

Proposal for Strategic Planning and Economic Development: North Yarmouth, Maine

October 11, 2016

Submitted to:

Town Manager
Town of North Yarmouth
10 Village Square Road
North Yarmouth, ME 04097

Prepared by:



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Proposal Summary

It is with great pleasure and interest that we submit our proposal for the Town of North Yarmouth Economic Development Plan. As you will see from our qualifications, we have extensive experience preparing economic development strategic plans for communities throughout the northeast including within Maine. We also have deep knowledge and experience regarding the Maine and Greater Portland Economy, as well as specific experience working successfully for the Town of Falmouth, Town of Freeport, and Town of Scarborough.

We understand that the Town of North Yarmouth is seeking a long term strategic economic development plan that incorporates findings from the Comprehensive Plan Committee's public opinion survey, research into opportunities for growth, and a review of the Town's policies as they relate to business development. Through this process, the Town seeks to diversify and strengthen its economy by leveraging public and private sector resources to implement strategic, well-defined projects. We have developed a scope of work to accomplish this and, if selected, we would provide you the following outcomes:

- Competitiveness assessment to identify unique assets of North Yarmouth compared to the rest of the region and how the Town can best capitalize on these opportunities.
- Identification of key industries and sectors that are poised for growth in North Yarmouth and how the Town can best attract this development.
- Analysis of the Town's existing policies, infrastructure, amenities, etc. and how they relate to business attraction and retention.
- Interviews with stakeholders and business leaders to provide deep insights into the local and regional environment, opportunities, and challenges.
- Action Plan Matrix with priority ranking for strategic projects and benchmarks for evaluating implementation.

Without a clear pathway to implementation, many plans that were born with the best intentions can go unused for years until they are no longer relevant. It is clear from the Request for Proposals that the Town is interested in the completion of a plan that is focused on near-term goals grounded in a long-term vision that can be implemented and lead to results. The expectation is that the final product will be a document that can be easily presented and digested by a wide range of stakeholders in an effort to gain buy-in for implementation of the plan.

Budget: \$25,000

Schedule: Work to be completed by June 2017

Key Staff: **Principal:** Jim Damicis, *Senior Vice President*
Project Manager: Rachel Selsky, *Sr. Economic Development Specialist*
Analyst: Tom Dworetzky, *Economic Development Analyst*
Analyst: Alexandra Tranmer, *Economic Development Analyst*

Site Visits: 5 total visits

Availability: Camoin Associates is available to begin immediately

Camoin Associates

Est. 1999

Maine Office

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Project Contact

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Differentiating Factors of the Camoin Team

There are several “differentiating factors” that sets our team apart. These include:

We understand the defining characteristics of North Yarmouth, the Greater Portland Region, Maine, and the Northeast, but are also recognized for our work throughout the country. Please see our list of qualifications for similar work to what we are proposing in North Yarmouth, and see the staff bio section for Jim Damici’s experience in Maine.

We utilize “best in industry” economic data, including Economic Modeling Specialists Intl., ESRI, On the Map, and Your Economy. The key advantage of these tools is that we are armed with very robust, highly useful, and comprehensive information on the historical and emerging trends of the region and community.

Jim Damici of Camoin is a leader in the analysis and implementation of Tax Increment Financing (TIF). He has been integrally involved in the analysis and implementation of more than fifty projects that have incorporated TIF financing into development projects serving both public and private sector clients. He has provided training to state and local officials on the effective use of TIF and developed the first TIF policy between two cities (Lewiston and Auburn, Maine) that enabled them to collaborate on regional economic development initiatives.

We are innovative! Jim Damici of Camoin is a national leader on transformation and the future of economic development. He has spoken at numerous economic development conferences and is a leader in several national networks including the International Economic Development Council, Northeast Economic Developers Association, and Creative Molecular Economy Network.

We have significant experience working together to evaluate economic development programs, organizations, and practices. Plans and strategies must be evaluated so they can be adapted to continually be effective. Jim Damici has worked on numerous economic development evaluation projects at the local, regional, and state level. His work is complimented by Camoin staff, who are skilled at designing and implementing evaluation systems.

The Camoin Team has developed economic development strategies for a wide variety of communities and regions ranging from small villages to urban areas and statewide strategies. Our team has worked with dozens of communities and regions over the last fifteen years to craft economic development strategies with the singular goal of leaving the region with an implementable plan that will help it achieve its economic development vision for the future. We are committed to providing strategies that include innovative, unique, and realistic action items that will be a catalyst for change, while recognizing the assets and constraints of the community. This is not a document that will sit on a shelf, but one that will be used on a daily basis as a guide to implementation. Our team has worked on both the strategy development and implementation side so we are familiar with the process, likely opportunities, and potential constraints.

“Jim Damici of Camoin Associates has been an invaluable economic development resource for many projects I have worked on over the years.

— Denise Clavette, Town of Yarmouth Economic Development Director

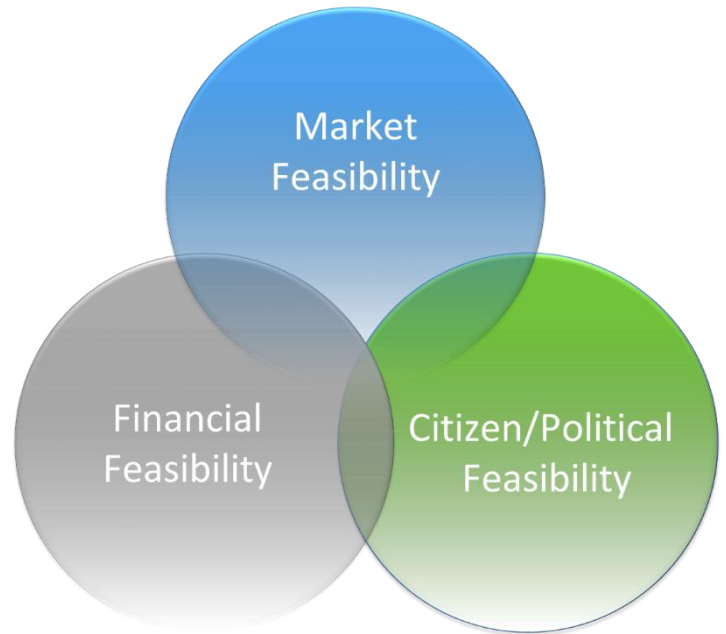


Project Understanding

The Town of North Yarmouth is undertaking the creation of an economic development strategic plan to evaluate the Town's potential for business development and the establishment of a Tax Increment Financing (TIF) District. The goal of the economic development plan is to identify strategies for development that further the Town's vision for the future while at the same time making fiscal and financial sense for all stakeholders. Through the planning process and implementation, North Yarmouth hopes to ensure that the town is prepared to capitalize on regional growth through attraction and retention of existing companies, diversification of the economy, and improved quality of life for residents. Simultaneously, the Town is beginning an update of their 2004 Comprehensive Plan that will include aspects of the economic development effort.

Our work throughout the country has taught us that there are three key ingredients to build a successful economic development program. The figure to the right shows the interaction between the three components. Additionally:

- We will consider the "market feasibility" – what is currently going on in the local and regional economy?
- We will consider the "financial feasibility" - what makes the most sense fiscally for the Town and financially for the private sector?
- We will consider the "citizen/political feasibility" – what are the community's visions and desires for the future?
- To make all of this happen requires strong organizational, technical and leadership capabilities.



Our work with you will be based on understanding the relationship between these factors to provide a successful economic development program.

With a population holding steady between 3,300 and 3,500 over the last 10 years, the Town of North Yarmouth is looking for ways to diversify their economy, improve quality of life for residents, and maintain the community's vision for development. The Town currently is a bedroom community for the Greater Portland Area, with over 1,650 people commuting out of North Yarmouth and 190 commuting in each day (Source: U.S. Census, On the Map). The Town is considering different economic development tools, such as Tax Increment Financing, to spur development. The Village Center and other Town-owned properties are being targeted for TIF opportunities, in a way that reflects the desires of the existing residents and complements the nature of the community, while still supporting new opportunities to expand the tax base.

In addition to TIF and other economic development tools, North Yarmouth recognizes the importance that land-use policy, infrastructure, and marketing have on a community's ability to be competitive when businesses are comparing potential locations. As part of this planning process the Town is interested in a review of the existing environment as it relates to key factors that drive and sustain investment. Business decision makers are faced with many challenges and North Yarmouth needs to be able to make the case from the first touch (whether that's the website, referral, internet search, etc.) and throughout the decision process. The outcome of this planning process must provide North Yarmouth with implementable strategies to successfully attract and retain businesses by understanding what makes a location competitive and meeting the needs of the business community.

LOCAL POLICY & ECONOMIC DEVELOPMENT

In our work throughout the country, we have come to understand the relationship between local land use policies and economic development – both supporting and conflicting. The following are some communities where land use recommendations were included as part of our strategy:

Falmouth, ME. A high-end suburb of Portland, ME, Falmouth is home to several large corporate campuses of rapidly growing software and technology companies as well as small local businesses. Our strategy helped them see the importance of streamlined and predictable planning policies, along with improved customer service protocols, to retain growing businesses.

Groton, CT. This suburban community has a significant number of large technology employers and wanted to diversify its economic base. We worked with them to determine how best to retain these employers and attract others and drive investment to prioritized areas by updating zoning and land use policies and making the process more business friendly.

New Albany, OH. A growing Midwestern community, New Albany was struggling to compete with other neighboring towns. Since the city streamlined their approval process by bringing the town engineer under the planning department, they have seen notable job and business growth.

Scope of Services

Based on our understanding of the Town's needs, the review of the RFP, and our experience in the region we have developed the following scope of work. Our approach to economic development strategic planning is deeply rooted in implementation. The following scope is designed to assist North Yarmouth in creating a plan with actionable strategies that, once employed, will leverage the assets of the community and region as a whole to increase economic vitality and opportunity for North Yarmouth's citizens and businesses.

Task 1. Project Start-Up

We will begin the project with a start-up meeting between the Camoin Team, North Yarmouth's Town Manager, project advisors from the Town of North Yarmouth and other pertinent stakeholders. This meeting will be attended and facilitated by Jim Damici, the team's Principal. The team's project manager, Rachel Selsky, will participate via conference call. The purpose of the meeting will be to examine the proposal methodology in detail to ensure the approach will meet the needs of the Town and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc.

More specifically, during this session we will:

- Introduce the Camoin Team and town and/or stakeholder representatives
- Provide further project background and identify key stakeholders
- Identify and distribute contact information for relevant town staff or others who will be reviewing work related to the project
- Review the project approach and modify as needed
- Develop a list of contacts and stakeholders with local knowledge to facilitate additional data collection and to begin scheduling onsite interviews
- Discuss an approach to project messaging and public relations, as needed
- Discuss approaches to public involvement including tools, techniques, schedules, and anticipated outcomes
- Schedule multi-day site visits, presentations and project timeline
- Review the Camoin internal project management plan
- Establish bi-weekly project management conference call.

We will also take this opportunity to have a facilitated discussion with the project team to identify any major issues, opportunities, and challenges (real or perceived), and any key steps needed for successfully preparing and implementing the Town's economic development plan.

Deliverable: *Camoin Associates will summarize the results of this meeting and incorporate them into a detailed project management plan, which will guide the work process, deliverables, and schedule. Camoin will also identify any major themes that emerge from the facilitated process.*

Task 2. Existing Capacity, Prior Plans, Relevant Documents and Reports

The Camoin Team will conduct a review of existing documents related to economic development in North Yarmouth, the Greater Portland region and state of Maine. These documents, along with our prior knowledge of the economic conditions in Southern Maine, Greater Portland and the State, will be used to create an understanding and context for the vision, goals, issues, opportunities, and challenges for economic and business development. The objective of this task is to ensure that the results of this economic development process and the final Economic Development Strategic Plan contains strategies that are consistent with, and build upon, efforts already underway.

Additionally, Camoin will also review the existing organizational capacity of the Town. The goal is to assess the economic development system to gauge the existing and future capacity the Town has to undertake strategic initiatives. We will seek to understand what is currently being performed in terms of core economic development



programs and services, existing and planned future capacity, and perceived gaps. We will gather this information by providing a worksheet to be completed by designated lead staff and then follow up with phone interviews for further clarification and details. This effort will enable us to develop a plan that is “right-sized” for North Yarmouth.

Finally, Camoin Associates will review the findings of the public opinion survey conducted by the Town Comprehensive Plan Committee related to the current comprehensive plan update process.

Task 3. Demographic and Economic Base Analysis

When developing economic development strategies, it is important to have a thorough understanding of the demographic and economic characteristics and emerging trends of the study area(s). Using ESRI Business Analyst (bao.esri.com), EMSI Analyst (www.economicmodeling.com), U.S. Census data, and other existing data sources, Camoin Associates will develop a demographic and economic profile of the town and region that will be used for reference during the development of strategies. The demographic profile will include existing and projected 5-year trends for population distribution by age and income, number of households, median age, and race and ethnicity. Camoin Associates will also compile information on labor market size and commuter trends (inflow-outflow) as well as education attainment and unemployment.

The Camoin Team will conduct an analysis of the community’s current economic situation. To inform this analysis, it is vital to assess how the town compares with the Cumberland County, Greater Portland Communities, Maine and the nation as a whole. Camoin Associates subscribes to Economic Modeling Specialists International (EMSI) for industry related data. EMSI supplies the most accurate and reliable industry employment and occupational data available. It not only provides historic industry data, but also offers projections, which will enable us to identify current strengths as well as emerging opportunities with a cost-effective approach.

A. Economic Base Analysis

This analysis will include an in-depth examination of employment by industry at the 2 to 6-digit NAICS code level (based on what we determine to be most appropriate at the time of the analysis) and assess strength in terms of:

- **Size** – largest employment sectors
- **Past Growth** – over the past ten years
- **Projected Growth** – over the next ten years
- **Concentration** – how concentrated is the industry relative to the state/nation
- **Competitiveness** – how competitive is the industry regionally with respect to the state/national
- **Number of establishments**

B. Workforce Analysis

It is an essential task of economic development officials everywhere to align workforce readiness with the skills required for projected future job growth (which will be provided in the previous economic base analysis). Camoin will work to identify any disengagement or mismatch between the regional educational environment and the workforce skill set using labor and job skill information that is available through our data sources, as well as any available information provided by the Client and its partners.

We will collect and provide the following information:

- Top occupations in all industries
- Top occupations in strongest performing industries
- Labor shed and commutation patterns
- Education and training level typically required for top occupations – used to assess needed educational initiatives, programs, and partnerships



- Average wages or earnings in comparison to state and national averages – this helps determine industries with high wages that can be targeted for growth as well as the region’s/municipalities’ competitiveness in terms of labor costs.

Deliverable: *The demographic and economic profile will consist of charts, graphs, and tables with minimal narrative. It will be included as an appendix to the economic development plan.*

Task 4. Stakeholder and Business/Industry Interviews

In our experience, targeted economic strengths and opportunities can best be identified by using the data analysis in concert with research gained through interviews and conversations with industry and economic development stakeholders. This “on the ground” perspective reveals the strengths of relationships between firms, service providers and other stakeholders involved in a local and regional economy and identifies opportunities for private and public investment that cannot be seen solely through data analysis. Moreover, stakeholder and public involvement can help to create community buy-in for the strategies developed in the plan which enable effective implementation.

The Camoin Team will spend one full day on-site conducting interviews with key Town staff, area professionals, industry and business leaders, elected officials, and commercial real estate professionals and stakeholders. The majority of these interviews will be conducted in person; those that cannot be easily scheduled will be conducted by phone. Camoin Associates, will work with the representative of the Town to develop and refine an interview contact list. North Yarmouth will provide an initial key contact list and assist with refining the list based on our observations and suggestions as to the type of stakeholders whose input is needed. North Yarmouth will have a final review and sign-off on the list of individuals to be interviewed. Moreover, Camoin Associates will look to the North Yarmouth representative to introduce our team to the interviewees via email or phone contact and to schedule the on-site interviews.

These interviews will provide both internal and external perspectives of the community’s strengths, challenges, and opportunities and will also be used to solicit information for various components of the plan. The interviews will be structured to provide first-hand insight related to each of the tasks identified in this Scope of Services including issues around development, land use laws, TIF areas, zoning and site plan review, and other key questions. The knowledge gained from these interviews will be crucial to the development of targeted strategies and action plan. Interviews will be conducted one-on-one or in small working groups depending on what is deemed most effective.

Deliverable: *Findings from the interviews will be incorporated into the Town of North Yarmouth Economic Development Strategic Plan.*

Task 5. Committee Meeting - Findings, SWOT and Visioning

Based on the research conducted in all previous tasks, Camoin will facilitate a meeting with the Town to present the findings from the background research and lead the group in a SWOT and visioning session. The SWOT will focus on issues related to economic development but will be inclusive of all quality of life and other related issues. During this exercise, Camoin will also work with the committee to begin drafting a vision and key goal areas for the future of the town.

Deliverable: *Draft SWOT and vision statement with key goal areas for Town review.*

Task 6. Action Plan Matrix

Based on all of the previous tasks, Camoin Associates will draft an Action Plan Matrix for review and consideration by the Town. The plan will include steps for implementing priority projects and be presented in an easy to follow matrix, including:

- Guiding principles
- Goals
- Actions/tasks
- Roles, responsibilities, and partners
- Priority (high/low)
- Timeframe for start and completion (short term/long term)
- Estimated cost range
- Resources needed
- Barriers to implementation and success
- Measures for progress and success (benchmarks such as jobs created, dollars invested, etc.).

A component of the Action Plan Matrix will focus on the use of TIF as an economic development tool. Using the information collected through the data analysis and interviews and based on our experience, Camoin Associates will develop specific recommendations for the use of TIF in North Yarmouth that will support its economic development goals. This will include which specific strategies the Town can support, which targeted areas of the Town are most appropriate for TIF, and the criteria for pursuing TIF. Priority will be given to those areas that will have the greatest economic and fiscal impact on the Town of North Yarmouth.

We will work closely with project stakeholders to develop the matrix using a format and layout that best meets your needs, whether it be a collaborative tool accessible by multiple stakeholders or a file used in-house to facilitate and track implementation of the strategy.

As part of the action plan matrix, Camoin will develop performance measures that can be used to measure implementation of the plan, both for individual projects and the plan as a whole. We will specify measures for each goal area and explain a process for gathering, tracking and reporting results.

Deliverable: Action Plan Matrix in table or spreadsheet format to be used as an implementation tool.

A sample matrix frequently used by Camoin is shown to the right:

Camoin Associates is recognized as a **leader** in the development and utilization **Tax Increment Financing** as an economic development tool. **We have worked on more than 75 successful TIFs in Maine alone and have become a trailblazer on the use of TIFs in Connecticut.**

Economic Development Vision and Plan - Template						
Guiding Principle/Vision:						
Goal 1:						
Actions	Roles/Responsibilities	Priority Level	Timeframe	Costs	Resources	
1 Action		High				
2 Action		Medium				
3 Action		Low				
Measurements/Evaluation:						
Barriers:						
Goal 2:						
Actions	Roles/Responsibilities	Priority Level	Timeframe	Costs	Resources	
1 Action		High				
2 Action		Low				
Measurements/Evaluation:						
Barriers:						

Task 7. Draft Economic Development Plan

Camoin Associates will assemble all of the deliverables from the tasks above into a draft economic development plan. In our experience, the best economic development strategies are brief and get straight to the point: implementation. Therefore, we propose organizing North Yarmouth's Economic Development Plan in an executive summary style, with lengthy data and reports attached as appendices for reference.

Deliverable Part I: *Draft Economic Development Plan for review and comment by steering committee.*

With a completed draft, Camoin Associates will conduct a Go-To-Meeting online strategic planning session with North Yarmouth staff. The goal of this session will be for the participants to take a close review of the draft plan as prepared by Camoin and offer suggestions and comments on how to revise it by prioritizing, editing, adding and deleting items. This meeting will help Camoin Associates to eliminate any action items that are not necessary, unlikely to be achieved due to fiscal or political constraints, or are undesirable for the region, as well as to provide for the addition of any major items that warrant inclusion.

Deliverable Part II: *Revised Economic Development Strategic Plan transmitted in electronic format.*

Task 8. Final Document and Presentation

Based on the feedback from the staff on the draft resulting from the strategic planning session, Camoin Associates will revise the plan into a final draft for review and consideration. Once comments have been provided, Camoin Associates will make final edits and present the plan at an appointed meeting/venue.

Deliverable: *Final Economic Development Strategic Plan based on input received.*

Task 9. Implementation Support

Camoin Associates will also conduct a follow-up meeting one month after the transmittal of the final document. This meeting will focus on implementation, and Camoin Associates will provide further advisement and troubleshooting to help ensure that the Town is able to hit the ground running with the economic diversification and growth strategy by incorporating it into its comprehensive planning efforts.

"Following completion of the plan, Camoin has been ready, willing, and available to discuss implementation work. This, I feel, adds a tremendous amount of value."

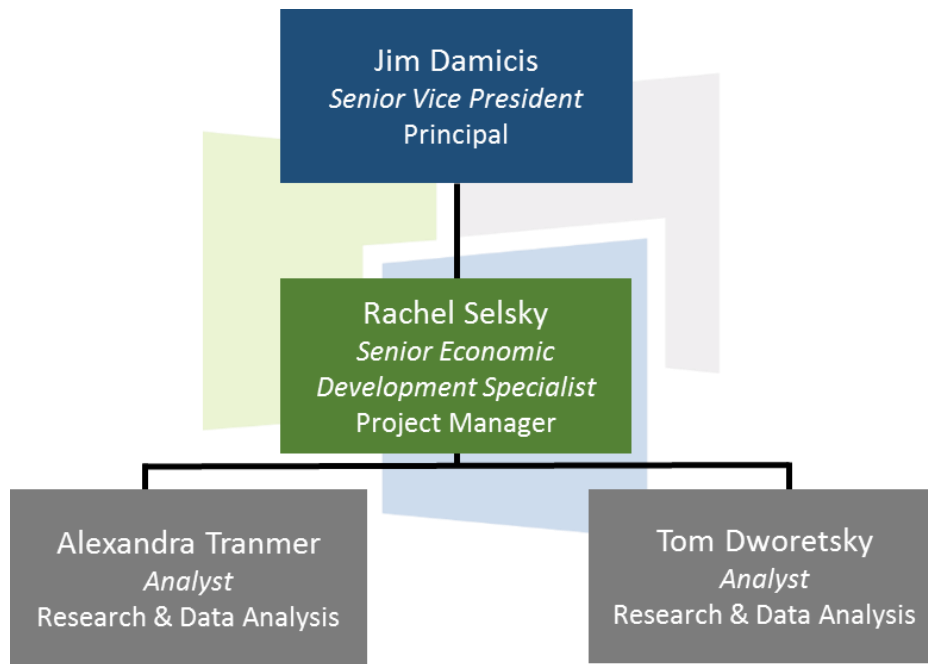
— Director, Freeport (ME) Economic Development Corporation

Management Plan & Project Team

Camoin Associates' staff offers not only the breadth of knowledge needed to effectively evaluate economic trends and develop effective strategies for North Yarmouth, but also the depth of knowledge regarding research techniques, available data, and sound strategies for economic analysis.

For the Town of North Yarmouth Economic Development Plan, our Senior Vice President, Jim Damicis, will be the project Principal and lead the overall project process, strategy development, and all on-site meetings. Jim is based out of our Maine office in Scarborough. Rachel Selsky will serve as the project manager and coordinate directly with the designated representative of North Yarmouth and she is based in Brattleboro, VT. She will also lead the research and analysis tasks and assist with strategy development. Alex Tranmer and Tom Dworetsky will provide staff support for the project with research, data analysis, and input for strategy development.

A chart illustrating our staffing plan for the Town of North Yarmouth Economic Development Strategy is provided for reference. A detailed biography of each key team member follows.



Workload Management Techniques

By design, the individual staff members of Camoin Associates have different, yet complementary skills and areas of expertise that allow the firm to take a comprehensive approach to economic development planning. To achieve this, Camoin Associates selects individuals with strong analytical skills and successful work experience in economics, finance, community planning, and public administration for preparation of feasibility studies and others with strong experience in stakeholder management, writing and project management skills for grant writing or grant management projects. However, all Camoin Associates employees are capable of providing the services described in the RFP. Principals are always available for consultation and guidance on various projects, but Camoin staff are skilled at tackling complex issues through analysis and problem solving, which will ensure projects are completed on time and to your organization's satisfaction.

Excellent analysis begins with excellent data.

We inform our analysis with the best economic data available. These cutting-edge sources provide robust, highly useful, and comprehensive data on past, present, and future economic trends in every community we work in. Employing data from these top-notch providers and integrating them with local, regional, state, and national data guarantees that we supply our clients with strategy and analysis founded in market realities.



Economic Modeling Specialists Intl. (EMSI) turns labor market data into useful information that helps organizations understand the connections between economies, people, and work, enabling them to improve economic conditions in their regions.

More at: www.economicmodeling.com



ESRI BAO, a web-based solution that combines GIS technology with extensive demographic, consumer spending, housing and business data for the entire United States. More at: www.esri.com/software/businessanalyst



IBISWorld is one of the world's leading publishers of business intelligence, specializing in industry and procurement research. IBISWorld provides insight into market conditions for targeted industries, helps to identify major suppliers or supply chain, and provides an understanding of competitor activity. More at: www.ibisworld.com



CoStar Group, Inc. provides information, analytics and marketing services to the multifamily and commercial real estate industry. They are the leading source for timely, verified, and reliable commercial real estate intelligence. More at: www.costar.com



Analyze

Strategic decision-making grounded in data and analysis



Strategize

Action oriented strategies to stimulate your economy



Implement

Focusing on action through strategic doing



Measure

Evaluating programs and services to ensure success

It's what we do.





Jim Damicis

Senior Vice President

Jim Damicis has more than 25 years of experience in public policy research and analysis to lead decision making. Prior to merging with Camoin Associates, Jim built PolicyOne Research into a leading research and analysis firm in Maine serving private and public clients throughout the Northeast. Jim also worked for the Maine Science and Technology Foundation (MSTF) serving three years as the Director of Research and Policy. While at MSTF, Jim was responsible for building and overseeing the Foundation's public policy research capacity with the intent of building and fostering the state's technology-based economic development. He also briefed the Governor, legislative leaders, and industry leaders on emerging opportunities and strategies needed to grow the State's economy. Prior to working for MSTF, Jim worked as an Associate with the public policy consulting firm Planning Decisions in South Portland, ME, for five years. While at Planning Decisions, Jim served state and local government clients in the areas of economic and community development, service delivery analysis, finance and fiscal analysis, and demographic forecasting.

Jim has leveraged his extensive background in data analysis and research to help public sector clients overcome economic challenges and uncover hidden opportunities. Many of these projects have followed the closure of a major employer and included analyzing local, regional, and national industry trends; identifying the strengths and weaknesses of the local workforce; and developing an understanding of industry supply chains that affect the region. These analyses were then used to develop implementable strategies to attract new businesses, support existing employers, and, most importantly, create jobs and expand the tax base. In many cases, adapting the project's scope and methodology to suit the shifting needs of the client was essential to achieving the economic vision of the community.

Jim is the immediate past President of the Northeastern Economic Development Association and has served in leadership capacities at NEDA for more than ten years. In addition to NEDA, Jim serves as a member of the International Economic Development Council's (IEDC) Economic Development Research Partners (EDRP) program and is an instructor for the certification course for strategic planning. Jim has earned a Bachelor of Arts Degree in Economics and Political Science from the University of Connecticut, Storrs, and a Master of Arts in Public Policy and Administration from the Edmund S. Muskie School of Public Service at the University of Southern Maine.

Jim brings a holistic, innovative approach to Camoin's market analysis and planning work. Through his work with the Communities of the Future and World Future Society, he is a national leader in preparing the profession, communities, and regions for an emerging economic future.

Jim's portfolio of projects includes:

- **Town of Falmouth, ME** | Economic Development Strategic Plan
- **Town of Freeport, ME** | Economic Development Strategic Plan
- **City of Portland, ME** | Economic Strategic Plan, Economic Scorecard along with Periodic Updates
- **State of Maine** | Annual Maine Innovation Index, Cluster Analysis, Evaluation of Economic Development Programs, Annual Evaluation of Maine's Investments in Research and Development, Maine Department of Economic and Community Development, 2003-2011
- **City of Old Town, ME** | Marketing Plan
- **Town of Scarborough, ME** | Economic Development Plan & Vision
- **Town of Camden, ME** | Economic Impact of Camden Snow Bowl
- **City of Old Town, ME** | Market Analysis for Industrial/Research Park

- **Mid Coast Council of Governments** | Industry Cluster Assessment and Marketing Plan
- **City of Lewiston, ME** | Downtown Development Plan
- **Town of Madison, ME** | Downtown Market Analysis
- **Eastern Maine Development Corporation** | Economic Impact Analysis of the Bangor Civic Center
- **Maine Department of Transportation and Executive Board of Old Canada Road Scenic Byway** | Market Assessment

Tax Increment Financing

Jim Damicis of Camoin is a leader in the analysis and implementation of Tax Increment Financing (TIF). He has been integrally involved in the analysis and implementation of more than fifty projects that have integrated TIF financing into development projects serving both public and private sector clients. He has provided training to state and local officials on the effective use of TIF and developed the first TIF policy between two cities (Lewiston and Auburn Maine) that enabled them to collaborate on regional economic development initiatives. Every TIF application Jim has worked on has been passed by local officials and approved by the state. The following is a sampling of recent TIF projects completed by Jim Damicis through both Camoin Associates and PolicyOne.

Tax Increment Financing Proposal – RJ Grondin, in progress | Preparing a case on behalf of the client to the Town of Windham for creation of a Tax Increment Finance District for the development of a 400 acre commercial/industrial park.

Tax Increment Financing Program and Application – Kennebunkport-Arundel Cottage Preserve, completed 2015 | Led all aspects of the creation and approval of a TIF district for the development of a new \$50 million seasonal community.

Tax Increment Financing Application – Martin’s Point Health Care, completed 2013 | Completed successful TIF Application for the Town of Gorham and Martin’s Point for the development of a new \$5 million outpatient health care center.

Creation of a Tax Increment Financing District – Town of Rockport, Maine, completed spring 2011 | Reviewed and updated previous TIF application, ran the financial and tax shift numbers for the new application, represented the Town before the State for final approval, and developed and presented materials on an overview of TIF for Town workshops.

Housing Tax Increment Financing | Recently assisted in the completion of three separate successful housing TIF applications for the Developers Collaborative, a private development company for projects in Orono, Biddeford, and Waterville. All included tax shift analysis.

Falmouth TIF Analysis – Town of Falmouth, completed April 2009 | Provided detailed analysis of the benefits and opportunities for the use of TIFs to support workforce housing.

Development of Criteria and Public Information for Tax Increment Financing, City of Portland, completed Summer 2009 | Developed criteria for the approval of Tax Increment Financing Districts and produced materials for a public information campaign on the use of TIFs for economic development.

Tax Increment Financing Application – Two Country Rivers Rafting Company, Bingham Maine, completed Summer 2008 | Prepared initial assessment of TIF potential for private client doing expansion of facilities and related infrastructure in Bingham Maine.

Analysis of Tax Increment Financing and Preparation of Downtown Area TIF, City of South Portland, completed February 2007 | Conducted analysis on the use of TIFs to support future economic and community development that is consistent with the city’s capital improvement and strategic economic development plans. Developed a state application for a TIF to support downtown revitalization





Rachel Selsky, AICP

Senior Economic Development Specialist

During the last five years, Rachel's experience at Camoin Associates has included the completion of community and economic development strategic plans, market analyses, meeting facilitation and community consensus building, tax credit program administration and technical assistance, grant writing/administration, and community consolidation studies. With a passion for consensus building and community education, Rachel's ability to present highly technical topics in a clear and concise manner has helped the firm better reach out to local residents and policy makers to assist them in making informed decisions regarding their future.

Rachel's most recent focus at Camoin Associates has been the completion of multiple economic and fiscal impact analyses for private, public and non-profit entities looking to better understand their value in terms of jobs, wages and sales within the local economy. Specifically, Rachel's impact analysis work has assisted multiple companies in their application to local IDA's for tax incentives. In these tough economic times, this work has become critical for businesses and developers needing to clearly demonstrate the positive economic impact their proposals have on a local economy and public finances.

Rachel holds a Masters in Regional Planning from the University at Albany. In addition to a Master's degree, Rachel is certified through the American Planning Association and the National Charrette Institute. Rachel's background also includes facilities planning for the New York State Department of Corrections as well as work with the Planning Bureau of the New York State Office of Parks, Recreation and Historic Preservation. Rachel also holds a Bachelor of Arts in Urban Studies and Planning from the University at Albany.

Rachel's recent project experience includes:

- **Town of Freeport, ME** | Economic Development Strategy
- **Town of Falmouth, ME** | Economic Development Strategic Plan
- **Loudoun County, VA** | Industry Cluster Analysis and Strategic Plan
- **Beecher Falls, VT** | Industry Cluster Analysis and Strategic Plan
- **Town of Tupper Lake, NY** | Economic Development Strategy Implementation & Grant Administration
- **Jefferson County, NY** | Comprehensive Economic Development Strategy
- **Town of Lloyd, NY** | Strategic Planning and Market Analysis
- **Village of Waddington, NY** | Economic Development Strategy
- **Town and Village of Malone, NY** | Economic Development Strategy
- **Franklin County, NY** | Comprehensive Economic Development Strategy
- **State of Vermont** | Comprehensive Economic Development Strategy
- **City of Charles Town, WV** | Community and Economic Development Strategy
- **Passaic County, NJ** | Comprehensive Economic Development Strategy
- **Eastern Maine Development Corporation** | Supply chain study of forestry and wood products



Tom Dworetsky, AICP

Economic Development Analyst

Since joining the Camoin team, Tom has completed numerous economic and impact analyses, real estate market analyses, supply chain studies, and economic development strategic plans. His work has included quantifying the economic impacts of complex policies and projects, building pro forma financial statements for multi-million-dollar developments, and conducting regional and site-specific real estate market analyses for a range of communities and use types.

Tom's prior experience as a land use planning consultant serves as a valuable foundation for tackling economic development problems in communities with unique land use and zoning challenges. Tom has a special interest in strategies for downtown revitalization and the positive economic and social impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has developed innovative, community-specific initiatives to spur revitalization through redevelopment, historic preservation, adaptive reuse, and other creative methods.

Tom earned his Master of City and Regional Planning degree from the University of North Carolina at Chapel Hill, where he specialized in Real Estate Development and Placemaking. He also holds a Bachelor of Science in Business Administration from Boston University and is a member of the American Institute of Certified Planners (AICP). Tom has been a guest lecturer on Economic Impact Analysis for a courses at the University of Albany and Siena College.

Tom's recent project experience includes:

- **N² Innovation Corridor** | Economic development strategy and marketing plan for Newton & Needham, MA
- **Passaic County, NJ** | Comprehensive economic development strategy
- **Town of Falmouth, ME** | Economic development plan
- **City of Allentown, PA** | Allentown Metal Works redevelopment strategy
- **Northern Somerset County, ME** | Regional economic development strategy in rural Maine
- **Eastern Maine Development Corporation** | Supply chain study of forestry and wood products
- **Mid-Ohio Valley Regional Commission** | Ethane cracker supply chain study
- **Portland (ME) Chamber of Commerce** | Economic scorecard
- **Commerce Rhode Island** | Economic scorecard



Alexandra Tranmer

Economic Development Analyst

Alexandra brings a strong background in social policy research and a passion for community planning to Camoin Associates. Since joining Camoin, Alex has worked on a variety of projects but has gravitated towards community development projects that work directly with city and town residents. She helped to administer the HOME local program in Mechanicville, NY, coordinating and managing a \$400,000 federal grant awarded to the city. She works closely with local, state and federal stakeholders to ensure that grant funds are efficiently and properly distributed. Alex constantly strives to improve communication channels among involved stakeholders, as open communication lays the foundation for a successful grant administration and management process.

Prior to joining the Camoin Associates team, Alexandra lived and worked in Toronto, Ontario, where she was involved in a variety of urban planning projects. Most recently, she worked with Architectural Conservancy Ontario in the field of heritage planning and advocacy. She has also worked in the public and nonprofit sectors in the field of research and policy analysis. Alexandra worked closely with Toronto neighborhood organizations in their efforts to become more involved in the development process across the city.

Alexandra also gained experience in a municipal setting while working in the office of Cllr. Josh Matlow at Toronto City Hall. She actively engaged constituents about planning issues in the neighborhood, while researching and writing policy memos for Cllr. Matlow.

In 2013, Alexandra was awarded a grant to pursue independent research in Berlin, Germany, for three weeks. While there, she conducted interviews and research surrounding the independent creative arts scene and municipal policies in the cultural sector. She has also researched and wrote about the public engagement process, social service delivery models, affordable housing and nonprofit property ownership.

Alexandra holds a Master of Science in Planning from the University of Toronto, where she concentrated on social policy analysis, along with creative and cultural planning. Alex's recent projects include:

- **Durkee St., Plattsburgh, NY** | Downtown and town-wide real estate market analysis and development pro forma
- **Eastern Maine Development Corporation** | Supply chain study of forestry and wood products
- **Hoosick Falls, NY (Town and Village)** | Community development strategy and implementation oversight (Implementation in-progress)
- **N² Innovation Corridor** | Targeted Industry Analysis for Newton & Needham, MA
- **Passaic County, NJ** | Comprehensive Economic Development Strategy
- **Pittsfield, ME** | Situational Analysis and Targeted Priority Site Review, Rural Planning
- **Rome, NY** | Comprehensive real estate market analysis for Brownfield Opportunity Area (BOA)
- **Warren County, NJ** | Organizational and Strategic Planning for Warren County, NJ
- **Washington County, NY** | Tourism Industry Strategic Planning and Economic Impact Analysis
- **Westfield Business Park** | Retail Analysis, Opportunity Industry Analysis, Real Estate Market Analysis, Rural Planning

Outline of Responsibilities

Consultant: Camoin Associates, if selected, will be responsible for handling all project management, regular communication with Town Staff and Committee, completion of full scope of work described above within the proposed schedule, preparation of all deliverables, responding to comments and revisions from Town Staff and Committee, and other tasks necessary to complete the work to the satisfaction of the Town.

Committee: The Committee, as selected by the Town, will be responsible for participating in meetings, reviewing and providing feedback on all material provided by the Consultants, providing contact information for potential interviewees, and working with the Consultant and Town Staff to develop a final plan that considers the unique nature of the Town and desires of the local residents.

Town Staff: The Town Staff will be responsible for working directly with the Consultants to ensure that the project moves forward smoothly and on schedule, reviewing and providing feedback on all work products, assisting with logistics related to the interviews and committee meetings, and providing information that will help the Consultants create a final plan that will meet their needs and be useable into the future.

Schedule

Tasks

	Nov	Dec	Jan	Feb	Mar	April
1. Project Start Up	*					
2. Existing Capacity, Prior Plans, Relevant Documents and Reports						
3. Demographic and Economic Base Analysis						
4. Stakeholder Interviews			*			
5. Committee Meeting				*		
6. Action Plan Matrix						
7. Draft Economic Development Plan					*	
8. Final Document and Presentation						*
Project Management						

* Site Visit

Camoin Associates will be completed with the Project by Spring 2017 as requested in the Request for Proposals.



Budget

Budget: North Yarmouth Economic Development Strategy

Tasks	Principal	PM	Staff	Subtotal
1. Project Start Up	2	6	0	\$1,280
2. Existing Capacity, Prior Plans, Relevant Documents and Reports	2	4	8	\$1,750
3. Demographic and Economic Base Analysis	2	8	8	\$2,330
4. Stakeholder Interviews	12	12	0	\$4,200
5. Committee Meeting	6	6	2	\$2,290
6. Action Plan Matrix	4	16	4	\$3,520
7. Draft Economic Development Plan	4	6	12	\$2,830
8. Final Document and Presentation	6	6	12	\$3,240
9. Implementation Support				No Charge
Project Management	0	9	0	\$1,305
Subtotal of hours per person	38	73	46	\$22,745
Rate per hour	\$205	\$145	\$95	
Subtotal of fee by employee	\$7,790	\$10,585	\$4,370	
				Total Professional Fee \$22,745
				Data & Expenses \$2,255
				Total Project Fee \$25,000

For services requested after deliverables have been received and accepted Camoin Associates will charge on time-and-expenses basis as follows:

- a. Hourly labor rates

Principal	\$205.00 per hour
Senior Professional	\$145.00 per hour
Professional	\$105.00 per hour
Rate in travel status	\$75.00 per hour (all personnel)

- b. Travel by private automobile will be charged at the maximum federal reimbursement rate per mile.

- c. All other expenses (e.g. purchase of proprietary data, travel related expenses, etc.) will be charged at cost.

About Camoin Associates

In today's marketplace of economic development service providers, including planners, site selectors, engineers, and architectural/design firms, how does Camoin Associates differentiate itself? Quite simply, our projects are measured solely by tangible metrics, namely job creation and capital investment. Across our service lines, the projects that we complete are intended to stimulate investment as the means of achieving the economic development objectives of our clients through strategy development, public policy evaluation, and project implementation.

Our service mix has been carefully designed so that we have the capability to offer start-to-finish economic development solutions for organizations and communities that do not have or need this capacity full-time. Our main service areas include:

- Economic Development Strategic Planning
- Workforce Development Planning & Analysis
- Economic & Fiscal Impact Analysis
- Market & Feasibility Analysis
- Program & Service Evaluation
- Economic Development Organization (EDO) Advisement
- Technology and Energy-led Economic Development

Robert Camoin founded Camoin Associates in 1999 with the conviction that successful development requires leadership, strategy informed by market intelligence that targets economic opportunities and addresses the needs of businesses, and communities and regions to leverage private investment. Since its inception, Camoin Associates has specialized in providing economic development solutions to both public and private sector clients. Through the services offered, Camoin Associates has had the opportunity to serve Economic Development Organizations and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus), and the New York Islanders; as well as private developers proposing projects in excess of \$4 billion.

Our reputation for detailed, place-specific, and accurate analysis has led to projects in 28 states and garnered firm attention from national media outlets including NPR's *Marketplace*, *Forbes Magazine*, and *The Wall Street Journal*.

Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding.

We currently have offices in Saratoga Springs, NY; Scarborough, ME; and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociates).



Camoin's *Economic Development Navigator* is a highly regarded blog and e-newsletter about all things economic development.

The spirit of the *Navigator* is to exchange information and ideas with a community of engaged economic development practitioners and partners—all learning together for the betterment of our communities.

Check out our recent issues:

July 2016

<http://bit.ly/2aCGGml>

August 2016

<http://bit.ly/2cmJh9V>

September 2016

<http://bit.ly/2cERcLW>



Economic Development navigator



A perfect place for understanding today and looking toward tomorrow.



Best of the Navigator: Tax Increment Financing

The Economic Development Navigator is a blog and monthly eNewsletter authored primarily by Camoin staff. If you skim through the content below, you'll notice this isn't your typical newsletter. The spirit of the Navigator is to exchange information and ideas with a community of engaged community development practitioners and partners - all learning together.



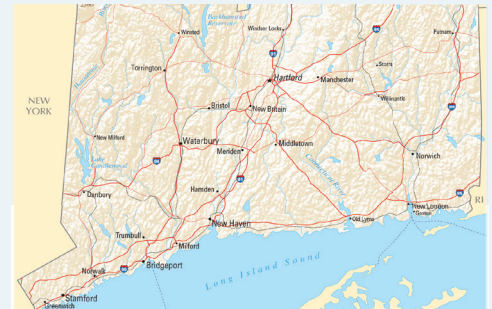
Creating public-private partnerships in Scarborough, ME

Camoin helped a developer reach an agreement with the Town to rehab a historic structure and create a new multiplex on the site.



Connecticut Overhauls Tax-Increment-Financing (TIF): New Legislation Opens the Door to More TIF Projects.

Effective in October is new legislation in Connecticut that will make TIF the powerhouse economic development tool it was always meant to be.



So you are ready to do a TIF in Connecticut - now what? Key steps to getting it done.

1. Identify the need
2. Align with existing plans
3. Consider TIF within a mix of financing options

Want the rest of the key steps? All 12 steps are detailed in the Navigator, which you can find here:

<http://www.camoinassociates.com/so-you-are-ready-do-tif-connecticut-%E2%80%93-now-what-key-steps-getting-it-done>

TAX INCREMENT FINANCING

Tips on the Use of Tax Increment Financing

To help ensure that TIF's provide their intended purpose and value, the community should consider the following tips...

<http://www.camoinassociates.com/tips-use-tax-increment-financing>



Tax Increment Financing: Not Just for Developers

There is no doubt that TIF is a highly effective tool in catalyzing development projects. In this article, we take a look at 4 communities in Maine that have created TIF districts to illustrate the broad range of public investment possible through TIF.



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Growing local economies since 1999.
How can we help grow yours?

Project Experience



Freeport Vision 2025

Client: Freeport Economic Development Corporation (FEDC) | Study Area: Town of Freeport, ME

Home of international retailer L.L. Bean, as well as dozens of other outlet stores, the Town of Freeport has seen many economic changes throughout its history. In 2000 and 2001 the Town of Freeport outlined their economic development goals and objectives in their plan entitled Vision 2010. Since that time, many of the key projects identified in Vision 2010 have been accomplished and have led to expanded economic opportunities in Freeport. In 2012, the Freeport Economic Development Corporation (FEDC) hired Camoin Associates to update that vision and plan to guide policies and practices over the next ten to fifteen years as part of their Vision 2025 plan.

As part of this project, Camoin Associates collected and analyzed updated economic data, conducted dozens of stakeholder interviews, revised and refined the overall vision for the community, and completed an economic development strategic plan. The focus of this process was to find ways to assist and support existing retailers and businesses, but also identify ways to expand and diversify the economy. The outcome of this project is an action plan that will lead the Freeport Economic Development Corporation through 2025 and direct economic development initiatives and efforts.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Measurement Plan
- Demographic and Socioeconomic Analysis



Economic Development Plan

Client: Town of Falmouth, ME | Study Area: Town of Falmouth, ME

Camoin led the development of the first ever town-wide economic development plan for the Town of Falmouth, Maine, in partnership with Innovation Policyworks. This included working with a steering committee to develop the plan, utilizing past research reports, facilitating focus groups and interviews with business and community leaders, obtaining feedback from the public, and making presentations to the Falmouth Economic Improvement Committee. Targeted industry research centered on professional and technical services, business and financial services, healthcare and life sciences, and information technology. The outcome of the work was a strategic action plan that the Town can use to guide future development in a sustainable way.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Public Presentations
- Stakeholder Interviews
- Performance Measurements

Portland's Economic Scorecard

Client: Portland Chamber of Commerce | Study Area: City of Portland, ME

Camoin Associates has been working with the Portland Chamber of Commerce since 2010 to develop and complete annual updates to their Economic Scorecard. The purpose of *The Scorecard* is to analyze the data in defined categories to help the City understand how Portland is performing economically, particularly as measured against other benchmark cities.

The Scorecard presents twenty-nine indicators that measure local and regional economic growth. These indicators represent a mix of measures that are directly related to economic outcomes such as employment, income, and earnings, as well as indicators that are secondarily related to economic outcomes such as education attainment, affordability, and transportation. The City of Portland and the Portland region are measured against reference cities and regions to gauge performance.

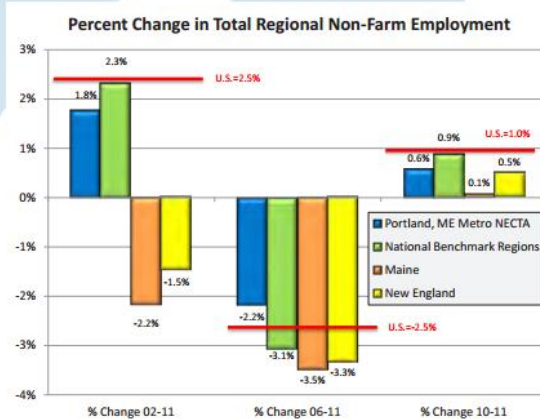
In addition to the data collection and analysis, Camoin Associates works with the Chamber to prepare a full report that is highly visual. The charts and graphs make it easy for the reader to compare Portland to the other benchmark cities and compare year of year changes.



Project Highlights:

- Economic Data Collection and Analysis
- Annual Updates to Methodology and Presentation
- Graphic Design and Report Compilation

Portland's Economic Scorecard 2012-13



Regional Employment Growth



TARGET: Annual regional employment growth will exceed the national benchmarks.

In the last year, 2010-11, total non-farm employment in the Portland region increased by 0.6%. The national benchmark regions increase by 0.9% in the same time period, more than the Portland region.

Between 2006 and 2011, employment in the Portland region declined by 2.2%, compared to an average decline for the national benchmark regions of 3.1%, the State of Maine by 3.5%, and a decline in New England by 3.3%. From 2002-11, the Portland region (1.8%) exceeded all of the comparison geographies in employment growth with the exception of the national benchmark regions (2.3%).





Economic Indicator and Benchmark Analysis

Client: State of Maine | Study Area: State of Maine

The State of Maine retained Camoin Associates to assess how competitive their innovation economy is compared to New England, states identified as lagging in innovation infrastructure, and to the U.S. as a whole. The analysis of state level data revealed that Maine has made the steadiest improvement in the private sector with respect to the innovation economy. Additionally, the analysis revealed that while colleges and universities were making gains in their support of science and engineering disciplines, that overall the state was behind in assisting companies in reaching commercialization.

The selected indicators include: total R&D performance, state and federal R&D obligations, high tech employment, science and engineering occupations in the workforce, and patents issued. The findings from this analysis allowed the State of Maine to see exactly where it was strong and where it was facing challenges in supporting an innovation economy. Camoin Associates was able to provide Maine with a comprehensive understanding of the specific areas that should be targeted for future growth in this economic cluster.

Project Highlights:

- Identification of Key Economic Indicators and Emerging Clusters
- Analysis of Market Supply and Strength of Existing Innovation Market
- Longitudinal Statewide Competitive Economic Analysis
- Identification of Key Economic Indicators and Emerging Clusters
- Comparative and Benchmarking Analysis of Findings to Comparable States and the U.S.



Portland Economic Development Plan & Vision

Client: City of Portland, ME | Study Area: City of Portland, ME

Camoin developed an economic development vision and strategy for the City of Portland, Maine. This included working with a steering committee to develop the vision and plan, utilizing past research reports, analyzing the latest data on industry sectors, and utilizing Facebook as a means for sharing information and obtaining feedback from the public.

The plan is in a final draft strategy and is being used to develop budget requests by the city's economic development department. This plan was unique in that it was developed jointly for the city and the Chamber of Commerce in a partnership.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Measurement Plan
- Use of Social Media



Analysis and Development of Public Private Partnership Through the Use of Tax Increment Financing (TIF)

Client: Martin's Point Health Care | Study Area: Gorham, ME

Martin's Point Health Care, a leading not-for-profit health care organization in the northeast, turned to Camoin Associates to help create new \$5 million healthcare outpatient center to serve the community and surrounding region of Gorham, Maine. Camoin Associates' expertise and experience in navigating the complexities of building public-private partnerships allowed Martin's Point Health Care to effectively engage town officials and garner their support for the project.

The facilitation of discussions between Martin's Point and the town by Camoin Associates led to a public-private partnership in the form of a Tax Increment Financing (TIF) agreement, which allows the organization to receive back a portion of the real estate property taxes paid after the project is complete. Camoin Associates modeled TIF scenarios to show the level of support needed to develop the project and to help reach an agreement. This agreement was paramount in making the project financially feasible and allowing the project to move forward to completion. Today the new facility, specializing in providing family medicine services, is open for business.

Project Highlights:

- Public-Private Partnership Development
- Tax Increment Financing Modeling
- Tax-Shift Calculations



Tax Increment Financing (TIF) Analysis: Scarborough, ME

Client: Avesta Housing Development Corporation | Study Area: Scarborough, ME

Avesta Housing, a nonprofit developer and manager of affordable housing, proposed a 50-unit affordable housing development that included rehabilitating a historic structure and creating a new multiplex building on the site. Seeking to take advantage of MaineHousing's Tax Increment Financing (TIF) program for incentivizing affordable housing, Avesta Housing turned to Camoin Associate's TIF expertise to prepare the TIF application and run the financial modeling. Under a TIF agreement, a portion of the real estate property taxes paid after the project is complete can be returned to the developer, which makes the project more financially feasible.

Camoin prepared the financial tables for the application including how a TIF agreement would change future tax flows and calculated the projected revenue that would be returned to both the developer and the town under different TIF scenarios. This helped Avesta Housing reach an agreement with the Town that was successfully passed by The Town Council in August of 2015.

Project Highlights:

- TIF Scenario Analysis
- Revenue Projections
- Tax-Shift Calculations

References

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