



**Town of North Yarmouth
Request for Proposal
Economic Development Consulting Services**

The North Yarmouth Select Board and Economic Development & Sustainability Committee seeks proposals and cost estimates for an independent contractor that would provide economic development management and consulting services as described in this Request for Proposals (RFP).

Background

During the course of the past three years, the Town of North Yarmouth has succeeded in exploring its objectives and collected the necessary data relative to the Town's future economic stability and growth. The process involved working with professionals, town boards and committees, and the overall community. In April of 2017, the Select Board adopted and began implementing the Town's strategic economic development plan. In conjunction with this process, the Town Comprehensive Plan of 2004 has been undergoing an update schedule to be adopted at this year's Annual Town Meeting in April, and the draft plan supports the goals of the strategic plan.

The members of the Economic Development and Sustainability Committee (EDSC) are presently working on the design and development of Tax Increment Financing (TIF) Districts within the Village Center which will be new to North Yarmouth. The EDSC is also charged with the continued oversight and implementation of the strategic plan.

Purpose

The intention is to retain professional services that can act as a coordinator or promoter between the Town and potential businesses/developers that fit the goals of our strategic plan while providing guidance, expertise, and assistance to the EDSC, Select Board, and Town Manager for an eye towards the town's long term sustainability.

Scope of Services

The Town's fiscal year is conducted from July 1st to June 30th. It is the intent of the Select Board to award a contract for services beginning April 1, 2018, and to continue said contract through the next fiscal year ending June 30, 2019, at which time the agreement will be reviewed for renewal.

The selected Contractor shall demonstrate knowledge of economic development including research, target marketing, existing business retention and expansion, new business recruitment, small business development, entrepreneurial business development, infrastructure development, site acquisition and development, incentive funds, workforce training and growth, and other such activities.

The scope of work to be performed by the Contractor will include, but is not limited to the following:

1. Establishing a productive working relationship with EDSC, Select Board, Town Manager, staff, and existing economic development agencies such as Greater Portland Council of Governments (GPCOG), neighboring communities, and be able to assist in responding to their requests for information and coordinate information and service as needed as it relates to the strategic plan.
2. Fiscal sense for the Town and financial sense for private sector employers and developers;
3. Assist the EDSC with economic development related funding and financing options for business expansions, associated infrastructure, and Tax Increment Financing (TIF).
4. Conduct necessary economic research that will assist the EDSC in its goal to continue to diversify the local economy, create employment opportunities, enhance the local tax base and create sustainability in the municipality.
5. Market our community to potential new businesses seeking to relocate or expand their operations.
6. Keep the EDSC and management up to date on market trends affecting our community.
7. Attendance at EDSC committee meetings, Summits, and other board or committee meetings will be required as needed.
8. Provide information and guidance for new and existing businesses in obtaining financial incentives.
9. Maintain familiarity with federal and state legislative and regulatory developments that will impact existing and new businesses in municipality and provide necessary advice to both businesses and public agencies to ensure a favorable business climate meeting the principles described in the strategic plan.
10. Research economic development grant opportunities for the municipality providing application support for such grants upon the approval of the EDSC and Town Manager, and provide direction on required grant reporting or grant administration through the completion of the award as necessary.
11. Provide a method or means to measure the outcome of efforts.
12. Assist the EDSC and Town Manager with project infrastructure design and administration of construction contracts for infrastructure supporting the community's vision of a walkable Village Center.
13. Development and management of database of available sites and building for business locations.
14. Enhance community and business website marketing.
15. Incentive packages and contract development and monitoring of performance.

16. Partnership and communication networks with local business.
17. Reflect the values and vision of the community that are likely to be supported over the long term, including consideration of the criteria developed by the municipality.

Conceptual Plan

The Contractor shall provide a conceptual plan for the product and services believed to be appropriate for the municipality. The plan should indicate product features and outline personnel skills and services that distinguish the Contractor, incorporating suitable staff profiles. The staff profile should describe the Contractor's experience in providing services to the public sector, jobs of similar size(s) and provide applicable certifications for staff members involved in the process. Three (3) references are to be included in the proposal.

Proposal Submissions

Proposals shall include:

1. An executive review of the Town's Economic Development Strategic Plan and those services the firm will specifically assist/focus on;
2. Qualifications, services offered, and availability;
3. Proposed approach and scope of services for the project;
4. Outline of consultant, board, committee, and Town staff responsibilities;
5. Proposed schedule;
6. Proposed project budget itemized by task and total project cost;
7. Labor and direct costs should be identified by task; Hourly rates for project staff shall also be provided;
8. Per hour cost of travel and additional consulting (as may be requested) after deliverables have been received and accepted;
9. Relevant recent project experience;
10. References - include at least three (3) references (contact name, email address, and phone number) for similar projects.

Proposal Return

Proposals will be accepted in either of the two following formats by no later than **Thursday, March 1, 2018, 3:00 pm**:

1. Sealed envelope, clearly marked "Economic Development Consultant" addressed to Rosemary E. Roy, Town Manager, Town of North Yarmouth, 10 Village Square Road, North Yarmouth, ME 04097. Submit one (1) hard copy; or

2. Email a clear/legible PDF to subject "CONFIDENTIAL - Economic Development Consultant" manager@northyarmouth.org.

All inquiries should be directed to Rosemary E. Roy, North Yarmouth Town Manager at manager@northyarmouth.org or 207-829-3705 ext. 207. Any additional information not contained in the RFP but provided through the course of inquiry and significantly relative to the results of the proposals will be distributed to all interested parties through an email addendum from the Town Manager.

Evaluation Criteria

Proposals will be evaluated by the EDSC and the Town Manager according to the following:

1. Qualifications of firm and project team members;
2. Previous related work and references;
3. Responsiveness to required project;
4. Timeline and goals;
5. Understanding of Town's Vision and Strategic Plan;
6. Proposal cost and terms.

Proposal reviews and interviews will be conducted during the period of March 2nd and March 15, 2018. It is the intent of the Select Board, EDSC, and management to award the proposed contract at the Select Board regular meeting of March 20, 2018.

Selection

The Town reserves the right to accept or reject any or all Proposals submitted, to waive terms stated herein; to reopen the Request for Proposals process and seek new proposals if, in the judgment of the Select Board, to do so will best serve the interests of the Town of North Yarmouth.

Exceptions to Proposals

The proposal shall identify and describe any and all exceptions contained in the proposal to any of the specifications defined in this request. Each such exception shall be set forth in full on a separate sheet(s) of paper, titled appropriately, and included in the proposal.

Additional Data

The proposal shall include any additional information considered essential to the project, including any other service alternatives, with cost detail that the proposer desires to be considered during their deliberations and ultimate vendor selection.

Economic Development Plan

TOWN OF NORTH YARMOUTH, MAINE

May 2017

Prepared for:

Town North Yarmouth, Maine



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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate market analysis to evaluate the feasibility and impacts of proposed projects. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in thirty states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. The firm currently has offices in Saratoga Springs, NY, Portland, ME, 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).

The Project Team

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Introduction

The Town of North Yarmouth (“Town”) is undertaking the creation of an economic development strategic plan to evaluate the Town’s potential for community and 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. The following is a summary of the work completed as well as the final economic development plan and guidance for implementation.

Work Completed

The Town of North Yarmouth economic development strategic plan is informed by significant work that was completed by Camoin Associates during the fall and winter of 2016. This work involved reviewing existing and prior reports, conducting an economic and demographic base analysis, reviewing the town’s economic development capacity and preparing an opportunities and challenges assessment. The following is a summary of this background work with more information and details provided in the attachments.

Prior Plan Research

Significant planning work has been completed for the Town of North Yarmouth including a Comprehensive Planning process (underway), community and business surveys, master planning, and infrastructure assessments, just to name a few. Camoin Associates reviewed these prior plans and findings to begin to develop an understanding of the existing conditions, recent recommendations and strategies, and assets of the community. The findings of this work were then included in the Opportunities and Challenges assessment.

Base Analysis

A major piece of work involved the creation of the Town of North Yarmouth Demographic and Economic Base Analysis (see Attachment F for the full report). When developing economic development strategies, it is important to have a thorough understanding of the demographic and economic characteristics and emerging trends of the study area and surrounding region. We developed a demographic and economic profile of the town, Cumberland County, and the state of Maine, that will be used to inform the development of final strategies. The demographic profile includes existing and projected 5-year trends for population distribution by age and income, number of households, median age, and race and ethnicity. We have also compiled information on labor market size and commuter trends (inflow-outflow) as well as educational attainment, unemployment, occupation and industry trends.

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

- The populations within the Town of North Yarmouth, Cumberland County, and Maine have all increased over the past 5 years, and they are all expected to continue growing through 2021.
- The number of households in all three regions have shown a similar historic pattern of growth between 2010 and 2016, and are projected to continue growing similar to the rates of population growth over the next five years. Average household size is the highest in the town at 2.7 individuals.
- Median household income is also the highest in the town by far, surpassing Cumberland County by over \$12,000 and Maine by over \$23,000.

Demographic Overview, 2016					
	Population	Households	Average Household Size	Median Age	Median Household Income
Town of North Yarmouth	3,878	1,419	2.7	44	\$72,932
Cumberland County	292,631	122,427	2.3	42	\$60,393
Maine	1,367,696	578,678	2.3	44	\$49,492

Source: ESRI, American FactFinder

The Industry Overview below shows overall job growth between 2010 and 2016 for all three regions. These employment numbers include all persons who are employed within businesses located in North Yarmouth. Major findings including:

- There were only an estimated 600 jobs in the Town of North Yarmouth in 2016. Job growth within the town has been marginal between 2010 and 2016, only adding an estimated 6 jobs and resulting in 1% growth.
- Average earnings for jobs within the town are \$46,660, which is far lower than the median household income within the town. Industries overall, have shown within Cumberland County and Maine at 6% and 3%, respectively.
- Unlike median household income, average earnings within the town are lower than in both Cumberland County and Maine.

Industry Overview, 2010-2016					
Region	2010 Jobs	2016 Jobs	2010-2016 Change	2010-2016 % Change	2016 Average Earnings
Town of North Yarmouth	578	584	6	1%	\$46,660
Cumberland County	188,796	199,294	10,498	6%	\$54,868
Maine	668,781	687,919	19,138	3%	\$48,360

Source: EMSI

Capacity and Development Potential Analysis

Understanding the context within which the Town of North Yarmouth conducts economic development is vital to creating a plan that is appropriately proportioned to their capacity and networks. The capacity analysis survey that was completed by Rosemary Roy, Town Manager, identified the who, what, and how of the town's current economic development efforts and helped to inform the creation of this economic development strategy. Some of the major findings of the capacity analysis include:

- The Town Manager is responsible for economic development in the town and works directly with the Economic Development Sustainability Committee who is charged with "... in conjunction with the Select Board develop and promote a sustainable and ongoing process, supported by the community that will strengthen the local economy, utilizing resources and strategies that will meet the current and future needs of North Yarmouth."



- The town currently does not have any economic development collateral (brochures, newsletter, etc.) but uses their economic development website and social media. The economic development website is primarily focused on the work and administration of the Economic Development Sustainability Committee and does not provide facts about workforce, available space, or other information that would be helpful for business attraction, retention, or expansion efforts.
- The Assistant Town Manager handles the social media for the Town including Instagram, Twitter, and Facebook. The information on these sites is primarily directed towards town residents including information about weather advisories, upcoming meetings, and community activities.
- The North Yarmouth Business Association assist with economic development efforts and hosts a community business trade show every year that draws over 30 local businesses and nonprofit organizations. The event is marketed as “the only event in the area that gives North Yarmouth’s small business owners the opportunity to showcase their products and services.”
- Regionally the Greater Portland Council of Governments (GPCOG) assists with regional economic development. The organization provides assistance to municipalities within the region including planning services, data collection and analysis, grant and loan funds, and mapping and GIS services.



Overall the Town of North Yarmouth is in a position to implement a targeted selection of



strategic economic development initiatives. Existing capacity within town can accommodate additional initiatives and the demand for economic development in the town does suggest that there is a need to create additional paid positions within the town. The current system for economic development fits the small town well and the following economic development plan will rely heavily on existing staff, committees, volunteers, and regional partnerships.

The Town of North Yarmouth zoning designated two primary categories of Village Center (shown in purple) and Farm Forest (yellow). The town’s preference for maintaining a rural character makes it vital that any development occurs in designated areas to prevent sprawl and loss of open space. Discussions with the Town Code Enforcement Officer identified two key areas for development. More information about each of these can be found in Attachment B.

Village Center: The Village Center district has been identified as where the town would like development to occur, with denser development, smaller lot sizes, commercial land uses, and community activities. With the old North Yarmouth



Memorial School, the Town Hall, fire and rescue, local restaurants, hardware store, and other locally owned establishments, the Village Center district is the best location for future development. Likely focus of any new development would be the “triangle” made up of Memorial Highway, Parsonage Road, and Route 115. This area is often talked about as the “center” or “heart” of town and with easy transportation access, proximity to town features, available land, and zoning this should be considered for further development to accommodate diversity of housing options, small retail establishments to serve local and regional customers, and mixed-use development.

Business Park: Located down Walnut Hill Parkway just north of the “Triangle” and is approximately 62 acres, including 30 acres for businesses and 30 for the existing gravel pit. There are 7 total parcels, 6 of which are occupied by businesses and the last one is the gravel pit. The businesses are primarily in the construction/landscaping and warehousing industry, with the space used for storage of equipment and some field offices. The park is not currently at capacity and there is potential to increase the number of businesses that use this space. The road does have truck traffic so it would not be an ideal location for an office building or retail establishment with significant public vehicular traffic.

The Triangle

Memorial Hwy., Rt. 115, Parsonage Rd.



Source: Google Earth

Opportunities and Challenges Assessment

The findings of the interviews, data, knowledge, capacity assessment, and knowledge of the area and region were compiled into a list of the town’s opportunities and challenges related to economic development and quality of life. This assessment is used to inform the vision, goals, and actions identified in the Action Plan Matrix. The common threads within the opportunities and challenges’ list are summarized below with the full list following.

Opportunities:

- The strength of the community assets and amenities that make it a great place to live.
- Existing rural character and natural resources that enhance the quality of life.

Challenges:

- Finding a balance between future development in the town and the protection of critical natural resource areas.
- Bridging divisiveness between community members related to the vision for the future of the community and how best to achieve the vision.



Opportunities

- High quality of life
 - Close knit community, small town feel
 - Good education system
 - Variety of recreation resources (bike lanes, parks, trails, Royal River, and many others)
 - Easy access to major employment, service, and entertainment centers
 - Low (relative) taxes
- Updating the Comprehensive Plan
- Community engagement and sense of community
- Large sand and gravel aquifer
- Large undeveloped areas and abundant wildlife including Knight's Pond, Deer Brook, Royal River Corridor
- Rural character and agriculture economy are strong and supported within the community
- Historic buildings and assets including the Congregational Church, Wescustogo Grange Hall, Skyline Farm museum and others.
- Rebuilding of Wescustogo Hall
- Reuse of the North Yarmouth Memorial School building and/or property
- Concentration of construction and related industries

Challenges

- Limited housing options (workforce and senior housing)
- Lack of sewer system
- Limited spaces for young children (swimming, music, sports, playgrounds, kid-friendly businesses)
- Lack of public transportation options (internal and external transportation)
- Disconnect between community members about the vision for the future
- Limited services in town (restaurants, stores, etc.)
- Contract zoning, ordinances and permitting process makes development difficult and is not fully understood by citizens
- Recent destruction of Wescustogo Hall
- Underutilized North Yarmouth Memorial School building
- Need for Town Hall upgrades
- Lack of fiber to support growing home-based businesses and high-tech needs
- Considered a bedroom community, not a place to do business

Vision Statement

The Town of North Yarmouth recognizes and seeks to maintain its unique character as a still largely rural town that is still in close proximity to urban centers and related services. The town seeks to guide residential growth while attracting appropriate commercial growth and maintaining the appeal of its country character by preserving natural, historical, agricultural, and cultural resources. The town desires to encourage the development of a Village Center, to protect natural resources, preserve the quality of the town's public water supply, and encourage recreational use of the town's extraordinary network of public parks, forests and trails.



Strategy Development

Based on the emerging themes that were identified through the interviews, data analysis and existing document review process, Camoin Associates developed the North Yarmouth Economic Development Strategy organized around three key goal areas of focus:

1

Goal 1: Establish, Promote, and pursue a vision for the future of the Town's economic development policy. *In order to move forward, a direction must be chosen that incorporates the desires of community residents and businesses.*

2

Goal 2: Continuously improve quality of life to remain an attractive place to live. *The Town's location, assets, amenities, and lifestyle make it a great place to live and this quality should be preserved and enhanced.*

3

Goal 3: Encourage appropriate economic development in targeted industries and geographies. *Space and market exists for development that will fit the goals and guidelines for the Town which will help diversify the tax base and create economic opportunities in town.*

Performance Measures and Tracking

To guide and measure the implementation of the strategic plan, performance measures have been created for each of the actions. These performance measures are designed to be useful, simple to collect, and consistent over time to ensure that the efforts of the town and partner organizations are being accurately measured. The ability to track, measure, and promote the efforts of the town will be key to continued internal and external support of economic development efforts.



Economic Development Action Plan

The outcome of the data collection and analysis, interviews, research, and review of previous planning documents are specific action items that will guide economic development in the Town of North Yarmouth over the next 5-10 years. Some of the initiatives listed below are already in progress in the town or have been suggested previously as part of prior planning efforts, while others have been developed based on economic development best practices, an understanding of the issues facing the region, and potential capacity of Town staff. These initiatives are intended to act as a work plan for the town and task status should be reviewed regularly for progress to completion or a need to change course. It is important to note that while these are important goals/objectives right now, the ever-changing economy, as well as fluctuating state and national priorities, may dictate adjustments to the plan.

The following is a narrative description of the Action Plan Matrix. More detail around timeframe, partners, priority level, and performance measures is provided in *Appendix H: Town of North Yarmouth Action Plan Matrix*.

Goal 1: Establish and pursue a vision for the future of the Town's economic development policy.

1.A | Bring the community together to discuss and advance the vision for the future developed by the Comprehensive Plan Committee and supported by the Economic Development Committee.

- 1) Host a community summit to present the Economic Development Plan. Have a facilitated discussion around implementation, goals, priorities, and responsibilities as well as how to integrate with the Town's Comprehensive Plan, departments, programs, and initiatives.
- 2) Communicate outcomes of the summit to the larger community for those that could not attend.
- 3) Continue to hold community engagement sessions on a regular basis (several times per year) with creative sharing, community-building, and consensus-building activities to further implement the vision, goals, and objectives of this plan.

1.B | Build knowledge base of town selectboard, departments, committee volunteers on economic and community development topics and practices.

- 1) Provide training to public officials, departments, committee volunteers, and residents to empower them to make sound policy and practices.
- 2) Develop a list of priority topics. For example: zoning and land-use, regional economic development, economic development financing including TIF, and consensus building.
- 3) Establish an "on-boarding" procedure for all new board and committee members with key readings, training, and resources. Speak with recent board members to ask about whether there was certain training that they believe would have been useful.
- 4) Prepare an annual training schedule.
- 5) Look to partners for training including GPCOG, Maine Municipal Association, Cumberland County, nearby communities, and USM.



1.C | Utilize Tax Increment Financing (TIF) to support business and community development and investment within targeted commercial areas.

- 1) Develop TIF guidelines for what the towns people wants to achieve through TIF use and how it will implement. These guidelines will fit into the final vision, Strategic Plan, and Comprehensive Plan.
- 2) Inform public on use of TIF and best practices, as well as informing them why and when TIF makes sense. This could be done by bringing in speakers and presentations as necessary.
- 3) Create TIF district(s) for targeted commercial development and related public infrastructure needs. Begin with a TIF district to support development in the village center.
- 4) Consider additional TIF districts as opportunities arise.
- 5) Integrate/supplement TIF with grants and other financing programs as available such as USDA Rural Development, CDBG, and others.

1.D | Continue to participate in regional economic development efforts.

- 1) Maintain good working relationship with Greater Portland Council of Governments and Cumberland County to explore shared services opportunities, utilize GIS capabilities, and transportation connectivity planning.
- 2) Participate in training programs and conferences that are hosted in the region. Use the opportunity to learn and make connections with peers in other regional organizations.
- 3) Participate in efforts of the Greater Portland Economic Development Corporation.

1.E | Complete and implement the Comprehensive Plan.

- 1) Integrate the findings, analysis, and recommendations from this Economic Development Plan into the Comprehensive Plan.
- 2) Consider how zoning changes will impact economic development including home-based and small businesses, as well as co-working opportunities.
- 3) Work through the findings of the Comprehensive Plan and fund/implement those actions that will have the greatest impact.
- 4) Provide for regulations in the appearance of new and old structures and landscaping in specific areas like the Village Center.
- 5) Any new structures in the Village Center should have a safe way to get to them such as sidewalks, bike paths, and other networks.

Goal 2: Continuously improve quality of life to remain an attractive place to live.

2.A | Implement programs to support all residents from young families to senior citizens.

- 1) Establish a lending library for residents including books, music, videos, toys, tools, equipment, and other goods. Create a place for people to gather during the day with couches, refreshments, magazines and play spaces.
- 2) Add more active recreation options in the town parks such as playground, grills, and picnic areas.



- 3) Ensure that there is a community gathering place that offers programming for youth and adults, including teen and senior centers.
- 4) Use the findings of the Living Well survey to identify needs, opportunities and projects that can be implemented to support aging-in-place.
- 5) Work regionally to consider transportation options for youth, seniors, and all residents.
- 6) Identify the major health care services that are not being met in North Yarmouth and consider creative solutions such as health office share, mobile office, group transportation, and others.
- 7) Ensure the community center space is accessible and accommodating to the elderly with programming (continuing education, technology training, fitness classes, cooking classes), services, space, and resources available. Ensure space and programming is available for teen center.
- 8) Continue to increase available sidewalks, pedestrian walkways and trail connections throughout the town.
- 9) Strengthen partnerships with school district, YMCA's, Pineland, and similar entities to increase access and availability of programming and facility use for all residents.
- 10) Create a Task Force to look at ways to accommodate the needs of young families to allow for children to stay in North Yarmouth.

2.B | Enhance and market the high-quality recreation and historic assets of the community.

- 1) Support the parks and recreation committee in their efforts to implement the 100-year plan, including new opportunities for a designated bike route, regional historic tour map, and supporting retail establishments.
- 2) Encourage the development of establishments and services to serve the residents and visitors using the town recreational assets such as a bike shop, coffee shop, brew pub, or combination.
- 3) Establish an inventory of tourism assets within the community and promote these assets regionally.
- 4) Include information in the existing quarterly and bi-weekly town communications about the various historic, recreation, open space and cultural resources and upcoming events. Market the assets regionally and ensure that the resources are easy to access through signage and other interpretive tools.
- 5) Continue to place a priority on protecting the natural resources that make North Yarmouth unique including the aquifer, farmland, waterways, and forest land.

2.C | Create opportunities for more home-based and work-in-place businesses.

- 1) Review zoning and other regulations regarding working from home and ensure that they are supportive.
- 2) Look regionally towards co-working space and business support services. Convene residents potentially interested in pursuing a small co-working space and/or having access to services to support existing home based businesses.
- 3) Encourage the North Yarmouth Business Association to research the quantity, industry, and other details of those working in North Yarmouth and help with networking efforts among businesses. Expand networking to include workers that work in North Yarmouth.



Goal 3: Encourage appropriate economic development in targeted opportunities and geographies.

3.A | Direct growth towards Village Center.

- 1) Pursue initiatives to increase connectivity throughout the town with a focus on the Village Center including bike lanes, sidewalks, and traffic calming.
- 2) Continue to encourage mixed development in the village center through zoning regulations, incentives, and town policy. Make sure zoning is consistent with development goals for the village district including minimum lot sizes, frontage and parking requirements. Clarify boundaries for Village Center district.
- 3) Develop design standards and appropriate signage leading to and within Village Center.
- 4) Identify desired establishments that meet the needs of the residents such as small businesses and small retail that serve the local market.
- 5) Conduct feasibility and financial analysis studies for appropriate development and establishment types and market financially feasible projects to developers.
- 6) Continued conversation with the Yarmouth Water District to best meet the needs for a new village district as necessary.
- 7) Begin conversation with land and building owners on purchasing property along the fronts of Route 115 or Route 9 for business purposes.

3.B | Support and enhance agriculture industry and history in North Yarmouth.

- 1) Support the Skyline Farm and other farmers throughout the town with their initiatives and investment needs.
- 2) Work with local farmers and regional and state agriculture partners to identify what types of programs would help them be successful. This may include community supported agriculture, farmers market, connections with local and regional restaurants, cooperative equipment purchasing, produce purchasing for community and school events, and other opportunities to enhance their market.
- 3) Research feasibility of transfer and purchase of development rights to protect agricultural land from development.
- 4) Market for small business start-up and growth.

3.C | Encourage growth of the construction industry.

- 1) Create a "how to expand" guide targeted towards the construction industry with information related to financing/accounting, expanding a home-based business, how to hire, opportunities for equipment storage, rental space, and other topics identified as helpful.
- 2) Create training and apprentice programs connected with the regional high school.



- 3) Increase awareness of the business park and available space opportunities. Highlight the use of the available space for equipment storage and business expansion.
- 4) Work with other nearby communities with an interest in the construction industry. Partner with Small Business Development Center and Southern Maine Community College to pull in other resources for training and education to serve the industry.

3.D | Pursue special projects that will support community and economic development.

- 1) Implement the Wescustogo Hall Committee plans to rebuild Wescustogo Hall in a way that allows for gatherings, civic events, rentals, and other uses throughout the year as well as a community/teen/ senior center.
- 2) Research feasibility of selling the town office property for development.
- 3) Research and educate the public on options for small scale sewage systems that will support appropriately scaled development and protect the aquifer.

3.E | Brand and market the high-quality of life aspects of the Town.

- 1) Focus on the open space, recreation, small village, and agriculture assets as the town's core values and character.
- 2) Continue to pursue projects that fit within the character of the community.
- 3) Continue to utilize social media to build the town's name recognition and create a sense for the community.
- 4) Communicate throughout the town on activities and efforts related to community and economic development.

Partner Organizations

The implementation of this plan's goals will not be possible without working jointly with other agencies, non-profits, and stakeholders. Some of the likely partner organizations include:

- Greater Portland Council of Governments
- North Yarmouth Business Association
- School District
- Small Business Development Center
- Greater Portland Economic Development Corporation



Appendix A: Themes from Interviews and Previous Plan Review

Using the information gained from reviewing the previous reports and through the interviews, Camoin Associates began to recognize that there were six recurring themes related to economic development in North Yarmouth. The following is a summary of the interview findings organized by theme.

Community Engagement Around the Future of the Town

As is the case in many small towns around the northeast, there is a distinct disconnect throughout the community about the best way to pursue development in the future. Some residents believe that development is inappropriate in North Yarmouth thinking that it will ruin the exact small-town character that is the reason people have come to live there whereas others feel there is a need to diversify the economy to reduce tax burden and provide additional services and employment options. Neither of these viewpoints is inherently wrong, as this is simply a matter of needing to come together and compromise in an effort to identify the best approach to development and sustainability for the community. Choosing to do nothing is a choice – and one that will result in a future that is unlikely to achieve the town's vision.

Village Center District Development and Economy

Significant time, effort and resources have been put into creating plans for the Village Center and proximate properties (North Yarmouth Memorial School, town hall property, proposed Wescustogo Hall rebuild) and planning how best to pursue development in this area. This key section of the town is the best location for commercial development to create a Village Center that capitalizes on the flow of traffic, access to key resources, and existing infrastructure. Pursuing development in this area would need to be respectful of the community goals to remain small and recognize both the existing market and surrounding service centers, while still creating new opportunities.

Agricultural Zone Protection and Economy

Agricultural land and the rural character of the town is important to maintaining the high quality of life and identity of North Yarmouth. The interview findings suggest that residents and public officials recognize this as important and have been working to make zoning, policy, and planning changes to ensure that the rural character is maintained. In order to continue to protect this land there are specific planning processes, programs and policies that can be implemented to protect the land and support the existing open space resources.

Recreation and Cultural Resources

It was apparent in all of the interviews and in the review of the previous plans that recreation and cultural assets are highly regarded in the community, both by residents and public officials. The effort that has been made to create the Bike and Recreation long-term plan, planning for the rebuilding of Wescustogo Hall, support for the Skyline Farm, and the hard work of the historical society are all important to North Yarmouth's identity. Access to nature trails, the Royal River, bicycling infrastructure, and connections to assets in the region all play an important role in the town's high quality of life and should be supported and enhanced in the future. The economic development plan should identify opportunities to capitalize on these assets, enhance the existing resources, and build supporting businesses to continue to build the identity of North Yarmouth as a great place to live and visit for recreation enthusiasts.

Diversifying the Housing Stock

The town has seen growth over the last decade in terms of the number of residential units built both in the Farm and Forest district as well as in the Village District. While the units are more affordable in North Yarmouth than some of the other towns in the Greater Portland area there remains to be a need for a wider variety of unit types and price points to encourage older residents to stay in town as their needs change as well as accommodate young



families and those at different points in their life. It was clear through interviews and the additional community input sessions that there is a desire for the next generation to be able to stay in North Yarmouth if they want rather than being pushed out due to lack of affordable options.

Support for Right Sized Economic Development

The beauty of economic and community development is that it can be right-sized to meet the needs of the community within which it exists. The Town of North Yarmouth is well-known for having a high quality of life with nice homes, easy access to employment centers, and a good school system. The goals of any economic development initiatives will be to ensure that those assets are maintained and that the efforts do not result in a change in the overall lifestyle that so many people appreciate about North Yarmouth. The community and economic development efforts should help the town maintain and enhance the quality of life that has attracted so many people over the years, while also offering new and sustainable economic opportunities.



Appendix B: Development Potential

Due to zoning, natural resource protection, and community desires to maintain the rural character, there are only two key areas that are poised for any type of development: the Village Center and the Business Park.

Village Center

The Village Center district has been identified as where the town would like development to occur, with denser development, smaller lot sizes, commercial land uses, and community activities. With the old North Yarmouth Memorial School, the Town Hall, fire and rescue, local restaurants, hardware store, and other locally owned establishments, the Village Center district is the best location for future development. The likely focus of any new development would be the "triangle" made up of Memorial Highway, Parsonage Road, and Route 115. This area is often talked about as the "center" of town and with easy transportation access, proximity to town resources, available land, and zoning, this should be considered for further development to accommodate diversity of housing options, small retail establishments to serve local and regional customers, and mixed-use development.

The Village Center district has approximately 620 total parcels which are all available for residential or commercial development based on the zoning regulations. There are some larger parcels that surround the "Triangle" that are in a good position to be developed or redeveloped, including 28 acres at the old North Yarmouth Memorial School, 108 acres to the east of 115, 14 acres at the end of Dexter Lane, and 18 acres to the west of Route 9.

One of the limiting factors of these sites for development is access to water and sewer which can make attracting certain types of users more challenging. Development in this Village Center would be good for small retail/service establishments that are serving a local clientele to allow residents to take care of some of their daily business in town rather than having to travel to adjacent communities. It would also be a good location for restaurant or café that may be able to serve local and regional clientele with some kind of unique offering that draws from a larger market. There are small businesses that might also be looking for small, affordable office space that might be drawn



to North Yarmouth either because of where the employees/owners live or because of access to the recreation and small village amenities. Overall, the Village Center district should be the focus of development in the near future to preserve the rural-character that is so attractive to residents and businesses alike.

Walnut Hill Parkway Business Park

The Walnut Hill Park Business Park is located just north of the Triangle and is approximately 62 acres, including 30 acres for businesses and 30 for the existing gravel pit. There are 7 total parcels, 6 of which are occupied by businesses and the last one is the gravel pit. Although all parcels are occupied there is potential for some alternative leasing or ownership structures to allow for more businesses to use the space, or an adjustment to the subdivision regulations. The road does have truck traffic from the existing businesses so it would not be an ideal location for an office building or retail establishment with significant public vehicular traffic, but it could be a good fit for more construction/landscaping companies.

The Business Park is not served by town water or sewer and the electrical power is underground. The lack of sewer and water makes it difficult for this park to be utilized by a major manufacturing or production company but it is a good location for storage of vehicles, machinery, equipment and some small field office type development.

The map below shows that the majority of businesses that are in the park are construction-related and could serve as a site for existing home-based businesses in the industry to expand. Portions of the parcels could be leased to allow for storage of equipment so that existing businesses can expand without worrying about where they will store their additional trucks and equipment.



Appendix C: Innovative Consensus Building

To achieve community goals, it is important that all stakeholders have a shared vision. Reaching a shared vision requires using innovative collaboration techniques and fostering sustainable partnerships between community members, business owners, public agencies, and local government. It is key to integrate consensus building with the understanding of tensions of differing ideas, in order to identify and move towards common goals.¹ Interactive techniques can be used to actively engage stakeholders in the collaboration process for creating opportunities for communication and fostering partnerships, these techniques can include:



- **Coordination of public meetings, workshops, focus groups, and advisory committees.** These meetings can initiate people getting in the same room and sharing their ideas with one-another. When these meetings becoming ongoing and regular, they will work to keep people informed and allow people to build stake in the decision-making process.
- **Situation assessments and metrics to track achievement of goals.** Assessing group achievements is key in understanding how and if initiatives are coming to fruition. These metrics can be used to improve outcomes, increase efficiency and effectiveness, and notice potential synergies.
- **Inter-agency coordination for collaboration and problem-solving.** Creating a collaborative environment among all agencies involved in decision-making is important not only to foster buy-in from all parts of the community, but also to create an environment which allows innovation and creative problem-solving. By bringing people of different agencies into the decision-making process it allows for the utilization of different viewpoints, opinions, ideas, and experiences, to craft a unique solution for any community's specific problem.
- **Community networking through social events.** Fostering community networking through the use of social events and community gathering events work to bring people from the community together at different points throughout the year. This creates opportunities for people to share ideas, understand new and different views and opinions, and have a chance to discuss major issues in a casual and friendly way.

¹ ECO Resource Group, Integrating Environmental, Community, and Organizational Strategies



- **Media outreach to inform and engage community.** A key component of collaborative problem-solving in any community is creating buy-in among community members, in addition to community networking through social events. Keeping people engaged and informed is a significant component. Media outreach can come in a variety of different forms, as listed below:
 - a. Creation of newsletters, fact sheets, meeting summaries, briefing materials, displays and other materials to be provided to community members.
 - b. Use of social media to engage residents who may be unable or uninterested in attending meetings.
- **Monitoring of public outreach and its effectiveness.** Similar to assessing group achievements and goals, monitoring public outreach is also important for communities to understand if people within the community are truly engaged in process. Monitoring social media accounts, public outreach, and community event participation are all important aspects in gauging community interest and engagement.



Consensus building can involve many different community members, agencies, and other stakeholders. Some consensus building requires structure, such as advisory committees and focus groups, whereas others, like community events, are more casual. In addition to the techniques listed above, it is important to utilize the proper tools and strategies which are best suited for the type of collaboration you are seeking, the number of stakeholders involved, the overall outcomes and goals of the collaboration. Answering these questions are important before designing the proper collaboration technique. For example, if you goal is to create community buy-in through a block party, the structure would be much different than if you were trying to use a focus group to assist in making a decision about a community agency’s budget. The table below, as designed by the United States Environmental Protection Agency, describes four different strategies for collaborating with the corresponding number of participants and hopeful outcomes².

²United States Environmental Protection Agency



Strategy	Number of Stakeholders	Best Suited For
Consensus Workshops	Ranging from a small group to up to hundreds of people.	Smaller, less controversial decisions, or identifying shared values.
Advisory Boards	Small groups, consisting of less than 25 people.	Long-term and complex processes.
Computer-Assisted Processes	Can be useful for large groups.	Decisions that can be well-defined into small segments and do not require stakeholders to get to know each other personally.
Citizen Juries	Very limited number of people, generally involving up to 12 people.	Decisions that can be organized into clear options and clear outcomes.

Source: United States Environmental Protection Agency

More information about organizing and facilitating these four different types of groups can be found at the public participation guides for [Consensus Workshops](#), [Citizen Advisory Boards](#), [Computer-Assisted Processes](#), and [Citizen Juries](#).

As mentioned, consensus building requires choosing a proper strategy among stakeholders to facilitate them in reaching common goals. The table below, created through research done by the University of Colorado, explicitly names five different consensus building strategies, when they should be used and why they can be successful³.

³ University of Colorado, Consensus Building Techniques



Strategy	When to Use	Why it Works
Help team members focus on big ideas rather than on specific detail when considering proposal for action.	When team members are focusing on specific details surrounding an issue and losing sight of their common purpose as a result.	Teams often disagree or fall apart because they get hung up on specific details. This can bring the group discussion and focus back to a more general level.
Float a trial balloon to encourage brainstorming about the pros and cons of an alternative.	When a new idea is introduced and you want the team to focus on the positives of the idea before considering the negatives.	Some people greet almost any new idea with negative comments; team members may stop bringing up new ideas because of their fear of having them shut down.
Clarify what team members who do not support a proposal would need in order to support it.	When you sense that the team is approaching a consensus but there is still resistance from a small number of people.	The information they provide is used to modify the proposal in such a way that everyone can accept it.
Encourage members to listen to one another's ideas with respect, empathy, and openness, continuing to modify a proposal until all members' key needs are met.	When team members seem to have difficulty understanding the needs or objections of other members.	For team members to work collaboratively together and make appropriate proposals, they must listen respectfully to each other's ideas and consider a whole range of ways of dealing with issues.
Ask every team member to take a turn expressing his or her opinion about the idea or proposal that they team is considering.	When a proposal has been generated and you want the team to listen to each member's ideas about the proposal.	Hearing the views of each member can uncover common agreements or potential areas of alignment.

Source: University of Colorado



Appendix D: Economic Development Best Practices for Rural Communities

Effective economic development in rural communities takes progressive actions to build upon existing assets to strengthen the community and build long-term value to attract a range of investments.⁴ The state of Maine is very rural with ninety percent of its total land base being forest.⁵ The natural environment has been an asset for the state providing a sense of heritage and a quality of life for its residents. Communities within Maine have been working to ensure this asset continues to exist for future generations. Currently North Yarmouth's comprehensive plan lists preservation of open space and protecting critical natural resource areas as high priorities. Best practices should be used to ensure rural communities, such as North Yarmouth, achieve effective economic development while maintaining their distinctive rural character. Some examples of best practices include the following:

- **Communicate and coordinate with community and stakeholders.** Seeking collaboration among individuals in the community throughout the visioning process to identify challenges and investment opportunities is essential. This also can help reducing duplication of efforts and streamlining the process. This ensures that limited resources are used efficiently.



- **Plan where development should or should not occur.** This can be done by conducting a green infrastructure assessment to determine areas the community wishes to preserve.
- **Evaluate zoning conditions affecting the community.** Zoning codes can prevent development and urban growth on working lands. Surveys can be administered and analyzed to determine challenges that community members are facing with regards to planning and zoning. Zoning policies can then be adjusted to benefit the community by allowing development of walkable, mixed-use places. Zoning information should be accessible online.

⁴ United States Environmental Protection Agency

⁵ Grow Smart Maine

- **Encourage development of existing infrastructure through reuse and rehab over new construction.** Policies can be put in place to prioritize public funding to repair and restoration on existing infrastructure (buildings, roads, water lines, etc.) before building new infrastructure.
- **Preserve open space, farmland, and critical environmental areas.** This can be done by incorporating parks and open space into the design of all new development. For example, designate a percentage of development area for a park or trail system. Bike paths and dog parks can also safeguard the environment.
- **Determine areas of local character and enhance those areas through development.** These areas have the potential to become tourist attractions that bring investments into the economy.
- **Encourage policies that promote walking, biking, and public transit.** Outdoor transit development is quintessential to areas like North Yarmouth. It allows for the character or the town to be shown through its economic development practices. This type of development also reduces congestion and impact on the environment. Sidewalks, bike lanes, and trail systems promote interconnectedness within a community all while helping to improve each individual's physical and mental health.
- **Measure and celebrate success.** In order to sustain support for any economic development initiatives, it is important to track their success and disseminate information showing successes within the community. This will foster continued support for long-term development goals.



Forms of development for rural communities:

- **Agritourism and ecotourism.** Both are examples of tourist activities involving a farm, ranch or conservation areas. This benefits the local community by providing income based on tourism activities while maintaining the rural landscape.
- **Low impact development.** This type of development minimizes environmental damage during the development process by directing runoff to natural areas, conserving the natural environment, using small-scale controls, and a customized site design.
- **Renewable energy development.** Development through solar, wind or biomass production can provide an economic incentive to rural land.
- **Ecosystem services markets.** This option allows for landowners to be compensated for ecosystem services their land provides such as sequestering carbon, filtering and storing a clean water supply.

More information regarding development in rural communities can be found at [EPA's Putting Smart Growth to Work in Rural Communities](#), [EPA's Smart Growth in Small Towns and Rural Communities](#), [University of Minnesota's Local Foods Planning and Zoning](#), [Planning & Zoning Center Best Management Practices in Rural Areas](#), and [Smart Growth America's Smart Growth Implementation Toolkit](#).

Resources for Maine specific rural development include [Grow Smart Maine](#) and [Grow Smart Maine's Smart Growth for Maine](#).



Appendix E: Tax Increment Financing

Overview

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

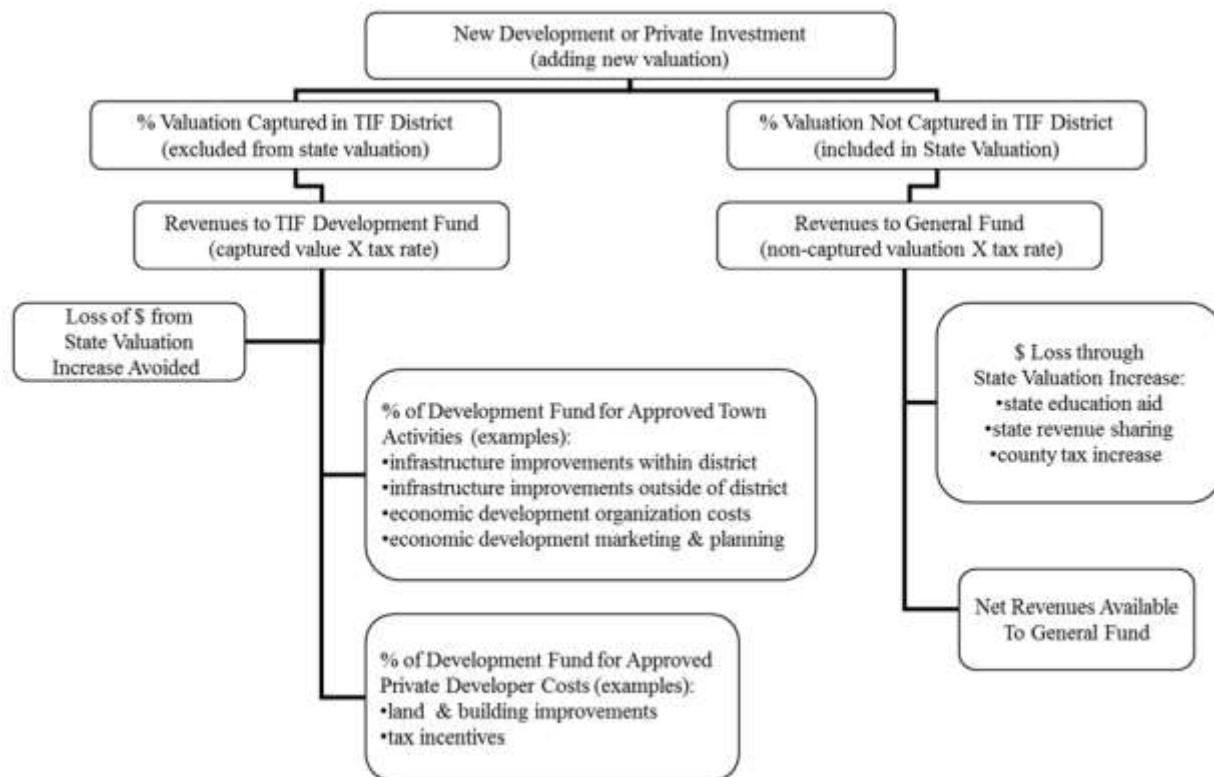
- Create new employment opportunities,
- Improve and broaden the tax base, and
- Improve the general economy of the State.

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

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

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

Tax Increment Financing Model



Process

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

Allowable Revenue Uses

Tier I - Costs within the district:

- Capital costs, including:
 - Construction, improvements and site work
 - Demolition, repair and remodeling
 - Acquisition of equipment
- Financing costs, including:
 - Premiums paid for early redemption of obligations
 - Interest paid to holders of evidences of indebtedness issued to pay for project costs
- Professional Services, including:
 - Licensing and architectural
 - Planning, engineering and legal expenses
- Other costs, including:
 - Reasonable administrative expenses of municipal employees
 - Relocation expenses
 - Organizational costs to establish district, like impact studies, and public information

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

- Infrastructure improvements, including:
 - Sewage or water treatment plants
 - Sewer, water and electrical lines
 - Street amenities and fire station improvements
- Other improvements, including:
 - Public safety
 - Adverse impact mitigation

Tier III - Costs within the municipality:

- **Economic development** programs or events developed by the municipality or funding marketing of the municipality as a business location
- **Environmental improvement plans**
- **Permanent revolving loan funds**
- **Employment training** (however, costs cannot exceed 20% of the total project costs), scholarships for residents to go to school elsewhere if municipality has no institution of learning, though it must be a Maine institution.
- **Quality child care costs**, including finance costs, construction, staffing, training, certification & accreditation costs related to child care.
- **Arts district activities** including arts education, performing arts venues, museums, and arts studios.



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

Property Value & Fiscal Formulas

Property valuation impacts the monetary amount municipalities receive in:

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

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

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

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

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

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

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

North Yarmouth Example

An increase in \$1 million in property valuation results annually in:

- \$8,290 loss in state aid to education,
- \$534 loss in municipal revenue sharing,
- \$687 increase in County Tax, and
- **\$9,511 total negative fiscal impact if valuation not sheltered.**

\$1 Million in valuation at the FY16-17 tax rate of 17.62 mills generates \$17,620 in General Fund Revenues. However, with the negative fiscal impacts without a TIF, the Town realizes only \$8,109 in revenues or 46%. In other words, it loses nearly 54% of revenues due to fiscal formulas. This loss can be avoided if the Town utilizes TIF to shelter the valuation from the fiscal formulas and utilize revenues for economic development

Summary

If the town wants to support economic development, TIF offers an opportunity to significantly reduce revenue losses due to state and county fiscal formulas and support growth in both the number of jobs and the tax base. Revenues must be used for specified allowable uses and *not* General Fund Purposes for the approved life of the TIF, which can be up to 30 years, after which they accrue to the General Fund and are subject to formula impacts.



Appendix F: Demographic & Economic Base Analysis

Executive Summary

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

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

- The populations within the Town of North Yarmouth, Cumberland County, and Maine have all increased over the past 5 years, and they are all expected to continue growing through 2021.
- The number of households in all three regions have shown a similar historic pattern of growth between 2010 and 2016, and are projected to continue growing similar to the rates of population growth over the next five years. Average household size is the highest in the town with 2.7 people per household.
- Median household income is also the highest in the town by far, surpassing Cumberland County by over \$12,000 and Maine by over \$23,000.

Demographic Overview, 2016					
	Population	Households	Average Household Size	Median Age	Median Household Income
Town of North Yarmouth	3,878	1,419	2.7	44	\$72,932
Cumberland County	292,631	122,427	2.3	42	\$60,393
Maine	1,367,696	578,678	2.3	44	\$49,492

Source: ESRI, American FactFinder

The Industry Overview below shows overall job growth between 2010 and 2016 for all three regions, these employment numbers include all persons who are employed within businesses located in North Yarmouth. Major findings including:

- There were only an estimated 600 jobs in 2016 in the Town of North Yarmouth. Job growth within the town has been marginal between 2010 and 2016, only adding an estimated 6 jobs and resulting in 1% growth.
- Average earnings for jobs within the town are \$46,660, which is far lower than the median household income within the town. Industries overall, have shown within Cumberland County and Maine at 6% and 3%, respectively.
- Unlike median household income, average earnings within the town are lower than in both Cumberland County and Maine.



Industry Overview, 2010-2016					
Region	2010 Jobs	2016 Jobs	2010-2016 Change	2010-2016 % Change	2016 Average Earnings
Town of North Yarmouth	578	584	6	1%	\$46,660
Cumberland County	188,796	199,294	10,498	6%	\$54,868
Maine	668,781	687,919	19,138	3%	\$48,360

Source: EMSI

Introduction

Camoin Associates completed an economic base analysis for the Town of North Yarmouth, Maine to better inform our research for the region. The following economic base analysis examined and compared the economic and demographic trends of the Town of North Yarmouth, Cumberland County, and Maine.

The economic base analysis consists of four interrelated studies:

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

Data Sources

Much of the data in this report were purchased from ESRI Business Analyst Online (ESRI) and Economic Modeling Specialists, International. (EMSI). The base of ESRI's data is the 2010 Census and the annual American Survey. It uses proprietary statistical models and updated data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to project current statistics and future trends. ESRI data are often used for economic development, marketing, site selection, and strategic decision-making. For more information, visit www.esri.com.

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

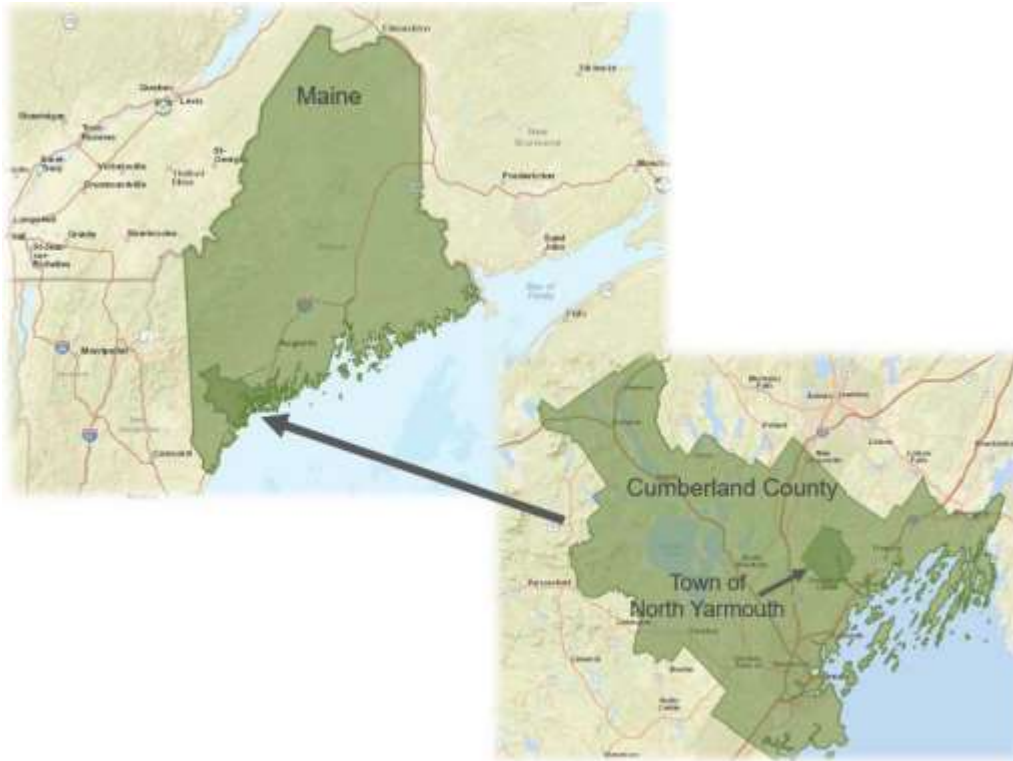
Geographies Studied

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

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

Looking at the data at different geographic scales allowed an analysis of current trends within the region. Demographic and economic data were examined to illustrate how these factors may affect the local and regional economy and potential development opportunities. The following maps depict the Town of North Yarmouth, the County of Cumberland, and the State of Maine.





Demographic and Economic Base Analysis

General demographic and economic data were gathered and reviewed to gain an understanding of past trends, existing conditions, and future projections. This information was collected for the Town of North Yarmouth, Cumberland County, and the State of Maine.

Basic Demographic Trends

Key Findings

- The population totals within the Town of North Yarmouth, Cumberland County, and Maine have all increased over the past 5 years. Similarly, they are all expected to continue growing through 2021, between 2% and 6% over the timeframe. In the past 5 years the rate of growth in North Yarmouth (by percent) has outpaced that of both Cumberland County and Maine.
- The number of households in all three regions have shown a similar historic pattern of growth between 2010 and 2016, and are projected to continue growing similar to the rates of population growth over the next five years. North Yarmouth has a slightly higher household size than Cumberland County and Maine.
- The Town of North Yarmouth both has the highest percentage of people in the labor force, 77.6%, meaning, North Yarmouth has the highest labor force participation rate. Similarly, North Yarmouth also has the lowest unemployment rate, 4.6%, of the three regions.
- A notable trend projected in the Town of North Yarmouth is a high and increasing median household income. In all three study years, the town has had the highest median household incomes. In 2010, at over



\$70,000, the median income was about \$15,000 higher than that of the county and nearly \$25,000 higher than that of Maine. This trend continues similarly through 2016 and projected to continue in 2021.

Demographics							
	2010	2016	2021	# Change 2010 - 2016	% Change 2010 - 2016	# Change 2016 - 2021	% Change 2016 - 2021
Town of North Yarmouth							
Population	3,584	3,878	4,096	294	8.2%	218	5.6%
Households	1,303	1,419	1,503	116	8.9%	84	5.9%
Average Household Size	2.75	2.73	2.72	0	-0.7%	0	-0.4%
Median Age	42.4	43.9	44.4	2	3.5%	1	1.1%
Median Household Income	\$70,881	\$72,932	\$85,954	\$2,051	2.9%	\$13,022	17.9%
Family Households	1,040	1,123	1,186	83	8.0%	63	5.6%
Cumberland County							
Population	281,674	292,631	302,004	10,957	3.9%	9,373	3.2%
Households	117,339	122,427	126,673	5,088	4.3%	4,246	3.5%
Average Household Size	2.32	2.32	2.31	0	0.0%	0	-0.4%
Median Age	41.0	42.3	43.2	1	3.2%	1	2.1%
Median Household Income	\$55,658	\$60,393	\$66,601	\$4,735	8.5%	\$6,208	10.3%
Family Households	70,778	72,904	74,948	2,126	3.0%	2,044	2.8%
Maine							
Population	1,328,361	1,367,696	1,398,166	39,335	3.0%	30,470	2.2%
Households	557,219	578,678	594,297	21,459	3.9%	15,619	2.7%
Average Household Size	2.32	2.30	2.29	0	-0.9%	0	-0.4%
Median Age	42.7	44.2	45.4	2	3.5%	1	2.7%
Median Household Income	\$46,933	\$49,492	\$52,918	2,559	5.5%	3,426	6.9%
Family Households	350,621	359,784	367,279	9,163	2.6%	7,495	2.1%

Source: ESRI, American FactFinder

Note: Data projections are estimations based on current and past data trends, and therefore are only used to understand future trends and should not be heavily relied on.

Unemployment and Labor Force Participation

The table below shows the unemployment rates and the labor force participation rates for all three comparison regions. The data shows that the Town of North Yarmouth has the highest percentage of people in the labor force and the lowest unemployment rate. An unemployment rate of 4.6% is even less than that of the United States at 4.9%.



Economic Indicators, 2014		
Region	Labor Force Participation Rate	Unemployment Rate
Town of North Yarmouth	77.6%	4.6%
Cumberland County	68.8%	5.8%
Maine	63.9%	7.4%

Note: Only includes the population 16 years and over
Source: American FactFinder

Ethnicity

Of the three geographies, the Town of North Yarmouth currently has the least diverse population with 97.3% identifying as “White Alone” and just over 1% identifying as “Hispanic Origin (Any Race)”. Cumberland County, however, has the most diverse population of the three regions, having the lowest population identifying as “White Alone” at 92.5%, and the largest percentage of the population identifying as “Black Alone” at almost 3%. Cumberland County also has the largest population identifying as “Hispanic Origin (Any Race)” at 2.2%, followed by Maine at 1.7%. North Yarmouth also has the smallest percentage of people identifying as “Two or More Races”.

2016 Resident Ethnicity, Comparison of Geographies						
Race and Ethnicity	Town of North Yarmouth		Cumberland County		Maine	
	Number	Percent	Number	Percent	Number	Percent
White Alone	3,734	97.3%	264,896	92.5%	1,276,611	94.9%
Black Alone	11	0.3%	8,228	2.9%	18,372	1.4%
American Indian Alone	4	0.1%	814	0.3%	8,781	0.7%
Asian Alone	41	1.1%	6,444	2.2%	16,579	1.2%
Pacific Islander Alone	1	0.0%	78	0.0%	453	0.0%
Some Other Race Alone	0	0.0%	339	0.1%	1,029	0.1%
Two or More Races	45	1.2%	5,638	2.0%	23,031	1.7%
Hispanic Origin (Any Race)	42	1.1%	6,194	2.2%	22,840	1.7%

Source: ESRI

Income

The largest income cohort in North Yarmouth are households earning between \$50,000 - \$74,999 at 25.7% of all income cohorts. This cohort is projected to shrink to 23.4% in 2021, but will remain the largest cohort. The next largest cohort are households earning between \$35,000 - \$49,999 at 15.4% of all income cohorts, also projected to decline in 2021 to about 9%.

Within the State of Maine there is a notable percentage of households with an income of less than \$15,000, about 14% in 2016, followed by nearly 12% in Cumberland County. However, the percentage of households in North Yarmouth earning <\$15,000 is very low at 2.7%. This percentage is projected to decrease marginally in 2021 to nearly 2.6% of households in North Yarmouth. This cohort is also projected to decrease marginally in both Cumberland County and Maine as well.



Town of North Yarmouth				
Households by Income	2016		2021	
	Number	Percent	Number	Percent
<\$15,000	38	2.7%	39	2.6%
\$15,000 - \$24,999	52	3.7%	51	3.4%
\$25,000 - \$34,999	56	3.9%	65	4.3%
\$35,000 - \$49,999	219	15.4%	137	9.1%
\$50,000 - \$74,999	365	25.7%	351	23.4%
\$75,000 - \$99,999	189	13.3%	213	14.2%
\$100,000 - \$149,999	186	13.1%	258	17.2%
\$150,000 - \$199,999	108	7.6%	143	9.5%
\$200,000+	206	14.5%	246	16.4%

Source: ESRI

Cumberland County has a much larger percentage of households earning less than \$15,000 in 2016 compared to that of the town, with about 12% of Cumberland County households making less than \$15,000 annually. The largest cohort in the county are households earning between \$50,000 - \$74,999 at 17.7% of households in 2016, though these are projected to decline in 2021 to 16.6%, falling to the second largest cohort behind households earning between \$100,000 - \$149,999 at about 18% of all households.

Cumberland County				
Households by Income	2016		2021	
	Number	Percent	Number	Percent
<\$15,000	14,541	11.9%	14,611	11.5%
\$15,000 - \$24,999	9,687	7.9%	9,355	7.4%
\$25,000 - \$34,999	11,352	9.3%	13,434	10.6%
\$35,000 - \$49,999	14,591	11.9%	10,386	8.2%
\$50,000 - \$74,999	21,644	17.7%	21,056	16.6%
\$75,000 - \$99,999	17,169	14.0%	17,164	13.6%
\$100,000 - \$149,999	18,566	15.2%	22,957	18.1%
\$150,000 - \$199,999	7,061	5.8%	8,948	7.1%
\$200,000+	7,814	6.4%	8,760	6.9%

Source: ESRI

Similar to Cumberland County, the largest cohort in Maine are households earning between \$50,000 - \$74,999 at 18.5% of all households in 2016, though these are again projected to decline in 2021 to 17.5% in 2021, continuing to be the largest cohort, followed by households earning between \$100,000 - \$149,999 at about 13.9% and households earning less than \$15,000 at 13.8% of all households.



Maine				
Households by Income	2016		2021	
	Number	Percent	Number	Percent
<\$15,000	81,400	14.1%	82,292	13.8%
\$15,000 - \$24,999	61,866	10.7%	64,287	10.8%
\$25,000 - \$34,999	67,780	11.7%	70,853	11.9%
\$35,000 - \$49,999	80,325	13.9%	62,478	10.5%
\$50,000 - \$74,999	106,787	18.5%	104,288	17.5%
\$75,000 - \$99,999	74,932	12.9%	79,610	13.4%
\$100,000 - \$149,999	65,809	11.4%	82,482	13.9%
\$150,000 - \$199,999	21,011	3.6%	26,827	4.5%
\$200,000+	18,758	3.2%	21,170	3.6%

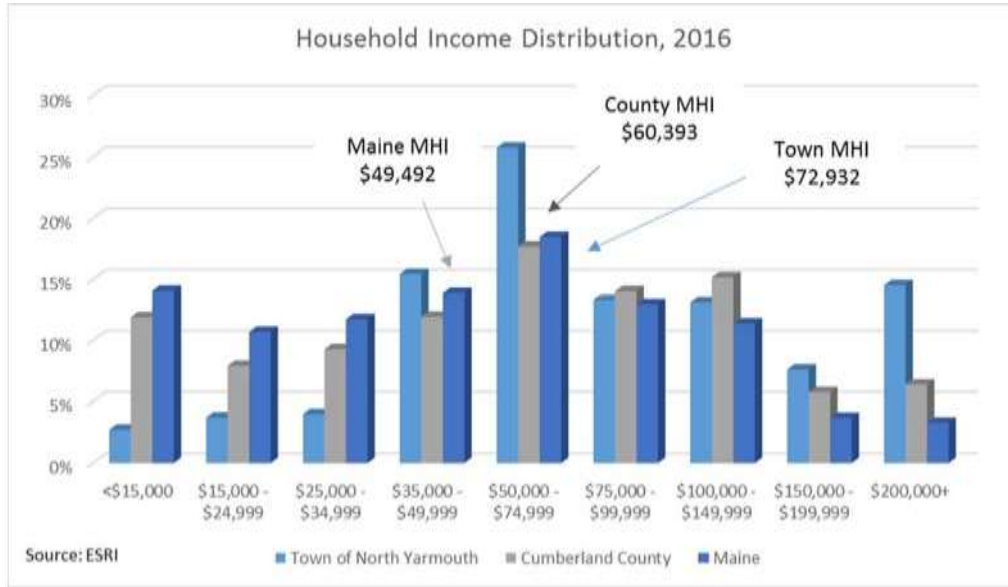
Source: ESRI

The following tables and graphs compare the percent of households in both 2016 and 2021 in each income cohort, among all three geographies.

Household Income Distribution, 2016			
Households by Income	Town of North Yarmouth	Cumberland County	Maine
<\$15,000	2.7%	11.9%	14.1%
\$15,000 - \$24,999	3.7%	7.9%	10.7%
\$25,000 - \$34,999	3.9%	9.3%	11.7%
\$35,000 - \$49,999	15.4%	11.9%	13.9%
\$50,000 - \$74,999	25.7%	17.7%	18.5%
\$75,000 - \$99,999	13.3%	14.0%	12.9%
\$100,000 - \$149,999	13.1%	15.2%	11.4%
\$150,000 - \$199,999	7.6%	5.8%	3.6%
\$200,000+	14.5%	6.4%	3.2%

Source: ESRI





Housing Tenure

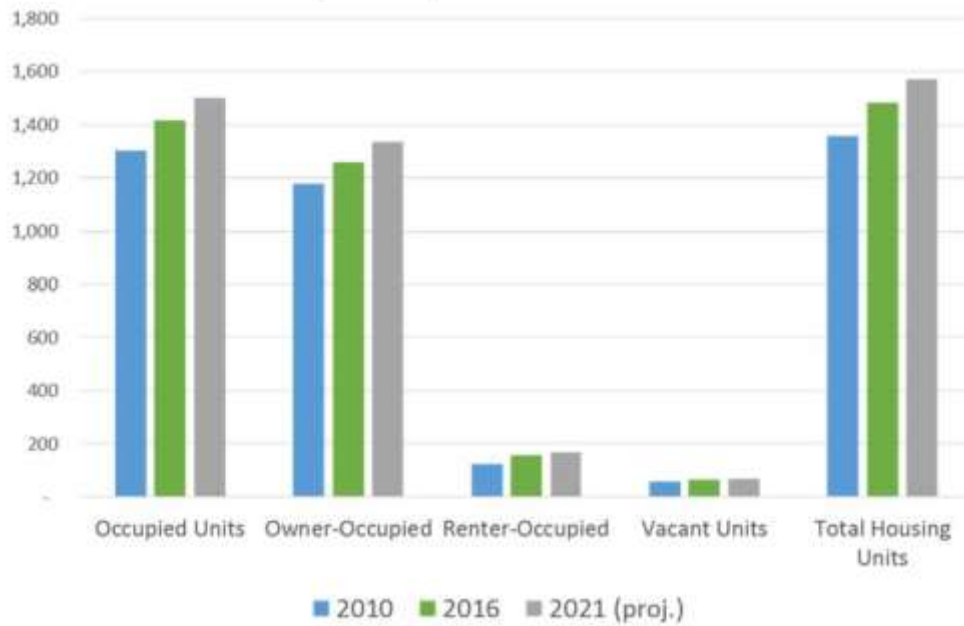
The following tables describe housing tenure within the town, the county, and the state. Current vacancy rates in the town are the lowest of the three regions, with vacant units comprising 4% of all housing units, whereas vacancy rates in the state are the highest at 23.4% followed by 15.7% in the county. The town also has the highest percentage of owner-occupied units at 85% of all housing units. The town does not have very many rentable housing options; only about 123 (or 11%) of units are renter-occupied.

Housing Tenure, Town of North Yarmouth					
	2010	2016	2021 (proj.)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
Occupied Units	1,303	1,419	1,503	1%	1%
Owner-Occupied	1,180	1,261	1,335	1%	1%
Renter-Occupied	123	158	168	4%	1%
Vacant Units	57	64	68	2%	1%
Total Housing Units	1,360	1,483	1,571	1%	1%

Source: Esri



Housing Tenure, Town of North Yarmouth



Housing tenure in Cumberland County differs from the town, yet is similar to trends at the state-level because about 36% of occupied units are renter-occupied and only about 64% are owner-occupied.

Housing Tenure, Cumberland County					
	2010	2016	2021 (proj.)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
Occupied Units	117,339	122,427	126,673	1%	1%
Owner-Occupied	78,545	78,419	81,223	0%	1%
Renter-Occupied	38,794	44,008	45,450	2%	1%
Vacant Units	21,318	22,716	23,598	1%	1%
Total Housing Units	138,657	145,143	150,271	1%	1%

Source: Esri

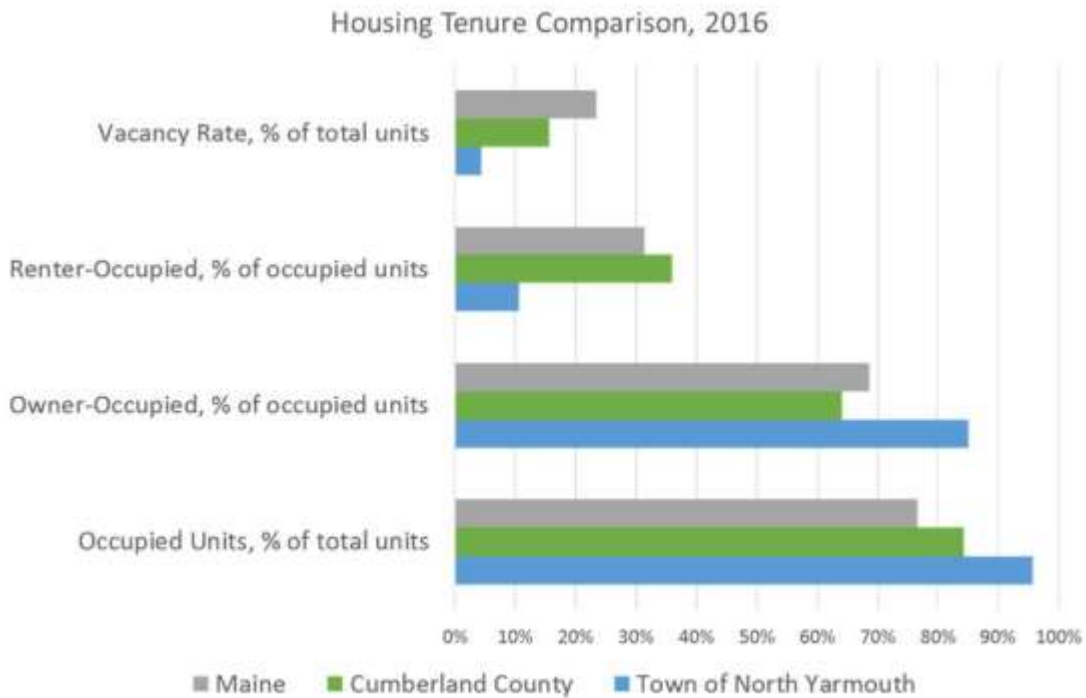
As previously mentioned, trends at the state level are similar to that of Cumberland County, but quite different than that of the town.

Housing Tenure, Maine					
	2010	2016	2021 (proj.)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
Occupied Units	557,219	578,678	594,297	1%	1%
Owner-Occupied	397,417	396,965	408,201	0%	1%
Renter-Occupied	159,802	181,713	186,096	2%	0%
Vacant Units	164,611	176,776	184,183	1%	1%
Total Housing Units	721,830	755,454	778,480	1%	1%

Source: Esri

Housing Tenure Comparison, 2016			
	Town of North Yarmouth	Cumberland County	Maine
Occupied Units, % of total units	96%	84%	77%
Owner-Occupied, % of occupied units	85%	64%	69%
Renter-Occupied, % of occupied units	11%	36%	31%
Vacancy Rate, % of total units	4.3%	15.7%	23.4%

Source: Esri, ACS 2014 5-year estimates



The following tables describe the structure of housing units, construction year of housing units, and value of housing units by all three geographies. Within the Town of North Yarmouth, the vast majority of units in the town are classified as 1 Detached at 91%, far higher than that in the county at 65% and 70% in the state. The only other types of units significantly represented in North Yarmouth are 1 Attached Unit and 2 Units, both at 4%.

Housing by Units in Structure, 2014				
Number of Units in Structure	Town of North Yarmouth		Cumberland County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
1 Detached Unit	1,266	91%	65%	70%
1 Attached Unit	53	4%	5%	2%
2 Units	54	4%	6%	5%
3 or 4 Units	9	1%	7%	6%
5 to 9 Units	-	0%	4%	4%
10 to 19 Units	-	0%	2%	2%
20 to 49 Units	-	0%	3%	2%
50 or More Units	-	0%	3%	1%
Mobile Homes	8	1%	4%	9%
Boat/RV/Van	-	0%	0%	0%
Total Housing Units	1,390	100%	100%	100%

Source: ACS 2014 5-year estimates

The majority of houses in the county and the state were built before 1939, at 26% for both geographies. The majority of houses in the town were built between 1980-1989 at 22%, closely followed by houses built between 2000-2009, at 20%.

Housing by Year Built				
Year Built	Town of North Yarmouth		Cumberland County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
2010 or Later	7	1%	1%	1%
2000-2009	274	20%	12%	12%
1990-1999	268	19%	12%	12%
1980-1989	299	22%	14%	15%
1970-1979	172	12%	13%	14%
1960-1969	82	6%	8%	7%
1950-1959	123	9%	8%	8%
1940-1949	12	1%	6%	5%
1939 or Earlier	153	11%	26%	26%
Total Housing Units	1,390	100%	100%	100%
Median Year Structure Built	1985		1972	1973

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

Source: ACS 2014 5-year estimate



The median and average home value is highest in the Town of North Yarmouth at \$343,000 and nearly \$400,000 respectively. The average rent is also highest in the town at nearly \$950.

2016 Home Values, Owner-Occupied Units				
Home Value	Town of North Yarmouth		Cumberland County	Maine
	Count	Pct. of Total	Pct. of Total	Pct. of Total
Less than \$50,000	43	3%	4%	8%
\$50,000-\$99,999	15	1%	3%	13%
\$100,000-\$149,999	3	0%	6%	15%
\$150,000-\$199,999	99	8%	14%	17%
\$200,000-\$249,999	93	7%	18%	14%
\$250,000-\$299,999	200	16%	14%	10%
\$300,000-\$399,999	409	32%	18%	11%
\$400,000-\$499,999	159	13%	10%	5%
\$500,000-\$749,999	155	12%	8%	4%
\$750,000-\$999,999	27	2%	4%	2%
\$1,000,000 or greater	58	5%	3%	1%
Median Home Value	\$	343,399	\$ 270,634	\$ 191,376
Average Home Value	\$	399,306	\$ 332,849	\$ 239,291

Source: Esri

Rent, 2014			
	Town of North Yarmouth	Cumberland County	Maine
Median	\$944	\$852	\$673

Note: Rent is adjusted to exclude utility costs

Source: ACS 2014 5-year estimates, table B25058

According to the NY Growth Report, with data supplied from the Code Enforcement Office, it is estimated that in 2016 there were twelve new single family homes built. Of the twelve new homes built, seven were worth under \$300,000 and five were worth over \$300,000. In addition to these twelve new homes built in 2016, there were two new commercial home occupations, and no new commercial businesses. Between 2005 and 2016, there has been a total over 158 new single family homes, 52 new home occupations, and 6 new commercial businesses.⁶

Camoin Associates also reviewed the Planning Decisions Inc. report related to housing and found that

“Between 2003 and 2014, there were a total of 203 housing units built, representing 14% of the Town’s total of 1,411 housing units in 2014. 165 of these units (81%) were in Farm and Forest areas. Only 38 homes were built in the Town’s designated Growth Area. The total value of the housing construction over this period exceeded \$74.7 million, and only \$13 million (18%) was located in the Village Center and Village Residential districts”

⁶ 08/31/16 Code Enforcement Office, NY Growth Report



Commuter Inflow and Outflow

The following tables depicts the number of people both living and working in the Town of North Yarmouth. Since 2004 the number of people employed within the town has marginally decreased by about 70 workers. Conversely, the number of people living in North Yarmouth has increased since 2004 by about 65 people. The vast majority of workers who live in the town are employed outside of the town, at 94% in 2014. There are only about 100 people who both live and work in the town.

Of the estimated 1,650 people who are living within the town but employed outside of the town, the data shows that a majority of them, about 450 workers, or 26%, are working in Portland. There is also a notable number of people working in South Portland, and Yarmouth, about 220 people or 12% cumulatively.

There are about 300 people who work in North Yarmouth but live outside of the town. According to the data, these 300 people live scattered around in places such as Portland, Cumberland Center, Biddeford, Lewiston, South Portland, and a number of other places.

Commuter Inflow/Outflow				
	2004 Count	2004 Share	2014 Count	2014 Share
Employed in North Yarmouth	365	100%	298	100%
Employed in North Yarmouth but Living Outside	249	68%	190	64%
Employed and Living in North Yarmouth	116	32%	108	36%
Living in North Yarmouth	1,694	100%	1,759	100%
Living in North Yarmouth but Employed Outside	1,578	93%	1,651	94%
Living and Employed in North Yarmouth	116	7%	108	6%

Note: Job Counts include only primary jobs

Source: Census On-The-Map

Educational Attainment

There are twelve institutions within Cumberland County that award higher education degrees and/or certificates. Of these twelve institutions, they cumulatively awarded 1,163 certificates and 4,271 degrees in 2015. Overall, the University of Southern Maine awarded the most number of Bachelor's, Master's, and Doctor's degrees among all listed institutions, accounting for more than 50% of Bachelor's and Master's degrees awarded total among all institutions and 90 of the 93 total Doctor's degrees awarded. Southern Maine Community College awarded the highest number of Associate's degrees, and Northeast Technical Institute awarded the most certificates.



Cumberland County, Institutions, 2015

Institution	Associates degree	Bachelors degree	Masters degree	Doctors degree	All Certificates	All Degrees
University of Southern Maine	1	1,257	489	90	128	1,837
Southern Maine Community College	806	0	0	0	27	806
Bowdoin College	0	626	0	0	0	626
Saint Joseph's College of Maine	5	294	255	0	7	554
Northeast Technical Institute	0	0	0	0	438	0
Kaplan University-Maine Campus	221	112	16	0	15	349
Spa Tech Institute-Westbrook	0	0	0	0	197	0
InterCoast Career Institute-South Portland	0	0	0	0	195	0
Empire Beauty School-Maine	0	0	0	0	103	0
Maine College of Art	0	80	15	0	0	95
Cosmotech School of Cosmetology	0	0	0	0	48	0
Birthwise Midwifery School	0	0	0	0	5	0
Institute for Doctoral Studies in the Visual Arts	0	0	1	3	0	4
Total	1,033	2,369	776	93	1,163	4,271

Source: EMSI

Within the Town of North Yarmouth, there is a high percentage of the population which hold Graduate/Professional Degrees at 20% of the population, which is five percentage points higher than in the county and ten percentage points higher than in the state. There is also a very high percentage of the population with a Bachelor's Degree at 34%, which is six percentage points higher than the county and fifteen percentage points higher than the state.

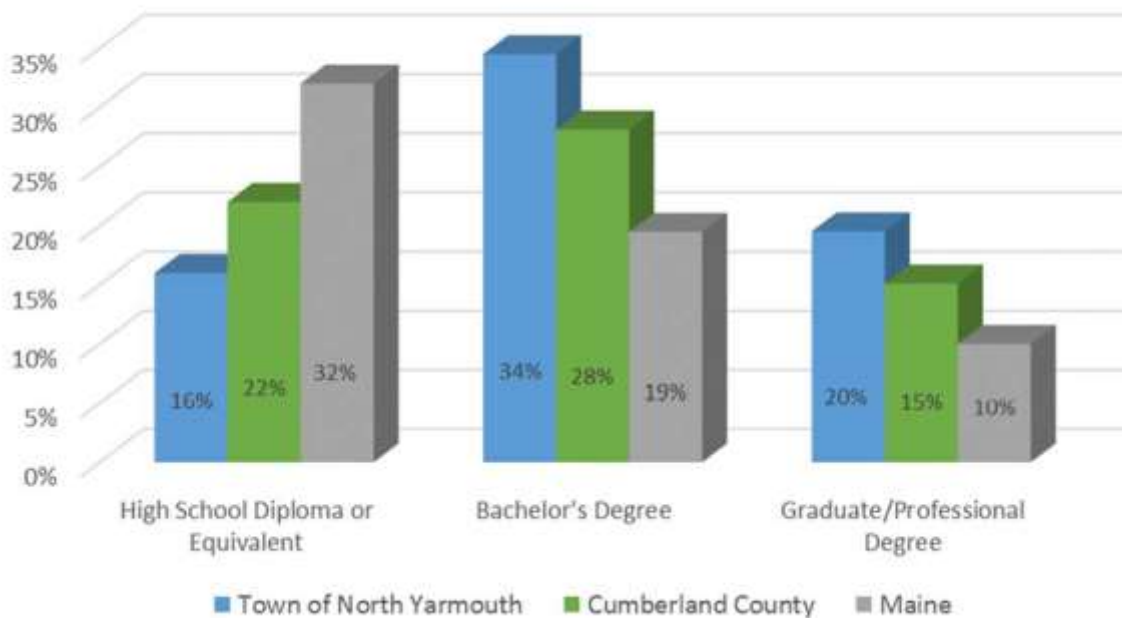
Educational Attainment, 2016

Level of Education	Town of North Yarmouth	Cumberland County	Maine
Less than 9th Grade	1%	2%	3%
9-12th Grade/No Diploma	2%	4%	5%
High School Diploma	15%	19%	27%
GED/Alternative Credential	1%	3%	5%
Some College/No Degree	18%	19%	20%
Associate's Degree	10%	10%	10%
Bachelor's Degree	34%	28%	19%
Graduate/Professional Degree	20%	15%	10%

Source: Esri



Educational Attainment, 2016



Source: Esri

General Economic Outlook

Economic Base

The following section analyzes trends on the general economic outlook for the Town of North Yarmouth, Cumberland County, and Maine. By looking at both the County and the State, it allows the town's economic activity to be examined in the context of the larger economy that surrounds it.

The economic outlook includes:

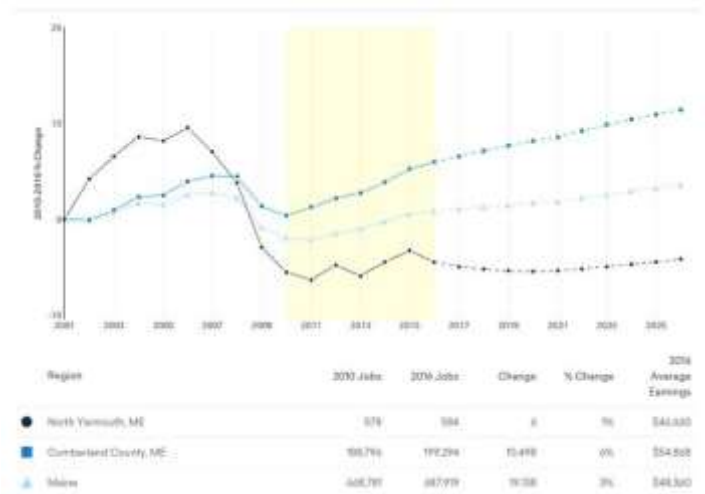
- *Regional Economic Trends* – Gross Regional Product, (GRP), like national Gross Domestic Product (GDP), provides a snapshot of the size of a regional economy, and for this analysis includes the contribution of different industry sectors.
- *Occupation and Employment Trends Industry* – This analysis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

Key Findings

- The Town of North Yarmouth had an estimated 584 jobs in 2016. This number has grown marginally by about 6 jobs (or 1%) since 2010. This trend is similar to that of Cumberland County and Maine, both of which grew at 6% and 3% respectively, over the past six years.
- Average earnings for jobs in North Yarmouth are also lower than that of Cumberland County and Maine, averaging about \$46,660 in 2016 compared to \$54,868 in the county and \$48,360 in the state.



- The largest industry in the town is Construction with about 211 (or 36%) of jobs in 2016, however this industry is projected to decline 3% in the next five years. Construction also has the highest number of self-employed workers in the town, about 65, which is 11% of total jobs in 2016.
- There are essentially no jobs in many industries within the town. The industries that do exist within the town generally employ 50 people or less with the exception of Construction and Professional, Scientific, and Technical Services employing about 70 people in 2016. Industry trending within the town do not match those within the county. The industries with the most jobs within the county are Health Care and Social Assistance, Retail Trade, Government, and Accommodation and Food Services, all of which employ between 16,000 – 34,500 people in 2016.
- Although differing industry trends exist between the town and the county, the Construction industry within the county is projected to decrease similarly about 2% in the next five years. Also, within the county, the industry with the highest number of self-employed workers is Construction with over 2,600 or 1% of total jobs in 2016, this number is also projected to decrease quite notably at 7% of total jobs by 2021.



Source: EMSI

Employment

The table below shows all jobs in the Town of North Yarmouth by 2-digit NAICS code. The industry with the highest number of jobs in 2011, 2016 and projected to 2021 is Construction with 211 jobs currently, but a projected marginal decrease in the next five years by 6 jobs (or 3%). The industry with the highest projected growth (excluding Other Services except Public Administration) is Administrative and Support and Waste Management Services, projected to add 4 jobs which is an 8% increase for the small industry. As expected most industries are small, and all industries except Construction employ less than 100 people or, in most cases, far less. Eighteen of the twenty-one industries employ less than 50 people.



Town of North Yarmouth, All Industries

NAICS (2-digit)	Description	2011 Jobs	2016 Jobs	2021 Jobs	2010 - 2016 Change	2010 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	Current Total Earnings	2016 Location Quotient
11	Crop and Animal Production	46	43	41	(3)	(7%)	(2)	(5%)	\$26,026	6.00
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0%	0	0%	\$0	0.02
22	Utilities	0	0	0	0	0%	0	0%	\$0	0.03
23	Construction	216	211	205	(5)	(2%)	(6)	(3%)	\$46,574	6.71
31	Manufacturing	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.11
42	Wholesale Trade	16	16	12	0	0%	(4)	(25%)	\$71,350	0.71
44	Retail Trade	26	27	28	1	4%	1	4%	\$26,047	0.44
48	Transportation and Warehousing	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.02
51	Information	0	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.08
52	Finance and Insurance	14	15	15	1	7%	0	0%	\$108,021	0.66
53	Real Estate and Rental and Leasing	18	10	<10	(8)	(44%)	Insf. Data	Insf. Data	\$52,187	1.04
54	Professional, Scientific, and Technical Services	71	73	72	2	3%	(1)	(1%)	\$74,033	1.95
55	Management of Companies and Enterprises	0	0	0	0	0%	0	0%	\$0	0.00
56	Administrative and Support and Waste Management and	43	51	55	8	19%	4	8%	\$37,431	1.40
61	Educational Services	0	0	0	0	0%	0	0%	\$0	0.00
62	Health Care and Social Assistance	19	20	20	1	5%	0	0%	\$28,561	0.27
71	Arts, Entertainment, and Recreation	28	30	31	2	7%	1	3%	\$28,770	3.08
72	Accommodation and Food Services	19	20	21	1	5%	1	5%	\$22,830	0.41
81	Other Services (except Public Administration)	29	40	46	11	38%	6	15%	\$20,818	1.43
90	Government	24	22	21	(2)	(8%)	(1)	(5%)	\$84,969	0.24
99	Unclassified Industry	0	0	0	0	0%	0	0%	\$0	0.00
	Total	573	584	579	11	0%	(5)	(1%)	\$46,660	

Source: EMSI



In Cumberland County, the largest industries by far are Health Care and Social Assistance, employing nearly 34,500 in 2016, followed by Retail Trade employing over 23,000 and Government employing over 21,600 individuals. However, the only industry of the three that is projected to experience any significant growth is Health Care and Social Assistance, projected to grow by 9%, adding nearly 3,000 jobs in the next five years. Mining, Quarrying, and Oil and Gas Extraction, as well as Education Services, will experience the most growth at 27%, and 12% respectively.

Cumberland County, All Industries										
NAICS (2-digit)	Description	2011 Jobs	2016 Jobs	2021 Jobs	2010 - 2016 Change	2010 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	Current Total Earnings	2016 Location Quotient
11	Crop and Animal Production	1,223	1,108	1,031	(115)	(9%)	(77)	(7%)	\$26,306	0.46
21	Mining, Quarrying, and Oil and Gas Extraction	55	44	56	(11)	(20%)	12	27%	\$83,042	0.06
22	Utilities	517	383	391	(134)	(26%)	8	2%	\$118,092	0.54
23	Construction	10,221	9,977	9,806	(244)	(2%)	(171)	(2%)	\$51,094	0.93
31	Manufacturing	9,678	10,239	9,630	561	6%	(609)	(6%)	\$73,287	0.65
42	Wholesale Trade	6,956	7,654	7,710	698	10%	56	1%	\$74,158	1.00
44	Retail Trade	22,510	23,180	22,327	670	3%	(853)	(4%)	\$33,045	1.11
48	Transportation and Warehousing	5,869	5,984	6,387	115	2%	403	7%	\$47,407	0.90
51	Information	3,350	3,020	2,501	(330)	(10%)	(519)	(17%)	\$68,321	0.82
52	Finance and Insurance	12,156	11,953	11,757	(203)	(2%)	(196)	(2%)	\$91,251	1.54
53	Real Estate and Rental and Leasing	3,470	3,691	3,628	221	6%	(63)	(2%)	\$51,803	1.13
54	Professional, Scientific, and Technical Services	11,901	12,613	13,272	712	6%	659	5%	\$86,739	0.99
55	Management of Companies and Enterprises	3,852	4,918	5,234	1,066	28%	316	6%	\$104,799	1.74
56	Administrative and Support and Waste Management and Remediation Services	10,556	10,932	11,687	376	4%	755	7%	\$43,241	0.88
61	Educational Services	5,812	7,201	8,074	1,389	24%	873	12%	\$39,427	1.41
62	Health Care and Social Assistance	31,758	34,490	37,503	2,732	9%	3,013	9%	\$58,801	1.37
71	Arts, Entertainment, and Recreation	3,284	3,577	3,436	293	9%	(141)	(4%)	\$28,458	1.06
72	Accommodation and Food Services	15,735	16,875	17,644	1,140	7%	769	5%	\$23,708	1.00
81	Other Services (except Public Administration)	8,651	9,765	10,387	1,114	13%	622	6%	\$29,253	1.02
90	Government	22,887	21,689	21,782	(1,198)	(5%)	93	0%	\$60,371	0.71
99	Unclassified Industry	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.00
	Total	190,442	199,294	204,242	8,852	5%	4,948	2%	\$54,868	

Source: EMSI



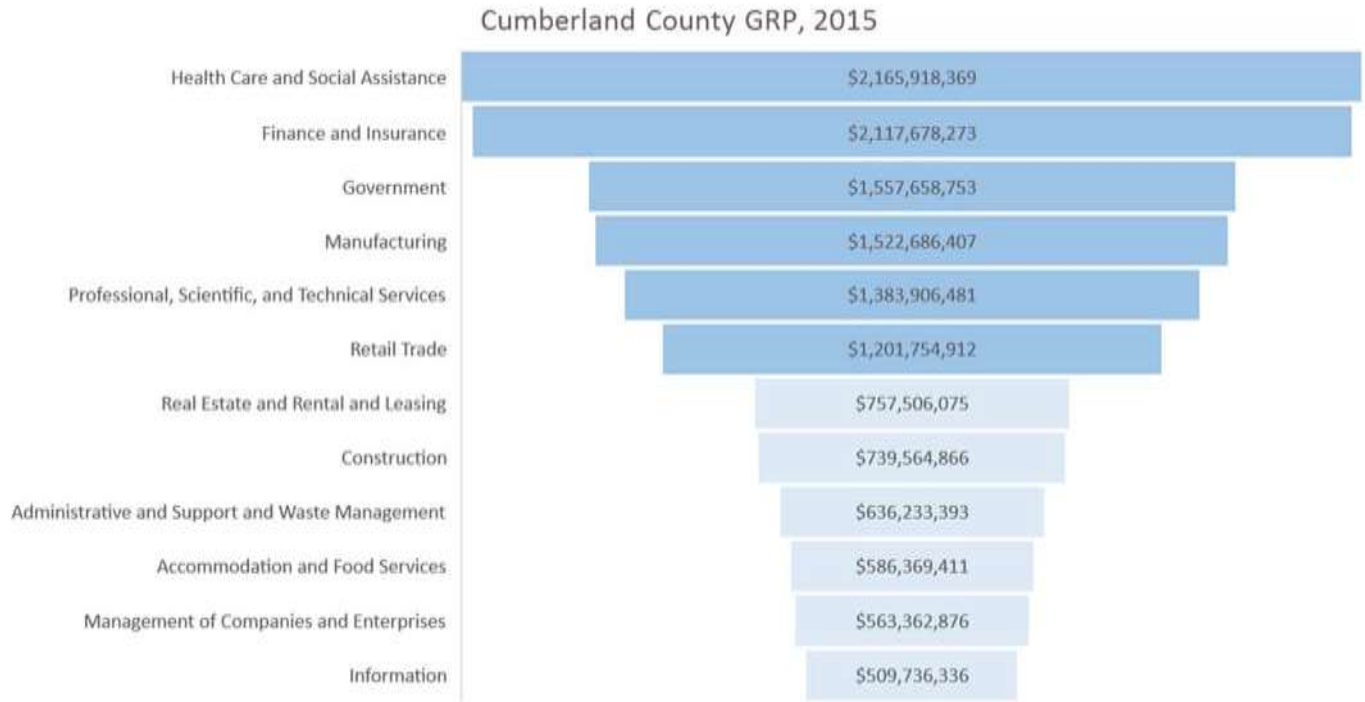
The largest industry in Maine is Health Care and Social Assistance, employing over 109,000 people in 2016 and projected to grow by over 6,000 jobs (a 6% increase) in the next five years. Mining, Quarrying, and Oil and Gas Extraction, as well as Education Services, will experience significant growth statewide as well, growing by 18% and 11%, respectively. Administrative and Support and Waste Management and Remediation Services and Management of Companies and Enterprises will also see growth between 8%-9%. The Information industry, employing over 8,000 people, is projected to experience the biggest loss, losing nearly 1,000 job, (an 11% decrease) in 2021. Manufacturing is also projected to experience an 8% decrease, losing 4,324 jobs in the next five years.

Maine, All Industries										
NAICS (2-digit)	Description	2011 Jobs	2016 Jobs	2021 Jobs	2010 - 2016 Change	2010 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	Current Total Earnings	2016 Location Quotient
11	Crop and Animal Production	14,508	14,052	13,486	(456)	(3%)	(566)	(4%)	\$36,053	1.68
21	Mining, Quarrying, and Oil and Gas Extraction	213	205	242	(8)	(4%)	37	18%	\$68,533	0.07
22	Utilities	1,614	1,733	1,648	119	7%	(85)	(5%)	\$102,764	0.71
23	Construction	41,883	40,264	38,391	(1,619)	(4%)	(1,873)	(5%)	\$43,561	1.09
31	Manufacturing	52,639	52,314	47,990	(325)	(1%)	(4,324)	(8%)	\$66,000	0.97
42	Wholesale Trade	19,551	20,482	20,863	931	5%	381	2%	\$69,241	0.78
44	Retail Trade	85,512	86,605	85,257	1,093	1%	(1,348)	(2%)	\$31,374	1.20
48	Transportation and Warehousing	17,269	18,322	19,234	1,053	6%	912	5%	\$46,966	0.80
51	Information	8,877	8,152	7,219	(725)	(8%)	(933)	(11%)	\$58,822	0.64
52	Finance and Insurance	25,024	24,052	23,048	(972)	(4%)	(1,004)	(4%)	\$78,973	0.90
53	Real Estate and Rental and Leasing	8,409	8,725	8,513	316	4%	(212)	(2%)	\$43,381	0.77
54	Professional, Scientific, and Technical Services	29,175	30,601	31,713	1,426	5%	1,112	4%	\$71,053	0.69
55	Management of Companies and Enterprises	7,140	9,715	10,489	2,575	36%	774	8%	\$89,316	1.00
56	Administrative and Support and Waste Management and Remediation Services	31,171	35,472	38,757	4,301	14%	3,285	9%	\$37,338	0.82
61	Educational Services	16,509	20,744	23,020	4,235	26%	2,276	11%	\$38,491	1.18
62	Health Care and Social Assistance	105,648	109,426	115,522	3,778	4%	6,096	6%	\$52,789	1.26
71	Arts, Entertainment, and Recreation	10,845	11,895	11,578	1,050	10%	(317)	(3%)	\$25,656	1.02
72	Accommodation and Food Services	53,647	56,441	57,701	2,794	5%	1,260	2%	\$22,118	0.96
81	Other Services (except Public Administration)	29,604	33,577	35,584	3,973	13%	2,007	6%	\$26,678	1.02
90	Government	108,178	104,439	103,841	(3,739)	(3%)	(598)	(1%)	\$59,149	0.99
99	Unclassified Industry	83	701	708	618	745%	7	1%	\$58,533	0.61
	Total	667,499	687,919	694,804	20,420	3%	6,885	1%	\$48,360	

Source: EMSI



Contribution to Gross Regional Product and contribution to employment is not necessarily correlated, so it is important to look at both to get a better understanding of the size and contribution of industries. The chart below shows industry contribution to GRP by 2-digit NAICS. In Cumberland County, Health Care and Social Assistance comprises 11.9% of the GRP, contributing the most at about \$2.2 billion. This is closely followed by Finance and Insurance, which comprises 11.7% of the GRP and contributes about \$2.1 billion. The industries contributing more than \$1 billion to GRP are highlighted in dark blue, whereas industries contributing less than that amount are highlighted in light blue.



Note: Any industry that contributed less than \$400 million to GRP was excluded from the chart, these industries include: Transportation and Warehousing; Other Services (except Public Administration); Educational Services; Utilities; Arts, Entertainment, and Recreation; Crop and Animal Production; and Mining, Quarrying, and Oil and Gas Extraction.

Source: Emsi

Occupation⁷

For residents of the Town of North Yarmouth, the clear majority of the employed population (16 years and older) are employed in “White Collar” occupations, at 70%. The White Collar sector is broken down into Professional employing 30%, closely followed by Management/Business/Financial employing 23%, then followed by Sales and Administrative Support employing about 18% cumulatively. In the pie chart below, “White Collar” occupations are depicted in shades of grey.

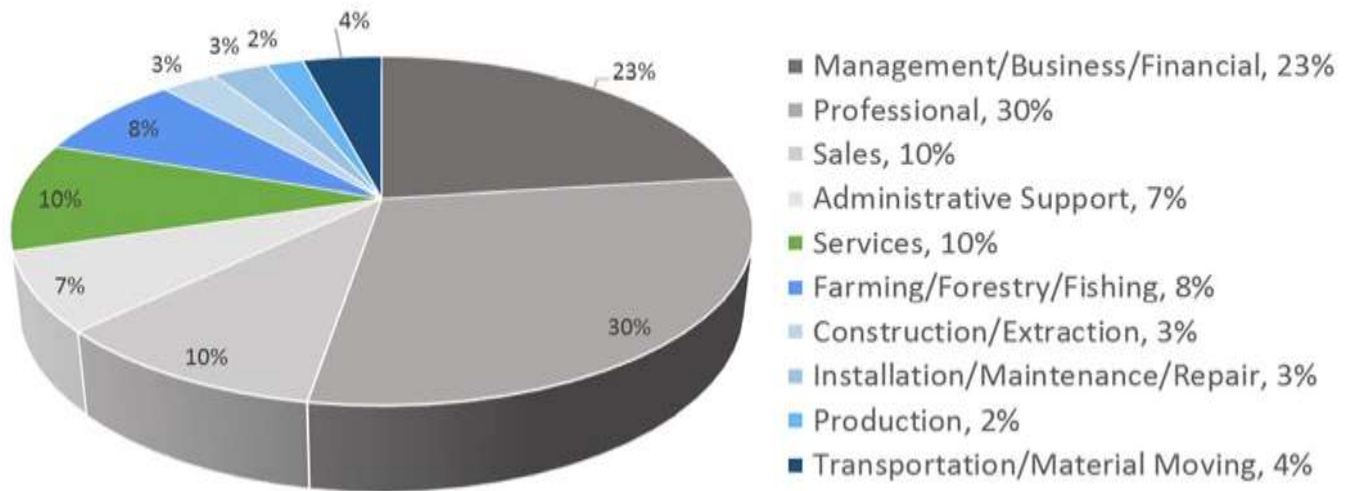
⁷ Note that this data is based on where people live, not where they work. So the place of employment may or may not be in the Town of North Yarmouth.



The next largest occupation sector is “Blue Collar”, employing about 20% workers. Eight-percent is within the Farming/Forestry/Fishing subsector, followed by 4% in Transportation/Material Moving. The remaining subsectors include 3% employed in both Construction/Extraction, and Installation/Maintenance/Repair, as well as 2% in Production. In the pie chart below, “Blue Collar” occupations are depicted in shades of blue.

The “Services” occupation sector employs the least number of people in North Yarmouth at about 10%. In the pie chart below, “Services” occupations are depicted in green.

Employed Population by Occupation, 2016
Town of North Yarmouth



Source: Esri

Employed Population by Occupation, 2016 Town of North Yarmouth	
Occupation	Percent of Employed Population
Management/Business/Financial	23%
Professional	30%
Sales	10%
Administrative Support	7%
Services	10%
Farming/Forestry/Fishing	8%
Construction/Extraction	3%
Installation/Maintenance/Repair	3%
Production	2%
Transportation/Material Moving	4%
Total	100%

Source: Esri

In terms of 5-digit SOC codes, the top three occupations in the way of jobs **within the Town of North Yarmouth** are Construction Laborers at 33 jobs, Landscaping and Groundskeeping Workers at 30 jobs, and Carpenters at 27 jobs. All three occupations are projecting marginal changes in size over the next five years.

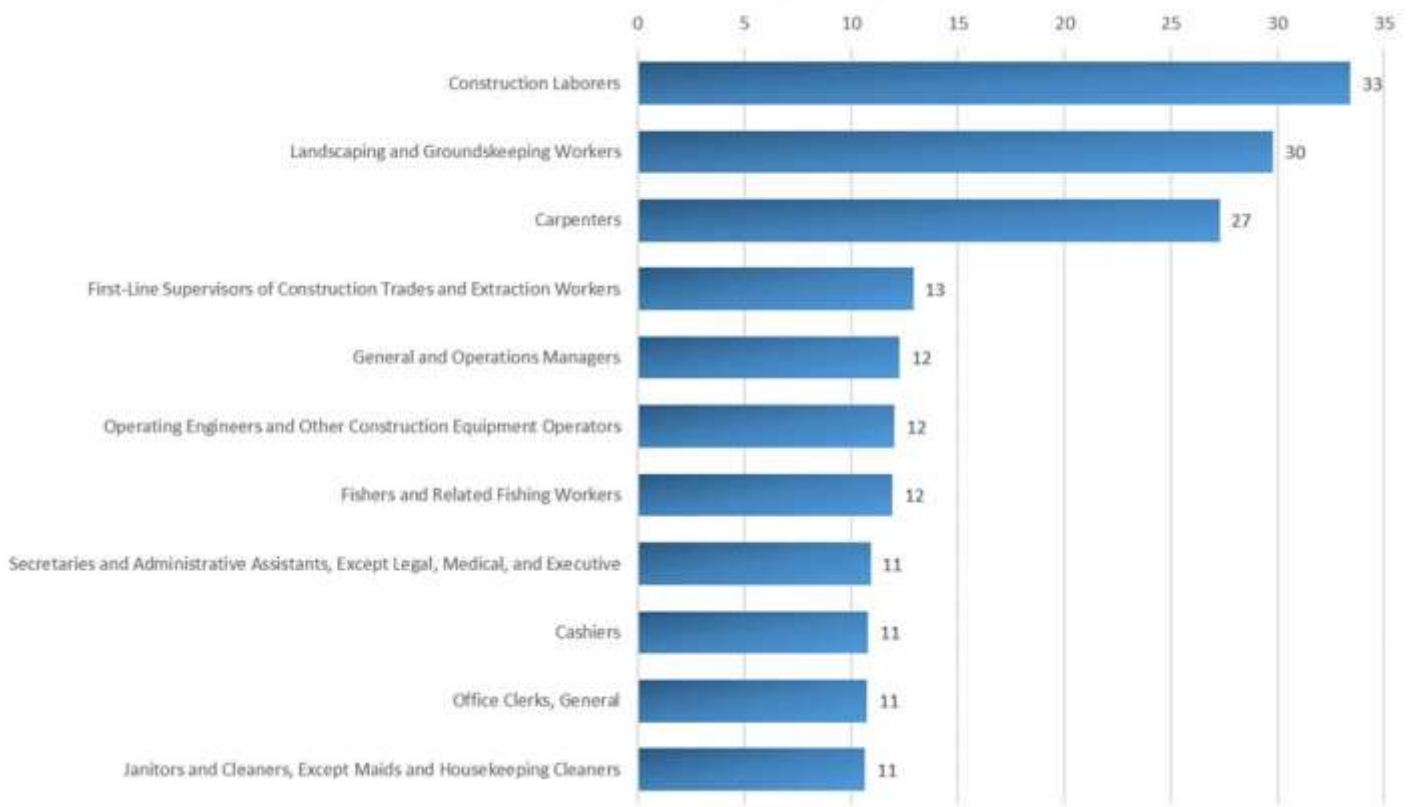
Town of North Yarmouth, Top Occupations							
SOC (5-digit)	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	Median Hourly Earnings	Typical Entry Level Education
47-2061	Construction Laborers	33	33	0	0%	\$14.45	No formal educational credential
37-3011	Landscaping and Groundskeeping Workers	30	31	1	3%	\$15.01	No formal educational credential
47-2031	Carpenters	27	26	(1)	(4%)	\$17.25	High school diploma or equivalent
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	13	12	(1)	(8%)	\$24.38	High school diploma or equivalent
11-1021	General and Operations Managers	12	12	0	0%	\$39.09	Bachelor's degree
47-2073	Operating Engineers and Other Construction Equipment Operators	12	11	(1)	(8%)	\$17.76	High school diploma or equivalent
45-3011	Fishers and Related Fishing Workers	12	<10	Insf. Data	Insf. Data	\$14.41	No formal educational credential
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11	11	0	0%	\$17.23	High school diploma or equivalent
41-2011	Cashiers	11	11	0	0%	\$9.72	No formal educational credential
43-9061	Office Clerks, General	11	10	(1)	(9%)	\$15.72	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11	12	1	9%	\$13.23	No formal educational credential

Note: All occupations with more than 10 jobs in 2016 are included

Source: EMSI



Town of North Yarmouth, Top Occupations



Note: Occupations displayed only include occupations with more than 10 jobs in 2016, total jobs in 2016 equal 589

Source: Emsi

Self-Employed

About 126 (or 22%) of jobs in North Yarmouth currently belong to people who are self-employed. Self-employed jobs within the town fall into one of four different industries: Construction, Crop and Animal Production, Professional, Scientific and Technical Services, and Other Services (except Public Administration). The highest number of self-employed workers are in Construction at 65 jobs, amounting to 11% of total jobs in the town. This number, however, is projected to decline marginally over the next five years. The only industry of the three projected to see increases in the number of people self-employed is Other Services (except Public Administration)⁸.

⁸ The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.



Town of North Yarmouth, Self Employed							
NAICS (2-digit)	Description	2016 Jobs	% of Total 2016 Jobs	2021 Jobs	% of Total 2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change
23	Construction	65	11%	60	10%	(5)	(8%)
11	Crop and Animal Production	23	4%	19	3%	(4)	(17%)
54	Professional, Scientific, and Technical Services	20	3%	19	3%	(1)	(5%)
81	Other Services (except Public Administration)	18	3%	23	4%	5	28%
		126	22%	143	21%	17	13%

Source: EMSI

The share of people who are self-employed in Cumberland County is smaller than that of the town at about 7% of total jobs, or 14,130 people. Self-employed people within the county fall into a far larger number of different industries. But, similar to the town, the industry with the highest number of self-employed workers is construction at 2,630 jobs or 1% of total jobs. This is closely followed by Other Services (except Public Administration) with 2,416 jobs, another 1% of total. Similar projected trends occur at the county with regard to these industries.

Cumberland County, Self Employed							
NAICS (2-digit)	Description	2016 Jobs	% of Total 2016 Jobs	2021 Jobs	% of Total 2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change
23	Construction	2,630	1%	2,457	1%	(173)	(7%)
81	Other Services (except Public Administration)	2,416	1%	2,815	1%	399	17%
54	Professional, Scientific, and Technical Services	1,890	1%	1,878	1%	(12)	(1%)
62	Health Care and Social Assistance	1,498	1%	1,615	1%	117	8%
56	Administrative and Support and Waste Management and Remediation Services	1,048	1%	1,117	1%	69	7%
71	Arts, Entertainment, and Recreation	807	0%	713	0%	(94)	(12%)
44	Retail Trade	745	0%	734	0%	(11)	(1%)
11	Crop and Animal Production	637	0%	533	0%	(104)	(16%)
53	Real Estate and Rental and Leasing	621	0%	552	0%	(69)	(11%)
48	Transportation and Warehousing	442	0%	527	0%	85	19%
61	Educational Services	413	0%	495	0%	82	20%
51	Information	250	0%	284	0%	34	14%
31	Manufacturing	221	0%	207	0%	(14)	(6%)
42	Wholesale Trade	173	0%	230	0%	57	33%
72	Accommodation and Food Services	171	0%	118	0%	-53	(31%)
52	Finance and Insurance	153	0%	131	0%	(22)	(14%)
22	Utilities	15	0%	25	0%	10	67%
		14,130	7%	14,433	7%	302	2%

Source: EMSI



Shift Share Analysis

Shift Share Analysis distinguishes an industry's employment growth in a specific area that is attributable to local competitive advantages or disadvantages from growth which is attributable to overall national employment trends or national employment trends in that industry.

The shift share analysis helps to answer the question of "*Why is employment growing or declining in this local industry?*" To do this, shift share analysis splits regional job growth into three components: national change effect, industrial mix effect, and regional competitiveness effect. The following tables shows Cumberland County and Maine have a particular competitive advantage compared to the other geographies (past and projected). A shift share analysis is based on four factors:

Industrial Mix Effect – The industrial mix effect represents the share of regional industry growth explained by the growth of the specific industry at the national level. To arrive at this number, the national growth rate of the total economy is subtracted from the national growth rate of the specific industry, and this growth percentage is applied to the regional jobs in that industry.

National Growth Effect – The national growth effect explains how much of the regional industry's growth is explained by the overall growth of the national economy: if the nation's whole economy is growing, you would generally expect to see some positive change in each industry in your local region (the proverbial "rising tide that lifts all boats" analogy).

Expected Change – This is simply the rate of growth of the particular industry at the national level. Algebraically, the expected change is the sum of the industrial mix and the national growth.

Regional Competitive Effect – The regional competitive effect is the most interesting of the three indicators. It explains how much of the change in a given industry is due to some unique competitive advantage that the region possesses, because the growth cannot be explained by national trends in that industry or the economy as whole. This effect is calculated by taking the total regional growth of the given industry and subtracting the national growth for that same industry. Note that this effect can be positive even as regional employment in the industry declines. This would indicate that regional decline is less than the national decline.

The shift share analysis shows that Cumberland County does not have a competitive advantage relative to other parts of the nation in most industry sectors. Other Services (except Public Administration) and Educations Services are the only sectors in which Cumberland County showed a significant positive Competitive Effect, indicating that county has a unique competitive advantage in this industry. The state of Maine overall shares the same significant Competitive Effect in both industries. Industry sectors in the county, with the largest negative Competitive Effect include Construction, Retail Trade, and Health Care and Social Assistance.



Cumberland County, Shift Share 2016

NAICS (2-digit)	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Crop and Animal Production	(130)	169	39	(231)
21	Mining, Quarrying, and Oil and Gas Extraction	(7)	8	1	(0)
22	Utilities	(59)	72	13	(139)
23	Construction	301	1,413	1,714	(2,129)
31	Manufacturing	(1,158)	1,338	180	(227)
42	Wholesale Trade	(235)	962	727	28
44	Retail Trade	(549)	3,112	2,563	(2,746)
48	Transportation and Warehousing	286	811	1,097	(580)
51	Information	(344)	463	119	(969)
52	Finance and Insurance	(653)	1,681	1,028	(1,427)
53	Real Estate and Rental and Leasing	(88)	480	392	(234)
54	Professional, Scientific, and Technical Services	1,364	1,645	3,009	(1,639)
55	Management of Companies and Enterprises	400	533	933	449
56	Administrative and Support and Waste Management and Remediation Services	1,009	1,459	2,468	(1,337)
61	Educational Services	342	803	1,145	1,117
62	Health Care and Social Assistance	4,222	4,391	8,613	(2,869)
71	Arts, Entertainment, and Recreation	249	454	703	(551)
72	Accommodation and Food Services	1,477	2,175	3,652	(1,744)
81	Other Services (except Public Administration)	(731)	1,196	465	1,271
90	Government	(2,581)	3,164	583	(1,688)
99	Unclassified Industry	0	0	0	(0)
	Total	3,116	26,329	29,445	(15,645)

Source: EMSI

Note that Competitive Effect can be positive even as regional employment in the industry declines. This may indicate that regional decline is less than national decline.



Maine, Shift Share 2016

NAICS (2-digit)	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Crop and Animal Production	(1,546)	2,006	460	(1,482)
21	Mining, Quarrying, and Oil and Gas Extraction	(26)	29	3	26
22	Utilities	(184)	223	39	(5)
23	Construction	1,233	5,790	7,023	(10,515)
31	Manufacturing	(6,299)	7,277	978	(5,628)
42	Wholesale Trade	(661)	2,703	2,042	(730)
44	Retail Trade	(2,087)	11,822	9,735	(9,990)
48	Transportation and Warehousing	842	2,387	3,229	(1,264)
51	Information	(911)	1,227	316	(1,975)
52	Finance and Insurance	(1,345)	3,460	2,115	(4,091)
53	Real Estate and Rental and Leasing	(213)	1,162	949	(845)
54	Professional, Scientific, and Technical Services	3,344	4,034	7,378	(4,841)
55	Management of Companies and Enterprises	742	987	1,729	1,620
56	Administrative and Support and Waste Management and Remediation Services	2,980	4,309	7,289	297
61	Educational Services	971	2,282	3,253	3,258
62	Health Care and Social Assistance	14,046	14,606	28,652	(18,778)
71	Arts, Entertainment, and Recreation	824	1,499	2,323	(1,591)
72	Accommodation and Food Services	5,036	7,417	12,453	(8,399)
81	Other Services (except Public Administration)	(2,501)	4,093	1,592	4,388
90	Government	(12,201)	14,956	2,755	(7,092)
99	Unclassified Industry	37	11	48	576
	Total	2,082	92,282	94,364	(67,060)

Source: EMSI



Broadband

Currently the Town of North Yarmouth has strong residential wired internet service coverage, with Time Warner Spectrum at 100% coverage, followed by FairPoint Communications with 96.2% coverage. The next most available provider is Redzone at 46.3%, however unlike the other providers Redzone is a fixed wireless provider. OTT Communications is also available but only at about 11.2% and GWI is the least available provider at less than 3%. The fastest speed available by far, is provided by Time Warner Spectrum at 50 Mbps, whereas FairPoint, OTT, and GWI only offer speeds between 12-20 Mbps. Redzone is the slowest by far with speeds at 1.5 Mbps. The only small business internet provider is FairPoint Communications at about 91.4% availability and 15 Mbps speed.

Residential Internet Availability in North Yarmouth



■ Time Warner Spectrum, 100% ■ FairPoint Communications 96.2%
■ Redzone, 46.3% ■ OTT Communications, 11.2% ■ GWI, 2.4%

The Town of North Yarmouth also has very good mobile internet availability with AT&T, Birch, U.S. Cellular, and Verizon all at 100% availability, followed by Sprint with 58.3% availability. Although many mobile providers offer 100% availability, their Mbps speeds are slower than residential wired internet service coverage, falling between 0 and 10 Mbps.

As an alternative to wired, wireless, or mobile internet service coverage, there is one satellite internet provider in North Yarmouth, being HughesNet with 100% availability and 15 Mbps speed.

Businesses in Town of North Yarmouth

Businesses in North Yarmouth		
Company Name	Primary NAICS	Size Range
A H Grover Inc	238910	20 to 49
A Plus Garage Doors	444190	5 to 9
A to Z Cadd Drafting Inc	541340	1 to 4
Adams & Sons Building Contractor		
Advanced Technical Equipment		
Al's Ski Barn	451110	5 to 9
Alan B Corrow	238210	1 to 4
All Access DJ & Karaoke Svc	711510	1 to 4
Ames Farm Ctr	453910	1 to 4
Anderson Landscaping Inc	238910	20 to 49
Arsenault Property Maint.		
Assured Solar Energy	238220	1 to 4
Atlantic Recycling Technology	541330	5 to 9
Averill Insurance	524210	5 to 9
B W & Sons Roofing	238160	5 to 9
Babin, M.S. Carpentry		
Baywater Solutions		
Barn On Walnut Hill	531120	5 to 9
Bellamy Jazz Band	711130	1 to 4
Bittersweet Ridge Disc Golf		
Billings, Brian A	484230	1 to 4
Blais Communications Inc		
Bob Sessums Carpentry		
Bowdoin Excavation	238910	1 to 4
Brickyard Kennels	812910	5 to 9
Broadview Landscaping		
Builders Insulation of ME		
Burke Dan Plumbing	238220	1 to 4
Capricorn Products LLC		
Carpentry Contractors		
Casco Bay Paving & Constr Inc	237310	5 to 9
CDM Smith	541330	1 to 4
Cedar Springs Technologies		
Cheney, Stephanie	531311	1 to 4
Cochran Custom Builders Inc	236115	1 to 4
Complete Tree Services		
Compliments' Hair Salon		
Commercial Costumes	448190	1 to 4
Conner, Ardis P DO	621111	1 to 4
Core Fitness Maine	999990	
Cormier Electric	238210	1 to 4
Country Shears		

Businesses in North Yarmouth (continued)		
Company Name	Primary NAICS	Size Range
LPL Financial	523930	1 to 4
Macleod Custom Boats	441222	1 to 4
Maine Home Energy	238220	1 to 4
Maine Post & Beam LLC	999990	
Mainely RC		
Master Touch Property Svc Inc	561720	5 to 9
Maywood Studio	711510	1 to 4
Meehan Tree Service		
Mick Roy Band		
Milestones	811111	1 to 4
Milo Enterprises Inc		
Milliken Weld	999990	
Moon Excavating		
New Meadow Farm		
Napolitano Excavating Inc	238910	1 to 4
North Corner Automotive Inc	811111	1 to 4
North Cove Design		
North Yarmouth Auto Body Rpr	811121	1 to 4
North Yarmouth Automotive Svc	811111	1 to 4
North Yarmouth Construction		
North Yarmouth Variety	447190	5 to 9
Northern Lights Auction Hall		
North Yarmouth Woodworking	321999	1 to 4
Odyssey Design		
Onsite Sampling Svc	541380	1 to 4
PDK Inc		
Pamela S. Shenianick DO		
Panici, Ramona M Phd	621399	1 to 4
Paws & Play Dog Daycare	812910	1 to 4
Perennial Stone	236220	1 to 4
Pet Connection Dog Training		
Peter Wiles Architects	541310	1 to 4
Pierce RA Excavating	238910	1 to 4
Playcare Daycare		
Poolside Inc	236220	1 to 4
Portside Real Estate Group	531210	1 to 4
Price Structural Engineers	541330	1 to 4
Primitive Past Times		
Purple House		
R W Googins Electric	238210	1 to 4
RTG INC		
Ronny's Auto Body	811121	1 to 4



Coyote Graphics	541430	1 to 4
Cozy Acres Greenhouses	111421	1 to 4
Custom Interiors Inc	444190	1 to 4
Curtis Properties Maintenance		
Deri Farm		
RELIV International		
Design Works		
Dofahn	442110	1 to 4
Dog Watch Of Greater Portland	238990	1 to 4
Donna's Day Care		
Doyle Marchant Real Estate	531210	1 to 4
Dunn, Paul Inc		
ECR Plumbing & Heating Inc	238220	1 to 4
Epicor Software Corp	511210	100 to 249
Equinox Builders Inc	236115	1 to 4
Fat Andy's Inc	442210	10 to 19
Fieldstone Welding-Fabrication	332312	1 to 4
Finely Restored		
Finest Kind Caterers	722320	1 to 4
Fogg's Boatworks	336612	1 to 4
Forever In Video	812191	1 to 4
Fran's Country Yarn & Crafts		
Freedom Yacht Delivery		
Friendship Fort		
G S Merrill & Sons		
Gallant's Auto Salvage Inc	423140	1 to 4
George Libby & Sons Masonry		
Gilbert Capital Group Inc	523930	1 to 4
Googins, RW Electric		
Great Eastern Equipment		
Greater Portland Painting Co.		
Guyco, Inc		
Hanscome Tree Farm		
Hansel's Orchard		
Harris Media Services		
Hayward, A L Painting		
Hayward, A L Southdowns		
Heeling Hands	812199	1 to 4
Hughes Construction		
Indus Engineering Inc		
Interior Gardens	541320	5 to 9
Invision Ink Promotions	541820	1 to 4
It All Adds Up	236220	1 to 4
Jackson & Son Plumbing		
James McConnell Builders		
Jeffrey Verrill Contracting	813110	1 to 4

Rocky Road Auto Sales		
Rose Garden Preschool	611110	10 to 19
Royal River Financial		
Royal River Glass Inc	444190	1 to 4
Royal River Renovations		
Royal River Survey		
Royal River Woodworking		
Rulamn& Marks Inc.		
Russell's Taxidermy	115210	1 to 4
Salon Silver		
Seon Beote Constructions	236118	1 to 4
Shapley Solutions		
Shawn's Landscape	561730	5 to 9
Shear Joy Hair & Body Salon	812112	5 to 9
Sheebo Inc	238910	1 to 4
Shoe String Designs	336612	5 to 9
Six River Marine LLC		
Skyline Farms	111998	5 to 9
Soft Trac LLC	999990	
Spurwink Day Treatment	999990	5 to 9
Stampcrete Of Southern Maine	238110	1 to 4
Stone Masonry		
Stone Angel German Pinschers	999990	
Stone's Cafe	722511	10 to 19
Sullivan's Small Engine Repair		
Sunshine Day Care		
T E Low Inc	238140	10 to 19
Tender Years Learning Ctr	611110	1 to 4
Thaddeus V Day Law Ofc	541110	1 to 4
Toddy Brook Café	713910	10 to 19
Toddy Brook Golf Course	713910	10 to 19
Toots Ice Cream		
Tree Frog Farm Dog Training	812910	1 to 4
Trinity Sound Production		
Turning Light Yoga Studio	611699	1 to 4
United Shaolin Kempo Karate		
Walker, Robert N	541110	1 to 4
Wallhanger Construction		
Walnut Hill Landscaping		
Walnut Hill Self Storage	531130	1 to 4
Wealth Planning Service		
White Birch Farm	111998	5 to 9
Whitetail Electric		
White's Nautical Antiques	453310	1 to 4
Whited Creative		
Wildman Repair		



Jim's Auto Repair		
Jim's Tree Service		
Joe Lucey Carpentry Inc	238350	1 to 4
John Bryan FineArt	999990	
Karen Gallagher Interiors		
Ken's Monitor Sales		
Knight, Daniel S	541110	1 to 4
Lakeside Archery	611620	1 to 4
Laurie Milne MSW, LCSW, LLC		
Lea Verrill		
Lee International Business Dev	541690	1 to 4
Let's Create		
Loft, The		

Williams Scotsman, Inc.		
Wilson Welding		
Woodcock & Sons		
Worth		
Yarmouth Research & Technology	541711	5 to 9
Yarmouth Septic Svc	238910	1 to 4
Yellow House Daycare		
Young's Clambake & Bb QUES	722320	1 to 4

Source: ReferenceUSA



Appendix G: Town of North Yarmouth Action Plan Matrix



Town of North Yarmouth Action Plan Matrix						
Goal 1: Establish and pursue a vision for the future of the town's economic development policy.						
Rationale: In order to move forward, a direction must be chosen that incorporates the desires of community residents and businesses.						
	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Measures for Progress and Success
1.A.	Bring the community together to discuss and advance the vision for the future developed by the Comprehensive Plan Committee and supported by the Economic Development Committee.	<ol style="list-style-type: none"> 1) Host a community summit to present the Economic Development Plan. Have a facilitated discussion around implementation, goals, priorities, and responsibilities as well as how to integrate with the Town's Comprehensive Plan, departments, programs, and initiatives. 2) Communicate outcomes of the summit to the larger community for those that could not attend. 3) Continue to hold community engagement sessions on a regular basis (several times per year) with creative sharing, community building, and consensus building activities to further implement the vision, goals, and objectives of this plan. 	EDSC, Comprehensive Planning Committee, Select Board	High	First three months and ongoing	<ol style="list-style-type: none"> i. Citizen and public official participation in meetings ii. Satisfaction of process among participants
1.B	Build knowledge base of town select board, departments, committee volunteers on economic and community development topics and practices.	<ol style="list-style-type: none"> 1) Provide training to public officials, departments, committee volunteers, and residents to empower them to make sound policy and practices. 2) Develop a list of priority topics. For example: zoning and land-use, regional economic development, economic development financing including TIF, and consensus building. 3) Establish an "on-boarding" procedure for all new board and committee members with key readings, training, and resources. Speak with recent board members to ask about whether there was certain training that they believe would have been useful. 4) Prepare an annual training schedule. 5) Look to partners for training including GPCOG, Maine Municipal Association, Cumberland County, nearby communities, and USM. 	EDSC, Town Manager	High	First year and ongoing	<ol style="list-style-type: none"> i. Number of meetings/trainings held ii. Number of people participating in meetings iii. Feedback from board members on on-boarding process and length of stay on the board
1.C.	Utilize Tax Increment Financing (TIF) to support business and community development and investment within targeted commercial areas.	<ol style="list-style-type: none"> 1) Develop TIF guidelines on what the town wants to achieve through TIF use and how it will implement. These guidelines will fit into the final vision, Strategic Plan, and Comprehensive Plan. 2) Inform public on use of TIF and best practices, as well as informing them why and when TIF makes sense. This could be done by bringing in speakers and presentations as necessary. 3) Create TIF district(s) for targeted commercial development and related public infrastructure needs. Begin with a TIF district to support development in the Village Center. 4) Consider additional TIF districts as opportunities arise. 5) Integrate/supplement TIF with grants and other financing programs as available such as USDA Rural Development, CDBG, and others. 	Select Board, EDSC, Town Manager	High	First six months and ongoing for monitoring	<ol style="list-style-type: none"> i. Development of TIF guidelines ii. Revenue from TIF districts and use
1.D	Continue to participate in regional economic development efforts.	<ol style="list-style-type: none"> 1) Maintain good working relationship with Greater Portland Council of Governments and Cumberland County to explore shared services opportunities, utilize GIS capabilities, and transportation connectivity planning. 2) Participate in training programs and conferences that are hosted in the region. Use the opportunity to learn and make connections with peers in other regional organizations. 3) Participate in efforts of the Greater Portland Economic Development Corporation. 	Select Board, EDSC, Town Manager	Medium	Ongoing	<ol style="list-style-type: none"> i. Number of events, partnerships and meetings held regionally
1.E	Complete and implement the Comprehensive Plan.	<ol style="list-style-type: none"> 1) Integrate the findings, analysis, and recommendations from this Economic Development Plan into the Comprehensive Plan. 2) Consider how zoning changes will impact economic development including home-based and small businesses, as well as co-working opportunities. 3) Work through the findings of the Comprehensive Plan and fund/implement those actions that will have the greatest impact. 4) Provide for regulations in the appearance of new and old structures and landscaping in specific areas like the Village Center. 5) Any new structures in the Village Center should have a safe way to get to them such as sidewalks, bike paths, and other networks. 	EDSC, Comprehensive Plan Committee, Select Board, Planning Board	High	First year and ongoing	<ol style="list-style-type: none"> i. Completion of Comprehensive Plan ii. Changes to zoning regulations

Goal 2: Continuously improve quality of life to remain an attractive place to live.

Rationale: The town's location, assets, amenities, and lifestyle make it a great place to live and this quality should be preserved and enhanced.

	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Measures for Progress and Success
2.A.	Implement programs to support all residents from young families to senior citizens.	1) Establish a lending library for residents including books, music, videos, toys, tools, equipment, and other goods. Create a place for people to gather during the day with couches, refreshments, magazines and play spaces. 2) Add more active recreation options in the town parks such as playground, grills, and picnic areas. 3) Ensure that there is a community gathering place that offers programming for youth and adults including teen and senior centers. 4) Use the findings of the Living Well survey to identify needs, opportunities and projects that can be implemented to support aging-in-place. 5) Work regionally to consider transportation options for youth, seniors, and all residents. 6) Identify the major health care services that are not being met in North Yarmouth and consider creative solutions such as health office share, mobile office, group transportation, and others. 7) Ensure the community center space is accessible and accommodating to the elderly with programming (continuing education, technology training, fitness classes, cooking classes), services, space, and resources available. Ensure space and programming is available for teen center. 8) Continue to increase available sidewalks, pedestrian walkways and trail connections throughout Town. 9) Strengthen partnerships with school district, YMCA's, Pineland and similar entities to increase access and availability of programming and facility use for all residents. 10) Create a Task Force to look at ways to accommodate the needs of young families to allow for children to stay in North Yarmouth.	Living Well Committee, Select Board, Town Manager	Medium	Three to five years	i. Progress on metrics measured in Living Well survey ii. Citizen satisfaction survey from across the age spectrum
2.B.	Enhance and market the high-quality recreation and historic assets of the community.	1) Support the parks and recreation committee in their efforts to implement the 100-year plan, including new opportunities for a designated bike route, regional historic tour map, and supporting retail establishments. 2) Encourage the development of establishments and services to serve the residents and visitors using the town recreational assets such as a bike shop, coffee shop, brew pub, or combination. 3) Establish an inventory of tourism assets within the community and promote these assets regionally. 4) Include information in the existing quarterly and bi-weekly town communications about the various historic, recreation, open space and cultural resources and upcoming events. Market the assets regionally and ensure that the resources are easy to access through signage and other interpretive tools. 5) Continue to place a priority on protecting the natural resources that make North Yarmouth unique including the aquifer, farmland, waterways, and forest land.	Parks and Recreation Committee, Select Board, EDSC, Bicycle Coalition	Medium	Three to five years	i. Miles of bikerooute ii. Number of visits to tourist destinations iii. Number of people on the town communication distribution list iv. Acres of land protected
2.C.	Create opportunities for more home-based and work-in-place businesses.	1) Review zoning and other regulations regarding working from home and ensure that they are supportive. 2) Look regionally towards co-working space and business support services. Convene residents potentially interested in pursuing a small co-working space and/or having access to services to support existing home-based businesses. 3) Encourage the North Yarmouth Business Association to research number, industry, and other details of those working in North Yarmouth and help with networking efforts among businesses. Expand networking to include workers that work in North Yarmouth.	North Yarmouth Business Association, EDSC	Medium	First year and ongoing	i. Completion of feasibility study ii. Number of networking events held regionally iii. Number of participants at networking and training events iv. Number of home-based businesses

Goal 3: Encourage appropriate economic development in targeted opportunities and geographies.

Rationale: Space and market exists for development that will fit the goals and guidelines for the town which will help diversify the tax base and create economic opportunities within the town.

	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Measures for Progress and Success
3.A.	Direct growth towards Village Center.	1) Pursue initiatives to increase connectivity throughout the town with a focus on the Village Center including bike lanes, sidewalks, and traffic calming. 2) Continue to encourage mixed development in the Village Center through zoning regulations, incentives, and town policy. Make sure zoning is consistent with development goals for the village district including minimum lot sizes, frontage and parking requirements. Clarify boundaries for village district 3) Develop design standards and appropriate signage leading to and within Village Center. 4) Identify desired establishments that meet the needs of the residents such as small businesses and small retail that serve the local market. 5) Conduct feasibility and financial analysis studies for appropriate development and establishment types and market financially feasible projects to developers. 6) Continued conversation with the Yarmouth Water District to best meet the needs for a new village district as necessary. 7) Begin conversation with land and building owners on purchasing property along the fronts of Route 115 or Route 9 for business purposes.	Planning Board, Select Board, EDSC	High	One to two years	i. Passage of revised ordinances and policies related to the Village Center district ii. Coordination with Comprehensive Plan iii. New property value added within district iv. New businesses and jobs within district
3.B.	Support and enhance agriculture industry and history in North Yarmouth.	1) Support the Skyline Farm and other farmers throughout the town with their initiatives and investment needs. 2) Work with local famers and regional and state agriculture partners to identify what types of programs would help them be successful. This may include community supported agriculture, farmers market, connections with local and regional restaurants, cooperative equipment purchasing, produce purchasing for community and school events, and other opportunities to enhance their market. 3) Research feasibility of transfer and purchase of development rights to protect agricultural land from development. 4) Market for small business start-up and growth.	Select Board, Planning Board, EDSC	High	Three to five years	i. Acres of land in active farming ii. Acres of land protected iii. Number of farm related establishments and employees
3.C.	Encourage growth of the construction industry.	1) Create a "how to expand" guide targeted towards the construction industry with information related to financing/accounting, expanding a home-based business, how to hire, opportunities for equipment storage, rental space, and other topics identified as helpful. 2) Create training and apprentice programs connected with the regional high school. 3) Increase awareness of the business park and available space opportunities. Highlight the use of the available space for equipment storage and business expansion. 4) Work with other nearby communities with an interest in the construction industry. Partner with Small Business Development Center and Southern Maine Community College to pull in other resources for training and education to serve the industry.	EDSC, School District, Small Business Development Centers, Southern Maine Community College	Medium	Three to five years	i. Number of new employees in construction industry ii. Number of new construction establishments
3.D.	Pursue special projects that will support community and economic development.	1) Implement the Wescustogo Hall Committee plans to rebuild Wescustogo Hall in a way that allows for gatherings, civic events, rentals, and other uses throughout the year as well as a community/teen/ senior center. 2) Research feasibility of selling the town office property for development. 3) Research and educate the public on options for small-scale sewage systems that will support appropriately scaled development and protect the aquifer.	Select Board, EDSC, Town Manager	Medium	One to two years	i. Consensus on the core projects (i.e. has the process work been done and decision made) ii. Number of events held at Wescustogo Hall annually
3.E.	Brand and market the high quality-of-life aspects of the town.	1) Focus on the open space, recreation, small village, and agriculture assets as the town's core values and character. 2) Continue to pursue projects that fit within the character of the community. 3) Continue to utilize social media to build the town's name recognition and create a sense for the community. 4) Communicate throughout the Town on activities and efforts related to community and economic development.	Select Board, EDSC	Medium	Ongoing	i. Social media followers and communication ii. Number of subscribers

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