2010-2018
City of Eastport	1,640	1,331	1,337	-303	-18%	6	0%
Washington County	33,941	32,856	32,845	-1,096	-3%	-11	0%
Eastern Maine Region	304,589	313,067	316,000	11,411	4%	2,933	1%
Maine	1,274,923	1,328,361	1,376,094	101,171	8%	47,733	4%
U.S.	281,421,906	308,745,538	330,088,686	48,666,780	17%	21,343,148	7%

Source: ESRI

Data from both ESRI and the State of Maine Economist project that the population of the city and county will continue to decline slightly over the next few years. It is expected that the population of the City of Eastport will decrease at an annual rate of between 0.20% and 0.42% while the population of Washington County will decrease at an annual rate of between 0.27% and 0.30%. The Eastern Maine Region will experience a slight decrease in population as well, while both sources estimate population growth for the state of Maine.

Table 2: Projected Population Change

Projected Population Change				
	ESRI		Maine Economist	
	2018-2023 Change	Annual Growth Rate 2018-2023	2016-2026 Change	Annual Growth Rate 2016-2026
City of Eastport	-13	-0.20%	-52	-0.42%
Washington County	-485	-0.30%	-843	-0.27%
Eastern Maine Region	-283	-0.02%	-163	-0.01%
Maine	27,031	0.39%	10,230	0.08%

Source: ESRI, The State of Maine Economist, Camoin Associates

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Eastport's age distribution reveals some differences when compared to the county, region, state, and nation. The proportion of the population younger than age 45 is lower in the city than in the other geographies. Additionally, the age cohort with the highest percentage of the city's population is 60-64, with 13.9% of the population. This age cohort represents only 8.7% of the population in Washington County, 7.9% in the Eastern Maine Region, 7.8% in Maine, and 6.2% in the U.S. Over 45% of Eastport's population is over 60. This is significantly higher than the other geographies where only approximately 32% of the population falls into this age group in the county, 29% in the region, 28% in the state, and 22% in the nation.

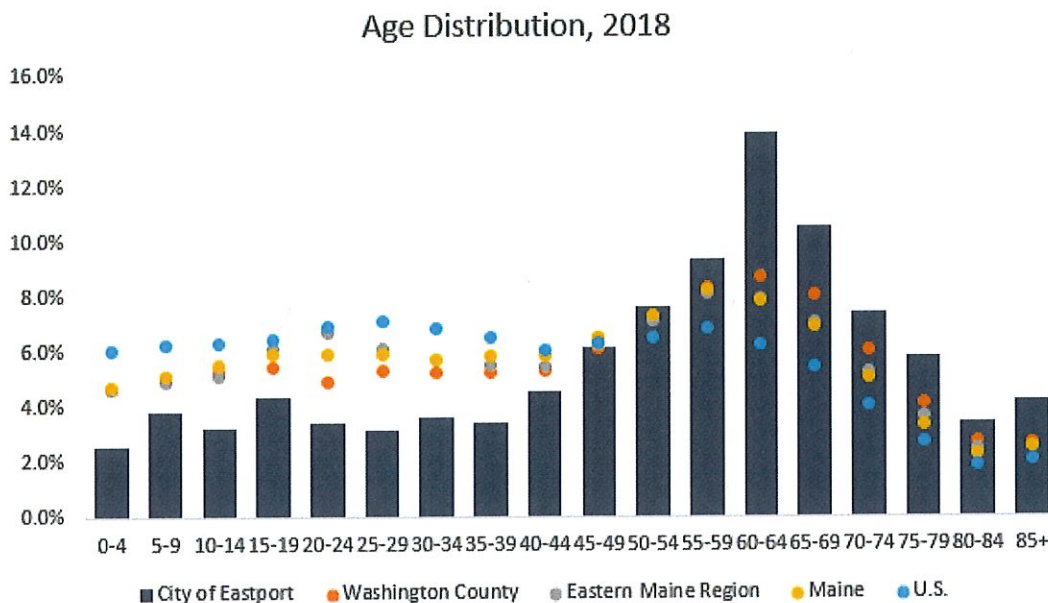
Table 3: Population by Age, 2018

Population by Age, 2018					
	City of Eastport	Washington County	Eastern Maine Region	Maine	U.S.
0-4	2.5%	4.6%	4.6%	4.7%	6.0%
5-9	3.8%	5.0%	4.9%	5.1%	6.2%
10-14	3.2%	5.2%	5.1%	5.5%	6.3%
15-19	4.3%	5.4%	6.1%	5.9%	6.4%
20-24	3.4%	4.9%	6.7%	5.9%	6.9%
25-29	3.1%	5.3%	6.1%	5.9%	7.1%
30-34	3.6%	5.2%	5.7%	5.7%	6.8%
35-39	3.4%	5.2%	5.5%	5.8%	6.5%
40-44	4.5%	5.3%	5.4%	5.8%	6.0%
45-49	6.1%	6.1%	6.2%	6.5%	6.3%
50-54	7.6%	7.2%	7.1%	7.3%	6.5%
55-59	9.3%	8.3%	8.1%	8.2%	6.8%
60-64	13.9%	8.7%	7.9%	7.8%	6.2%
65-69	10.5%	8.0%	7.0%	6.9%	5.4%
70-74	7.4%	6.0%	5.2%	5.0%	4.0%
75-79	5.8%	4.1%	3.6%	3.3%	2.7%
80-84	3.4%	2.7%	2.4%	2.2%	1.8%
85+	4.2%	2.6%	2.5%	2.5%	2.0%
Youth (<20)	13.8%	20.2%	20.7%	21.2%	24.9%
Young Adults (20-34)	10.1%	15.4%	18.5%	17.5%	20.8%
Middle Age (35-60)	30.9%	32.1%	32.3%	33.6%	32.1%
Seniors (60+)	45.2%	32.1%	28.6%	27.7%	22.1%

Source: ESRI

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Figure 2: Age Distribution, 2018



Source: ESRI

## HOUSEHOLD INCOME

Table 3 illustrates median household income for the City of Eastport and its comparison geographies. The 2018 median household income for the city was approximately \$31,000 and is expected to rise 1.5% annually to over \$33,500 in 2023. Current income levels in the city are lower than the county, region, state and country. Annual growth in household income is projected to be slower than the comparison geographies as well, with the county and region projected to increase by 2.4% and 2.5% annually, respectively.

Table 4: Median Household Income, 2018-2023

Median Household Income, 2018-2023			
	2018 Median Income	2023 Median Income	Annual Growth Rate, 2018-2023
City of Eastport	\$ 31,073	\$ 33,530	1.5%
Washington County	\$ 37,728	\$ 42,488	2.4%
Eastern Maine Region	\$ 45,761	\$ 51,699	2.5%
Maine	\$ 53,150	\$ 58,403	1.9%
United States	\$ 58,100	\$ 65,727	2.5%

Source: ESRI, Camoin Associates

Eastport’s relatively lower income levels are reflected in the proportion of households within each income group. Over 23% of Eastport households make less than \$15,000 annually, compared to 18.9% in the county, 14.9% in the region, 11.8% in the state, and 11.2% in the nation. 65% of households in Eastport have incomes less than \$50,000 compared to 60% in the county, 53% in the region, 47% in the state, and 43% in the nation.

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Figure 3: Income Distribution, 2018

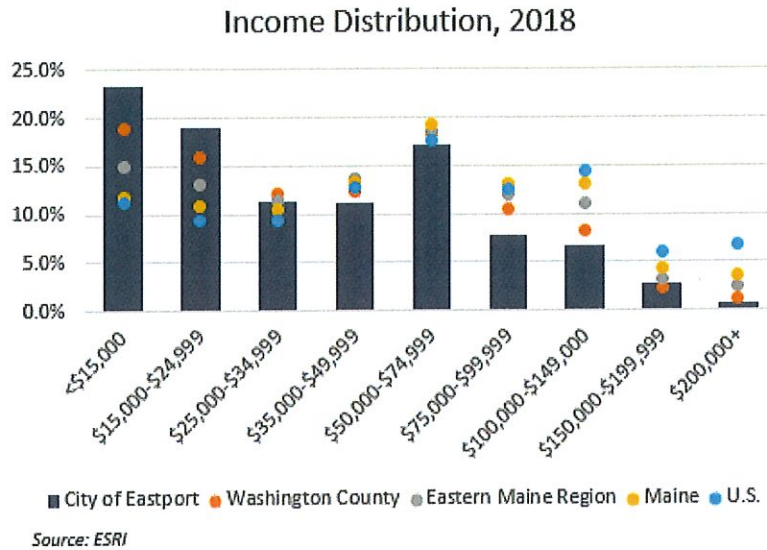


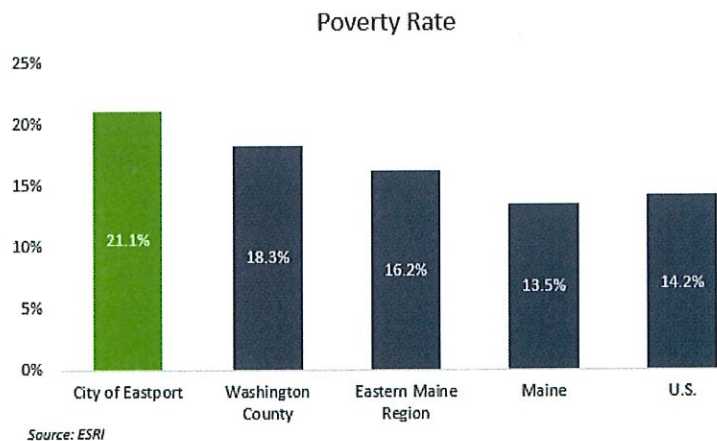
Table 5 and Figure 4 illustrate the poverty rate across the geographies studied. 149 households, or 21.1% of households, in Eastport are below the poverty level. This is a higher poverty rate than the county, region, state, and nation. Of the geographies studied, Maine as a whole has the lowest poverty rate of 13.5%.

Table 5: Households Below the Poverty Level, 2016

Households below the Poverty Level, 2016		
	# of Households	% of Households
City of Eastport	149	21.1%
Washington County	2,570	18.3%
Eastern Maine Region	21,029	16.2%
Maine	74,281	13.5%
U.S.	16,652,240	14.2%

Source: ESRI

Figure 4: Poverty Rate, 2016



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## FOREIGN BORN POPULATION

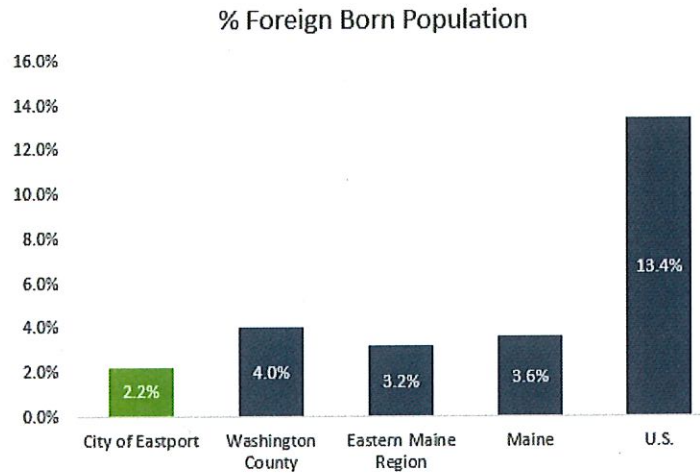
Only 2.2% of Eastport’s population is foreign born, meaning they were born outside of the United States. While Maine overall has a lower proportion of foreign born population than the U.S., Eastport has an even lower percent than the other geographies studied.

Table 6: Foreign Born Population, 2018

Foreign Born Population		
	# of People	% of Population
City of Eastport	30	2.2%
Washington County	1,265	4.0%
Eastern Maine Region	10,066	3.2%
Maine	47,556	3.6%
U.S.	43,028,127	13.4%

Source: EMSI, ACS, Camoin Associates

Figure 5: Foreign Born Population, 2018



Source: ESRI

## CAMOIN 310

## EDUCATION

In general, Eastport's educational attainment is similar to the other geographies. 91.9% of Eastport's residents have at least a High School degree/GED, a proportion that is second only to the state of Maine (92.6%) in the geographies studied. Eastport's residents are more well educated than those in the surrounding county and region. 27.1% of the city's residents hold a bachelor's degree or higher, compared to only 20.9% in Washington County and 25.0% in the Eastern Maine Region.

Table 7: Educational Attainment, 2018

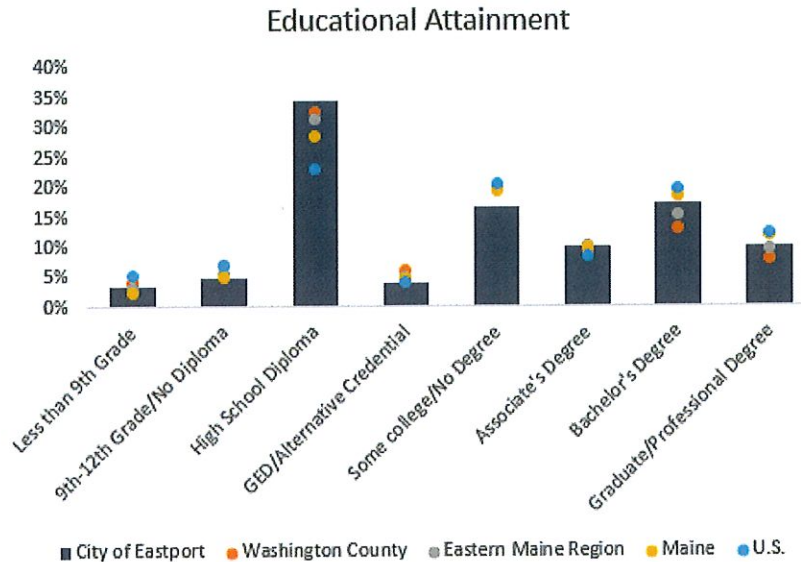
Educational Attainment, 2018					
	City of Eastport	Washington County	Eastern Maine Region	Maine	U.S.
Less than 9th Grade	3.3%	4.1%	3.1%	2.5%	5.2%
9th-12th Grade/No Diploma	4.9%	6.9%	5.6%	4.9%	7.1%
High School Diploma	34.3%	32.7%	31.3%	28.4%	23.0%
GED/Alternative Credential	4.0%	6.0%	4.8%	4.7%	4.0%
Some college/No Degree	16.6%	20.1%	20.1%	19.3%	20.5%
Associate's Degree	9.9%	9.3%	10.1%	9.9%	8.5%
Bachelor's Degree	17.2%	13.0%	15.4%	18.5%	19.6%
Graduate/Professional Degree	10.0%	7.9%	9.6%	11.8%	12.2%
Less Than High School Diploma	8.1%	11.0%	8.7%	7.4%	12.3%
High School/GED or Higher	91.9%	89.0%	91.3%	92.6%	87.7%
Bachelor's Degree or Higher	27.1%	20.9%	25.0%	30.3%	31.8%

Source: ESRI

Figure 6 further illustrates this distribution.

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Figure 6: Educational Attainment, 2018



Source: ESRI

## COMMUTING PATTERNS

How residents move around a region is important when analyzing workforce characteristics, employment locations, shopping for daily necessities, and leisure and entertainment. It can also be an important component of regional culture, covering how residents move around, how far they need to travel to find work suitable for their skills, and how far they are willing to travel for entertainment.

Table 8 shows the commute trends for City of Eastport residents and workers. Eastport has a high level of commuters, both in terms of its workers and residents. 62.8% of Eastport workers commute into the city for work, while 59.8% of resident workers commute out of the city for work. The percent of workers in-commuting has risen significantly since 2005, from 41.2% to 62.8% while the percent of residents out-commuting has stayed relatively consistent (increasing from 57.2% to 59.8%). The number of people employed and living in the city decreased from 284 in 2005 to 160 in 2015.

Table 8: Commute Trends, City of Eastport

Commute Trends, City of Eastport			
	2005	2010	2015
Employed and Living in the Area	284	224	160
Workers Commuting into the Area	199	231	270
Residents Commuting out of the Area	380	238	238
Percent of Workers In-Commuting	41.2%	50.8%	62.8%
Percent of Residents Out-Commuting	57.2%	51.5%	59.8%

Source: US Census OnTheMap



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Figure 7: Commute Trends, City of Eastport, 2015



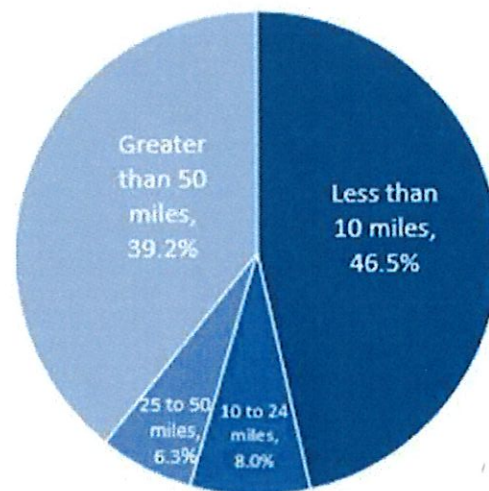
**EASTPORT RESIDENTS**

Although nearly half (46.5%) of Eastport residents commute less than 10 miles to work, many residents do commute lengthy distances for work. Over 39% of Eastport residents commute more than 50 miles to work.

Table 9 and Figure 9 **Error! Reference source not found.** illustrate where Eastport residents work. Aside from the 40.2% of residents that work in Eastport, the top five most common destinations for residents to commute to include Calais, Bangor, Perry, Machias, and Fort Kent. Calais is the most common destination outside of Eastport for residents to work, with 5.3% of Eastport resident workers commuting to this city for work. Commuters largely travel to places within the Eastern Maine Region for work. Outside of the top five destinations, all other work locations are destinations for less than 10 Eastport residents. Nearly 39% of residents commute outside of Washington County for work.

Figure 8: Commute Distance, Eastport Residents, 2015

**Commute Distance, Eastport Residents, 2015**



Source: US Census OnTheMap

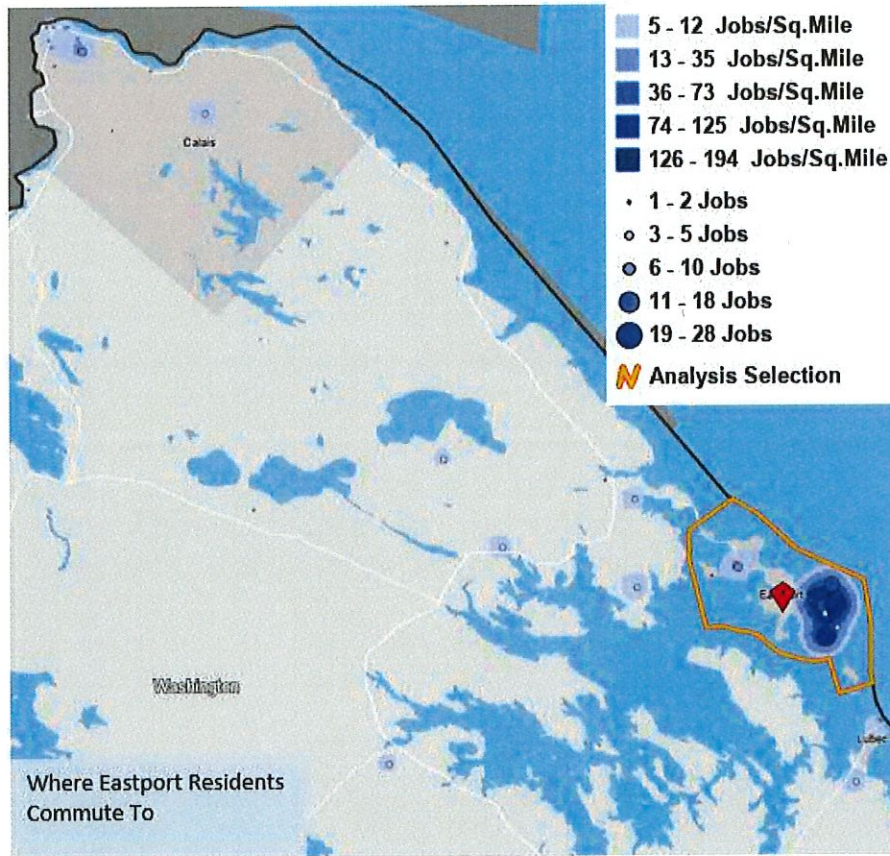
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Table 9: Where Eastport Residents Work

Where Eastport Residents Work		
Places Where Residents Work	2015	
	Count	Share
Eastport city (Washington, ME)	160	40.2%
Calais city (Washington, ME)	21	5.3%
Bangor city (Penobscot, ME)	18	4.5%
Perry town (Washington, ME)	17	4.3%
Machias town (Washington, ME)	14	3.5%
Fort Kent town (Aroostook, ME)	12	3.0%
Presque Isle city (Aroostook, ME)	9	2.3%
South Portland city (Cumberland, ME)	8	2.0%
Lubec town (Washington, ME)	8	2.0%
Caribou city (Aroostook, ME)	6	1.5%
All Other Locations	125	31.4%
<b>Total</b>	<b>398</b>	<b>100.0%</b>

Source: US Census OnTheMap

Figure 9: Where Eastport Residents Commute To



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**EASTPORT WORKERS**

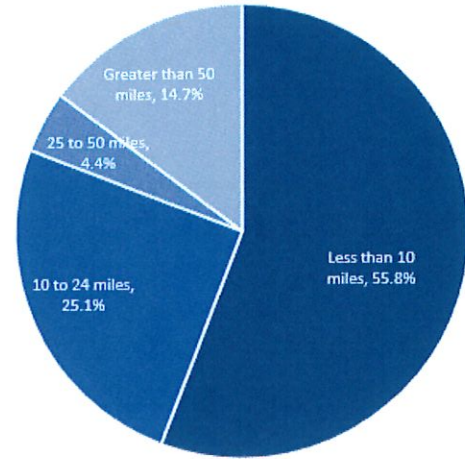
Eastport workers (people who work in Eastport) generally live close to work. 55.8% of workers commute from less than 10 miles to get to work. This is followed by 25.1% of workers who commute 10 to 24 miles to get to work. A lower proportion of Eastport workers than residents commute more than 50 miles to work (14.7% vs. 39.2%).

Most Eastport workers that in-commute from outside of the city come from other locations in Washington County. The most common places of residence for Eastport workers that do not live in the city are Perry, Robbinston, Calais, Passamaquoddy Pleasant Point Reservation, and Lubec. 86.5% of workers come from Washington County.

Table 10 and Figure 11 further illustrate where Eastport workers commute from.

Figure 10: Commute Distance, Eastport Workers, 2015

Commute Distance, Eastport Workers, 2015



Source: US Census OnTheMap

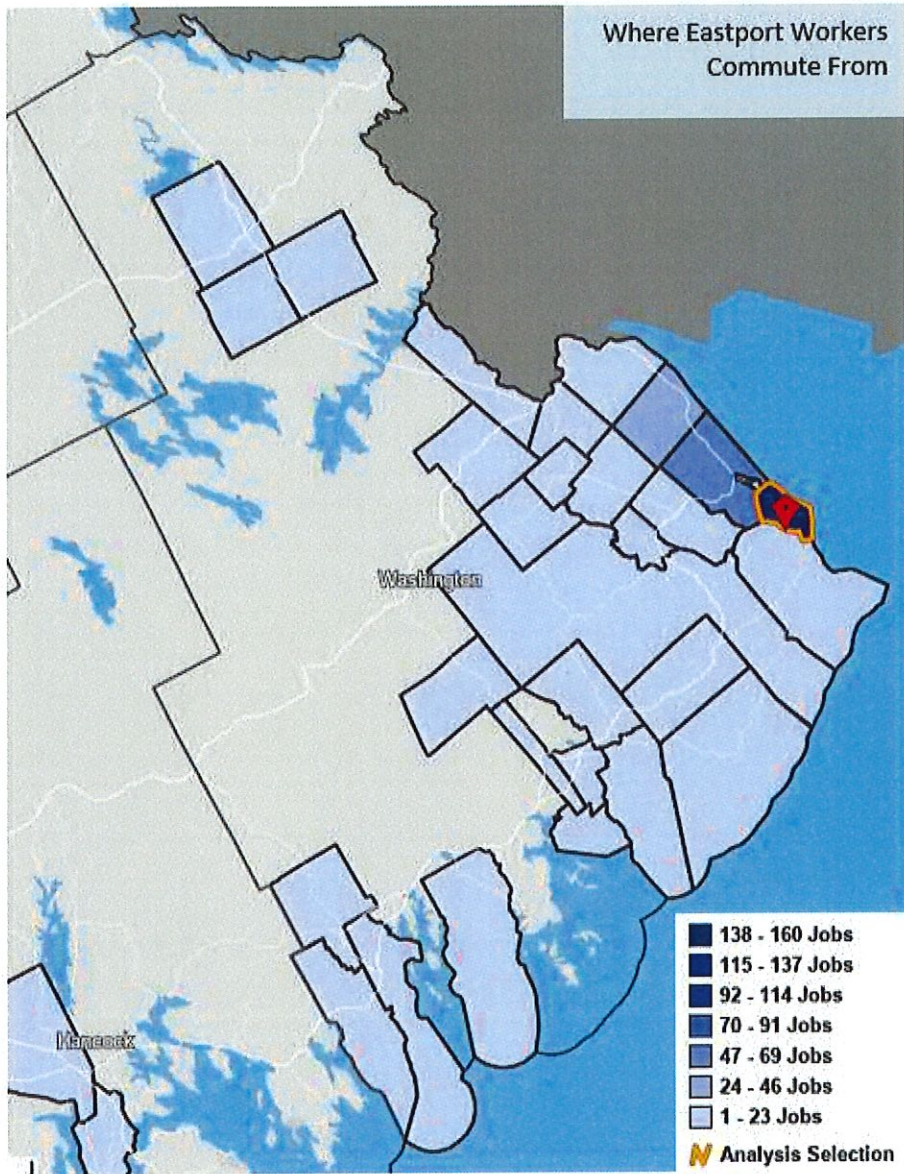
Table 10: Where Eastport Workers Live

Places Where Workers Live	2015	
	Count	Share
Eastport city (Washington, ME)	160	37.2%
Perry town (Washington, ME)	47	10.9%
Robbinston town (Washington, ME)	26	6.0%
Calais city (Washington, ME)	20	4.7%
Passamaquoddy Pleasant Point Reservation (Washington, ME)	19	4.4%
Lubec town (Washington, ME)	16	3.7%
East Central Washington UT (Washington, ME)	11	2.6%
Pembroke town (Washington, ME)	10	2.3%
Charlotte town (Washington, ME)	8	1.9%
Whiting town (Washington, ME)	8	1.9%
All Other Locations	105	24.4%
<b>Total</b>	<b>430</b>	<b>100.0%</b>

Source: US Census OnTheMap

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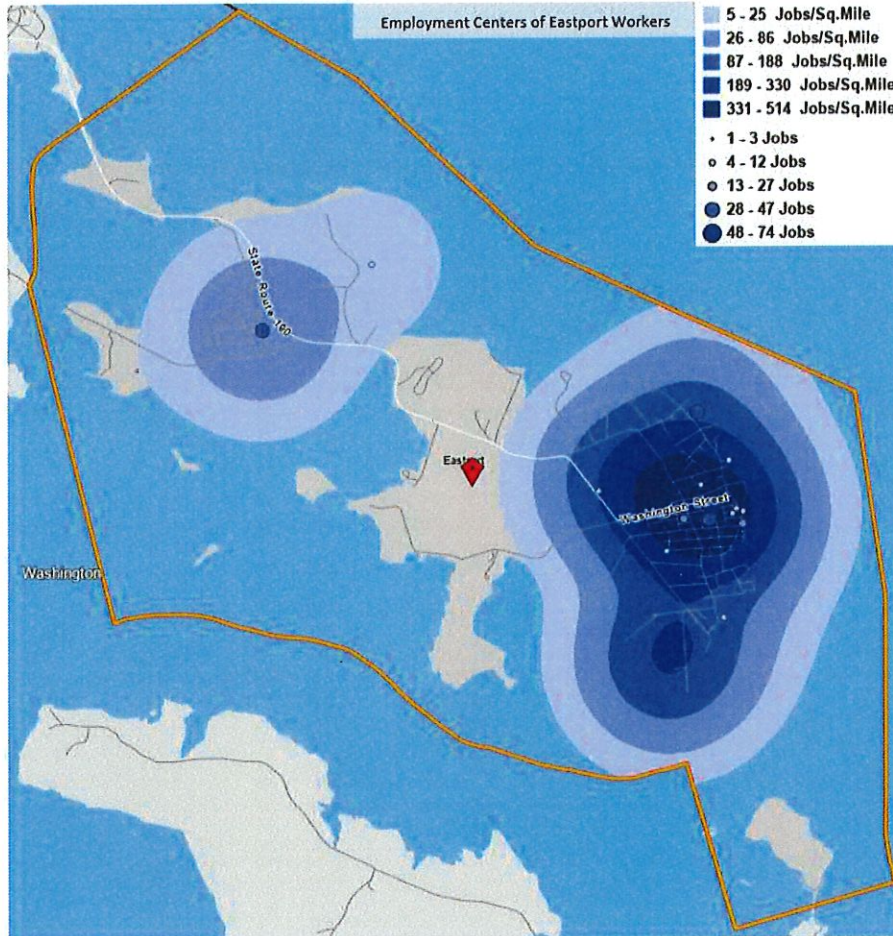
Figure 11: Where Eastport Workers Commute From



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Most jobs in Eastport are concentrated in the downtown area, along High Street, Water Street, the waterfront, and port. There is also a smaller concentration of jobs on the northern side of the city.

Figure 12: Employment Centers of Eastport Workers



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# ECONOMIC BASE ANALYSIS

To analyze the economic growth of the City of Eastport, industry data organized by the North American Industrial Classification System (NAICS) are assessed. NAICS codes are maintained by the U.S. Census Bureau and are the standard used by Federal statistical agencies in classifying business establishments. 2-digit codes are the highest aggregate NAICS code level and represent broad categories such as "retail," whereas 4-digit industry codes present a finer level of detail such as "grocery stores."

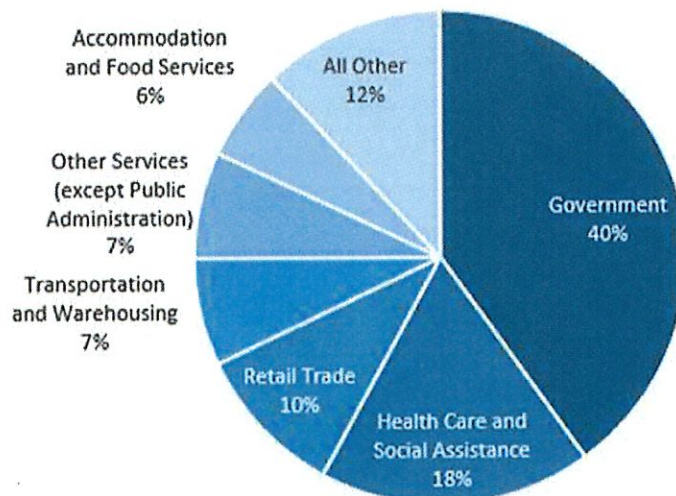
## LARGEST INDUSTRIES

Table 11 summarizes 2018 employment of 2-digit NAICS sectors in the City of Eastport, Washington County, and Eastern Maine Region. The data is sorted by share of jobs in 2018 in Eastport.

There are approximately 650 jobs in Eastport. At the 2-digit level, the largest industries in Eastport are currently Government, Health Care and Social Assistance, Retail Trade, Transportation and Warehousing, and Other Services (except Public Administration). Government makes up a much higher percentage of jobs in Eastport than in the comparison geographies. Although Government is also the top industry in Washington County and Eastern Maine, this industry makes up 40% of total employment in Eastport, 21% of total employment in Washington County, and 18% of total employment in Eastern Maine. Eastport's top sectors in terms of employment are further highlighted in Figure 13.

Figure 13: City of Eastport Top Employment Sectors, 2018

### City of Eastport Top Employment Sectors, 2018



Source: EMSI

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Table 11: Industries by Employment

Industries by Employment - % of Total Jobs				
NAICS	Description	City of Eastport	Washington County	Eastern Maine Region
90	Government	40%	21%	18%
62	Health Care and Social Assistance	18%	14%	18%
44	Retail Trade	10%	13%	13%
48	Transportation and Warehousing	7%	2%	3%
81	Other Services (except Public Administration)	7%	4%	5%
72	Accommodation and Food Services	6%	6%	8%
54	Professional, Scientific, and Technical Services	2%	2%	4%
11	Agriculture, Forestry, Fishing and Hunting	2%	12%	4%
51	Information	2%	1%	1%
31	Manufacturing	2%	9%	5%
23	Construction	<1%	5%	6%
52	Finance and Insurance	<1%	2%	2%
53	Real Estate and Rental and Leasing	<1%	0%	1%
56	Administrative and Support and Waste Management and Remediation Services	<1%	2%	4%
71	Arts, Entertainment, and Recreation	<1%	1%	1%
21	Mining, Quarrying, and Oil and Gas Extraction	0%	<1%	0%
22	Utilities	0%	1%	0%
42	Wholesale Trade	0%	2%	2%
55	Management of Companies and Enterprises	0%	1%	1%
61	Educational Services	0%	2%	2%
99	Unclassified Industry	0%	0%	0%
Total		100%	100%	100%

Source: EMSI

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The large percentage of Eastport's total employment in Government can be attributed to jobs in elementary and secondary schools. At the 4-digit NAICS level, Eastport's top industries in terms of employment are Education, Nursing Care Facilities (Skilled Nursing Facilities), and Support Activities for Water Transportation. All employment in Education is at elementary and secondary schools. Jobs in Support Activities for Water Transportation are in marine cargo handling.

#### City of Eastport Top Industries

- ◆ Public Education
- ◆ Nursing Care Facilities
- ◆ Support Activities for Water Transportation (Marine Cargo Handling)
- ◆ Federal Government
- ◆ Commercial and Industrial Machinery and Equipment Repair and Maintenance
- ◆ Restaurants
- ◆ Grocery Stores
- ◆ Local Government
- ◆ Outpatient Care Centers

Public Education and Hospitals (Local Government) is also the top industry in terms of employment in both Washington County and the Eastern Maine Region, with 1,122 jobs in the county and 9,159 in the region in 2018. Table 12 and Table 13 display the top 20 industries in terms of 2018 jobs at the 4-digit NAICS level for these geographies. The dark blue highlighted rows denote overlap with top Eastport industries.



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Table 12: Washington County Top 20 Industries, 4-Digit NAICS

Washington County Top 20 Industries, 4-digit NAICS			
NAICS	Description	2018 Jobs	Avg. Earnings Per Job
9036	Education and Hospitals (Local Government)	1,122	\$45,430
1141	Fishing	996	\$30,349
9039	Local Government, Excluding Education and Hospitals	695	\$45,769
7225	Restaurants and Other Eating Places	567	\$18,710
6221	General Medical and Surgical Hospitals	478	\$72,563
4451	Grocery Stores	441	\$25,288
3221	Pulp, Paper, and Paperboard Mills	391	\$94,686
9011	Federal Government, Civilian	351	\$104,622
4471	Gasoline Stations	336	\$22,261
9026	Education and Hospitals (State Government)	323	\$36,720
6241	Individual and Family Services	278	\$28,192
5221	Depository Credit Intermediation	263	\$80,235
6231	Nursing Care Facilities (Skilled Nursing Facilities)	239	\$31,852
6111	Elementary and Secondary Schools	226	\$29,119
6211	Offices of Physicians	215	\$63,027
3399	Other Miscellaneous Manufacturing	215	\$40,463
4244	Grocery and Related Product Merchant Wholesalers	197	\$37,739
1110	Crop Production	192	\$55,087
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	184	\$30,637
3117	Seafood Product Preparation and Packaging	182	\$28,431

Source: EMSI

\*Includes Self Employed

Dark blue denotes overlap with Eastport's top industries.

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Table 13: Eastern Maine Region Top 20 Industries, 4-Digit NAICS

Eastern Maine Region Top 20 Industries, 4-digit NAICS			
NAICS	Description	2018 Jobs	Avg. Earnings Per Job
9036	Education and Hospitals (Local Government)	9,159	\$52,966
7225	Restaurants and Other Eating Places	9,043	\$20,839
6221	General Medical and Surgical Hospitals	8,167	\$81,453
9026	Education and Hospitals (State Government)	6,599	\$51,284
9039	Local Government, Excluding Education and Hospitals	5,004	\$51,858
4451	Grocery Stores	4,033	\$26,722
6241	Individual and Family Services	4,010	\$32,670
9011	Federal Government, Civilian	3,046	\$90,306
7211	Traveler Accommodation	2,619	\$29,086
5617	Services to Buildings and Dwellings	2,479	\$22,973
6211	Offices of Physicians	2,446	\$93,433
6231	Nursing Care Facilities (Skilled Nursing Facilities)	2,445	\$36,384
4471	Gasoline Stations	2,359	\$24,319
1141	Fishing	2,295	\$31,541
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	2,254	\$28,756
2382	Building Equipment Contractors	2,079	\$55,684
5221	Depository Credit Intermediation	1,985	\$72,308
9029	State Government, Excluding Education and Hospitals	1,957	\$61,710
2389	Other Specialty Trade Contractors	1,951	\$50,023
2361	Residential Building Construction	1,784	\$35,276

Source: EMSI

\*Includes Self Employed

Dark blue denotes overlap with Eastport's top industries.

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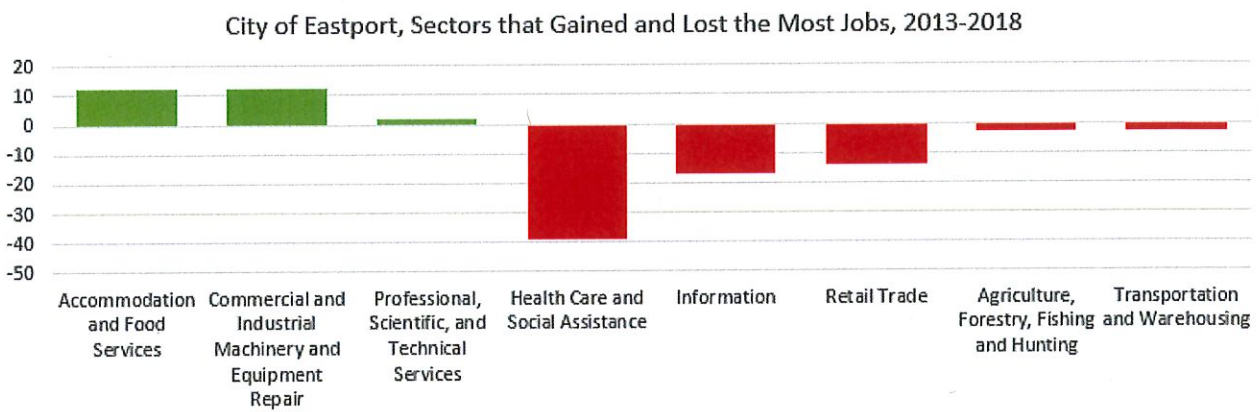
## HISTORIC INDUSTRY GROWTH

The following chart summarizes sectors with the highest job growth or job loss from 2013 to 2018 in the City of Eastport.

Over the past five years there has been an overall 6% decrease in number of jobs in Eastport. This has been driven by losses in Health Care and Social Assistance (specifically Nursing Care Facilities), Information, and Retail Trade.

The job losses in these sectors have outweighed the gains in Accommodation and Food Services, Machinery and Equipment Repair, and Professional, Scientific, and Technical Services (Figure 14).

Figure 14: City of Eastport, Sectors that Gained and Lost the Most Jobs, 2013-2018



Source: EMSI

The table below compares the historical job growth from 2013 to 2018 in Washington County and the Eastern Maine Region. The number of jobs in both geographies declined slightly, but remained relatively flat over this period.

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Table 14: Historic Employment Change

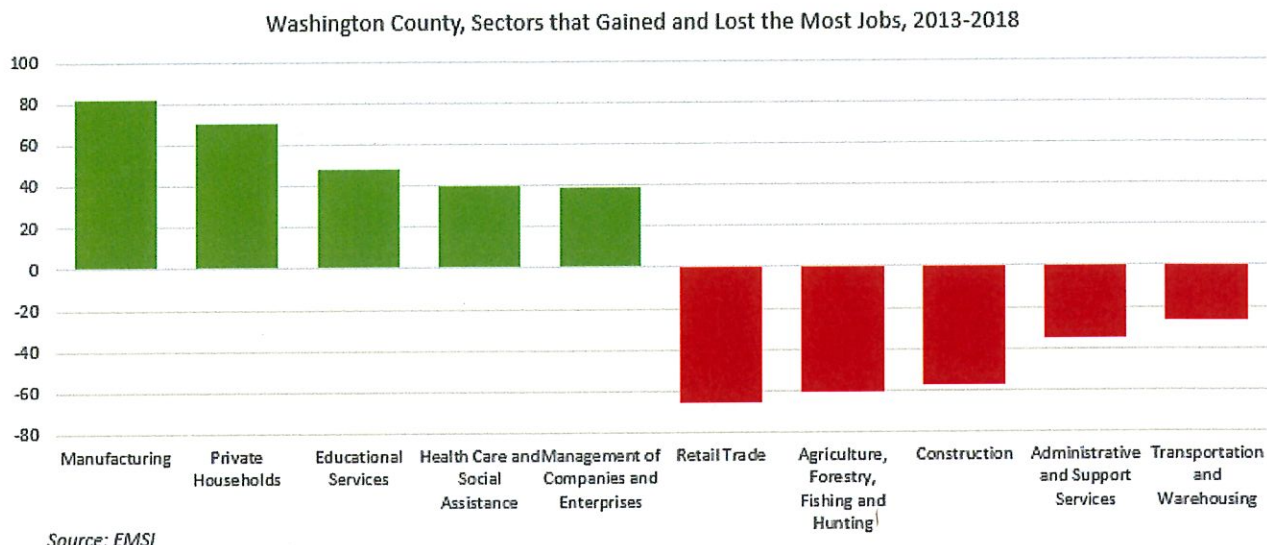
Historic Employment Change					
NAICS	Description	Washington County		Eastern Maine Region	
		2013-2018 Change	2013-2018 % Change	2013-2018 Change	2013-2018 % Change
11	Agriculture, Forestry, Fishing and Hunting	(61)	(4%)	(153)	(2%)
21	Mining, Quarrying, and Oil and Gas Extraction	Insf. Data	Insf. Data	11	79%
22	Utilities	15	25%	131	29%
23	Construction	(57)	(8%)	505	6%
31	Manufacturing	82	8%	(1,108)	(12%)
42	Wholesale Trade	11	5%	(83)	(2%)
44	Retail Trade	(66)	(4%)	(1,311)	(6%)
48	Transportation and Warehousing	(27)	(8%)	(100)	(2%)
51	Information	(25)	(23%)	(361)	(18%)
52	Finance and Insurance	25	9%	276	8%
53	Real Estate and Rental and Leasing	(24)	(32%)	64	4%
54	Professional, Scientific, and Technical Services	(11)	(5%)	462	9%
55	Management of Companies and Enterprises	39	76%	56	4%
56	Administrative and Support and Waste Management and Remediation Services	(35)	(10%)	534	9%
61	Educational Services	48	18%	191	7%
62	Health Care and Social Assistance	40	2%	634	2%
71	Arts, Entertainment, and Recreation	(6)	(8%)	175	9%
72	Accommodation and Food Services	1	0%	856	7%
81	Other Services (except Public Administration)	40	9%	(157)	(2%)
90	Government	(26)	(1%)	(723)	(3%)
99	Unclassified Industry	0	0%	Insf. Data	Insf. Data
<b>Total</b>		<b>(35)</b>	<b>(0%)</b>	<b>(102)</b>	<b>(0%)</b>

Source: EMSI

Figure 15 highlights the Washington County sectors that gained and lost the most jobs between 2013 and 2018. Manufacturing, driven by pulp, paper, and paperboard mills, was the top sector for job gains in Washington County adding 82 jobs and growing by 8% over this period. Additionally, Washington County gained jobs in Health Care and Social Assistance, while the City of Eastport lost jobs in this sector. Job losses in sectors such as Retail Trade and Agriculture, in industries including grocery stores and crop production, outweighed gains in other sectors.

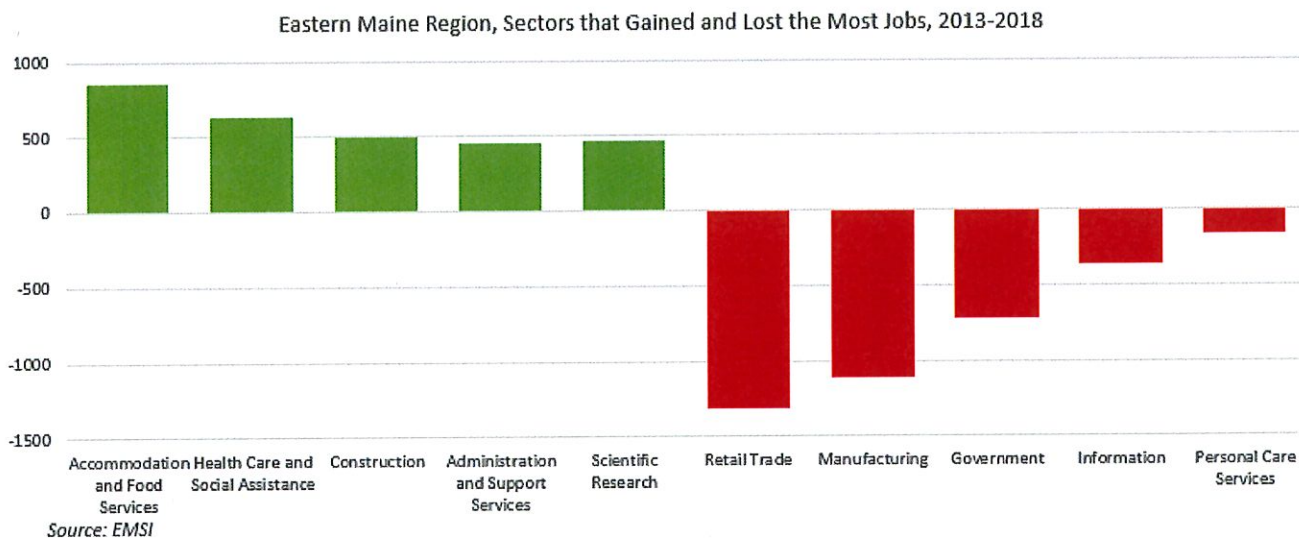
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Figure 15: Washington County, Sectors that Gained and Lost the Most Jobs, 2013-2018



The figure below shows a similar analysis for the Eastern Maine Region. Within the region, Accommodation and Food Services gained the most jobs between 2013 and 2018. This is followed by Health Care and Social Assistance. Retail Trade and Manufacturing experienced the largest job losses.

Figure 16: Eastern Maine Region, Industries that Gained and Lost the Most Jobs, 2013-2018



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## PROJECTED INDUSTRY GROWTH

Table 15 compares the projected job growth through 2023 in Washington County and the Eastern Maine Region. Washington County and the Eastern Maine Region are projected to lose 2% and 1% of their jobs, respectively.

The biggest loss in terms of number of jobs in the county is expected to be Government, with 114 jobs. Other sectors with large projected losses are Agriculture, Forestry, Fishing and Hunting, Retail Trade, and Construction. Additionally, within the Health Care sector nursing care facilities are projected to experience large job losses.

Job losses in the Eastern Maine Region are anticipated to be in similar sectors, with the largest losses occurring namely in Retail Trade, Government, Manufacturing, and Transportation and Warehousing. Like in the county, losses in grocery stores as well as gasoline stations are contributing to the decline in Retail Trade jobs.

Projected job decreases in Washington County and the Eastern Maine region will likely have negative implications for Eastport's job outlook. Given historical trends and projections for the larger geographies, it is likely that sectors such as Government, Health Care, and Retail Trade will lose jobs in the coming years.

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Table 15: Projected Employment Change

Projected Employment Change					
NAICS	Description	Washington County		Eastern Maine Region	
		2018- 2023 Change	2018- 2023 % Change	2018- 2023 Change	2018- 2023 % Change
11	Agriculture, Forestry, Fishing and Hunting	(89)	(6%)	(245)	(4%)
21	Mining, Quarrying, and Oil and Gas Extraction	Insf. Data	Insf. Data	1	4%
22	Utilities	11	15%	157	27%
23	Construction	(53)	(8%)	43	0%
31	Manufacturing	(3)	(0%)	(465)	(6%)
42	Wholesale Trade	22	9%	47	1%
44	Retail Trade	(67)	(4%)	(1,050)	(5%)
48	Transportation and Warehousing	(7)	(2%)	(285)	(6%)
51	Information	(9)	(11%)	(251)	(15%)
52	Finance and Insurance	(6)	(2%)	3	0%
53	Real Estate and Rental and Leasing	(14)	(27%)	44	3%
54	Professional, Scientific, and Technical Services	0	0%	218	4%
55	Management of Companies and Enterprises	17	19%	29	2%
56	Administrative and Support and Waste Management and Remediation Services	7	2%	334	5%
61	Educational Services	29	9%	205	7%
62	Health Care and Social Assistance	29	2%	742	3%
71	Arts, Entertainment, and Recreation	(6)	(8%)	248	11%
72	Accommodation and Food Services	(28)	(4%)	94	1%
81	Other Services (except Public Administration)	8	2%	(91)	(1%)
90	Government	(114)	(4%)	(958)	(4%)
99	Unclassified Industry	0	0%	0	0%
<b>Total</b>		<b>(274)</b>	<b>(2%)</b>	<b>(1,177)</b>	<b>(1%)</b>

Source: EMSI

\*Includes self-employed

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## CONCENTRATED INDUSTRIES: 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. In this section, employment by industry in Eastport, Washington County, and the Eastern Maine Region is compared to the U.S. to identify which industries are more highly concentrated in the region than at the national level.

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. 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.

The following table shows the LQ for Eastport, the county, and the region at the 2-digit NAICS level, sorted by the highest LQ in Eastport to the lowest.

Eastport shows some concentration in Government (LQ 2.63) and Transportation and Warehousing (LQ 2.00). Eastport is more highly concentrated in Government than the county and region, but is much less concentrated in Agriculture, Forestry, Fishing and Hunting than the county and region (1.71 LQ vs. 10.36 and 3.54).



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Table 16: 2018 Location Quotient

2018 Location Quotient				
NAICS	Description	City of Eastport	Washington County	Eastern Maine Region
90	Government	2.63	1.42	1.19
48	Transportation and Warehousing	2.00	0.62	0.84
11	Agriculture, Forestry, Fishing and Hunting	1.71	10.36	3.54
81	Other Services (except Public Administration)	1.51	0.76	0.96
62	Health Care and Social Assistance	1.39	1.14	1.40
51	Information	1.01	0.35	0.62
44	Retail Trade	0.96	1.32	1.33
72	Accommodation and Food Services	0.67	0.64	0.97
71	Arts, Entertainment, and Recreation	0.55	0.31	0.83
54	Professional, Scientific, and Technical Services	0.36	0.26	0.55
53	Real Estate and Rental and Leasing	0.35	0.23	0.66
52	Finance and Insurance	0.33	0.60	0.59
56	Administrative and Support and Waste Management and Remediation Services	0.23	0.37	0.68
31	Manufacturing	0.20	1.12	0.68
23	Construction	0.16	0.87	1.06
21	Mining, Quarrying, and Oil and Gas Extraction	0.00	0.16	0.04
22	Utilities	0.00	1.65	1.13
42	Wholesale Trade	0.00	0.52	0.67
55	Management of Companies and Enterprises	0.00	0.48	0.61
61	Educational Services	0.00	0.92	0.78
99	Unclassified Industry	0.00	0.00	0.00

Source: EMSI

Within Eastport, there are a few very highly concentrated industries. Support Activities for Water Transportation which includes Marine Cargo Handling and is related to the port, is the driver of this industry in Eastport. Other highly concentrated industries include Commercial and Industrial Machinery and Equipment Repair and Maintenance, Other Motor Vehicle Dealers, and Nursing Care Facilities.

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## OCCUPATIONS

In addition to looking at employment by industry, Camoin 310 analyzed employment by occupations. Occupations refer not to the product or service provided, but by the defined set of tasks of the employee in question. Occupations are classified using the Standard Occupational Classification (SOC) system. This is the system used by Federal statistical agencies to classify workers into one of 840 occupational categories.

Occupational data are helpful in evaluating how the skills, education and certifications of a particular community's residents match up with the area's occupational needs of the future. The report identifies the top occupations and fastest growing occupations within each geography.

The following table compares the job distribution across occupations in Eastport, Washington County, and the Eastern Maine Region. Education-related occupations are most common in Eastport and represent 17% of jobs. This is a higher percentage than in the county (9%) and region (7%).

### Top Eastport Occupations:

- ◆ Nursing, Psychiatric, and Home Health Aides (SOC 31-1010)
- ◆ Elementary and Middle School Teachers (SOC 25-2020)
- ◆ Teacher Assistants (SOC 25-9040)
- ◆ Military Occupations (55-990)
- ◆ Secondary School Teachers (SOC 25-2030)
- ◆ Building Cleaning Workers (SOC 37-2010)
- ◆ Fast Food and Counter Workers (SOC 35-3020)
- ◆ Registered Nurses (SOC 29-1140)
- ◆ Secretaries and Administrative Assistants (SOC 43-6010)
- ◆ Welding, Soldering, and Brazing Workers (SOC 51-4120)
- ◆ Cashiers (SOC 41-2010)
- ◆ Laborers and Material Movers (SOC 53-7060)
- ◆ Cooks (SOC 35-2010)

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Table 17: Occupation Distribution by Geography, 2018

Occupation Distribution by Geography, 2018					
SOC	Description	% of Total Jobs			Median Annual Earnings
		Eastport	Washington County	Eastern Maine Region	
11-0000	Management Occupations	5%	6%	6%	\$66,322
13-0000	Business and Financial Operations Occupations	2%	3%	3%	\$56,521
15-0000	Computer and Mathematical Occupations	2%	1%	1%	\$61,760
17-0000	Architecture and Engineering Occupations	0%	1%	1%	\$65,113
19-0000	Life, Physical, and Social Science Occupations	0%	1%	1%	\$54,943
21-0000	Community and Social Service Occupations	0%	2%	2%	\$42,475
23-0000	Legal Occupations	0%	0%	0%	\$56,065
25-0000	Education, Training, and Library Occupations	17%	9%	7%	\$43,254
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2%	1%	2%	\$31,183
29-0000	Healthcare Practitioners and Technical Occupations	7%	5%	7%	\$63,133
31-0000	Healthcare Support Occupations	6%	3%	3%	\$28,452
33-0000	Protective Service Occupations	2%	2%	2%	\$33,264
35-0000	Food Preparation and Serving Related Occupations	8%	6%	8%	\$21,561
37-0000	Building and Grounds Cleaning and Maintenance Occupations	4%	4%	4%	\$23,551
39-0000	Personal Care and Service Occupations	2%	5%	5%	\$23,166
41-0000	Sales and Related Occupations	5%	8%	9%	\$25,704
43-0000	Office and Administrative Support Occupations	10%	12%	14%	\$32,678
45-0000	Farming, Fishing, and Forestry Occupations	2%	10%	3%	\$31,868
47-0000	Construction and Extraction Occupations	2%	4%	5%	\$32,901
49-0000	Installation, Maintenance, and Repair Occupations	6%	4%	5%	\$38,279
51-0000	Production Occupations	4%	6%	4%	\$33,234
53-0000	Transportation and Material Moving Occupations	9%	6%	6%	\$31,213
55-0000	Military-only occupations	3%	1%	0%	\$37,453
99-0000	Unclassified Occupation	0%	0%	0%	\$0

Source: ENGI

## RETAIL GAP ANALYSIS

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. Note that existing retail sales are specific to the defined trade area whereas retail spending is an estimate of gross spending by residents living in the trade area regardless of where the retail spending occurs.

The retail gap can be positive or negative. 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 (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 of 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 and other out-of-towners, 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.

Within the City of Eastport, there is a sales surplus in some industries including:

- ◆ Food & Beverage Stores;
- ◆ Gasoline Stations;
- ◆ Health & Personal Care Stores; and
- ◆ Miscellaneous Store Retailers.

The surplus in these industries indicates possible saturation of these markets in Eastport.

A number of industries experience a sales leakage from Eastport. Industries with the largest leakages include:

- ◆ Motor Vehicle & Parts Dealers;
- ◆ General Merchandise Stores;
- ◆ Building Materials, Garden Equipment & Supply Stores; and
- ◆ Food Services & Drinking Places.

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Table 18: Retail Gap Analysis, City of Eastport

Retail Gap Analysis, City of Eastport				
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Motor Vehicle & Parts Dealers	441	\$3,206,095	\$1,045,421	\$2,160,674
Furniture & Home Furnishings Stores	442	\$405,449	\$0	\$405,449
Electronics & Appliance Stores	443	\$396,111	\$0	\$396,111
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,036,892	\$275,062	\$761,830
Food & Beverage Stores	445	\$2,553,069	\$14,649,757	-\$12,096,688
Health & Personal Care Stores	446	\$941,266	\$3,605,010	-\$2,663,744
Gasoline Stations	447	\$1,598,323	\$4,608,401	-\$3,010,078
Clothing & Clothing Accessories Stores	448	\$635,722	\$0	\$635,722
Sporting Goods, Hobby, Book & Music Stores	451	\$715,489	\$261,694	\$453,795
General Merchandise Stores	452	\$2,089,017	\$864,209	\$1,224,808
Miscellaneous Store Retailers	453	\$623,849	\$938,988	-\$315,139
Nonstore Retailers	454	\$105,721	\$0	\$105,721
Food Services & Drinking Places	722	\$1,388,259	\$720,209	\$668,050

Source: ESRI

\*Miscellaneous Store Retailers includes used merchandise stores, office supply stores, gift stores, and florists. Nonstore Retailers includes fuel dealers and electronic shopping.

Table 19 and Table 20 display the same retail gap analysis for Washington County and the Eastern Maine Region. Within Washington County, the largest retail surpluses are similar to Eastport and exist in:

- ◆ Food & Beverage Stores;
- ◆ Gasoline Stations;
- ◆ General Merchandise Stores; and
- ◆ Miscellaneous Store Retailers.

Washington County's largest retail leakage occurs in:

- ◆ Motor Vehicle & Parts Dealers;
- ◆ Clothing & Clothing Accessories Stores;
- ◆ Sporting Goods, Hobby, Book & Music Stores; and
- ◆ Electronics & Appliance Stores.

Within the Eastern Maine Region, the largest retail surpluses occur in:

- ◆ Food & Beverage Stores;
- ◆ Motor Vehicle & Parts Dealers;
- ◆ Gasoline Stations; and
- ◆ General Merchandise Stores.

Most leakage from the region occurs in:

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- ◆ Clothing & Clothing Accessories Stores;
- ◆ Sporting Goods, Hobby, Book & Music Stores;
- ◆ Furniture & Home Furnishings Stores; and
- ◆ Electronics & Appliance Stores.

Table 19: Retail Gap Analysis, Washington County

Retail Gap Analysis, Washington County				
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Motor Vehicle & Parts Dealers	441	\$81,198,349	\$29,996,463	\$51,201,886
Furniture & Home Furnishings Stores	442	\$9,048,026	\$2,214,952	\$6,833,074
Electronics & Appliance Stores	443	\$8,733,905	\$1,773,834	\$6,960,071
Bldg Materials, Garden Equip. & Supply Stores	444	\$25,324,066	\$18,875,769	\$6,448,297
Food & Beverage Stores	445	\$59,897,925	\$194,619,616	-\$134,721,691
Health & Personal Care Stores	446	\$21,546,145	\$23,784,695	-\$2,238,550
Gasoline Stations	447	\$38,883,996	\$71,244,881	-\$32,360,885
Clothing & Clothing Accessories Stores	448	\$13,701,971	\$2,112,661	\$11,589,310
Sporting Goods, Hobby, Book & Music Stores	451	\$16,077,679	\$4,737,838	\$11,339,841
General Merchandise Stores	452	\$47,796,109	\$67,988,235	-\$20,192,126
Miscellaneous Store Retailers	453	\$15,102,919	\$33,824,047	-\$18,721,128
Nonstore Retailers	454	\$2,945,016	\$9,375,414	-\$6,430,398
Food Services & Drinking Places	722	\$30,633,969	\$23,748,760	\$6,885,209

Source: ESRI

\*Miscellaneous Store Retailers includes used merchandise stores, office supply stores, gift stores, and florists. Nonstore Retailers includes fuel dealers and electronic shopping.

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Table 20: Retail Gap Analysis, Eastern Maine Region

Retail Gap Analysis, Eastern Maine Region				
	NAICS	Demand (Retail Potential)	Supply (Retail Demand)	Retail Gap
Motor Vehicle & Parts Dealers	441	\$852,239,173	\$1,204,268,116	-\$352,028,943
Furniture & Home Furnishings Stores	442	\$103,485,597	\$66,369,699	\$37,115,898
Electronics & Appliance Stores	443	\$99,245,825	\$76,868,618	\$22,377,207
Bldg Materials, Garden Equip. & Supply Stores	444	\$264,542,422	\$289,299,598	-\$24,757,176
Food & Beverage Stores	445	\$651,545,353	\$1,449,343,021	-\$797,797,668
Health & Personal Care Stores	446	\$228,908,272	\$288,293,177	-\$59,384,905
Gasoline Stations	447	\$412,256,004	\$587,748,718	-\$175,492,714
Clothing & Clothing Accessories Stores	448	\$161,004,405	\$96,738,619	\$64,265,786
Sporting Goods, Hobby, Book & Music Stores	451	\$184,748,050	\$132,489,411	\$52,258,639
General Merchandise Stores	452	\$534,151,081	\$674,250,754	-\$140,099,673
Miscellaneous Store Retailers	453	\$159,638,545	\$151,565,014	\$8,073,531
Nonstore Retailers	454	\$30,285,331	\$56,385,822	-\$26,100,491
Food Services & Drinking Places	722	\$353,682,952	\$456,476,874	-\$102,793,922

Source: ESRI

\*Miscellaneous Store Retailers includes used merchandise stores, office supply stores, gift stores, and florists. Nonstore Retailers includes fuel dealers and electronic shopping.

# 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](http://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](http://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/>.





## Leading action to grow your economy

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## Attachment 3: About Camoin 310

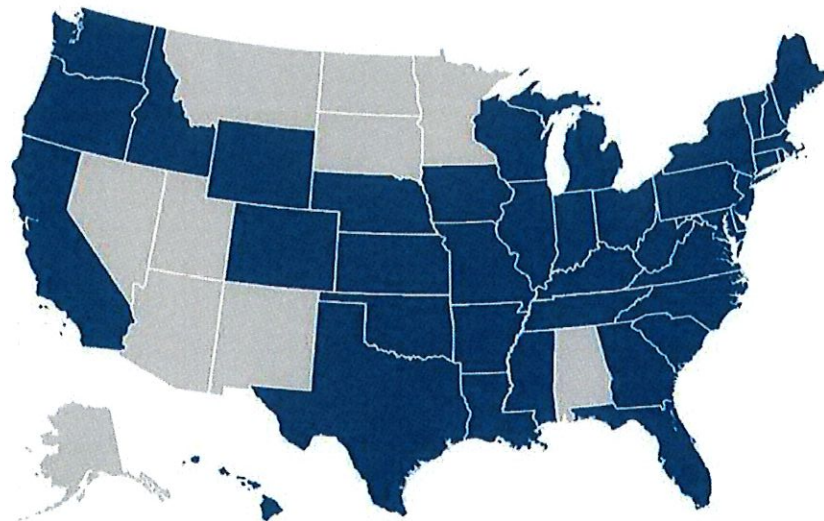
Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times 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. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. Camoin Associates merged with 310 Ltd. in early 2019 to become Camoin 310. Our clients now have a single source solution for gathering business information, attracting and retaining investment and jobs, and developing strategic initiatives. To learn more about our experience and projects in all of our service lines, please visit our website at [www.camoinassociates.com](http://www.camoinassociates.com). You can also find us on Twitter @camoinassociate and on Facebook.

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