

City of Calais, Maine

Economic and Community Development

FINAL REPORT

September 21, 2012

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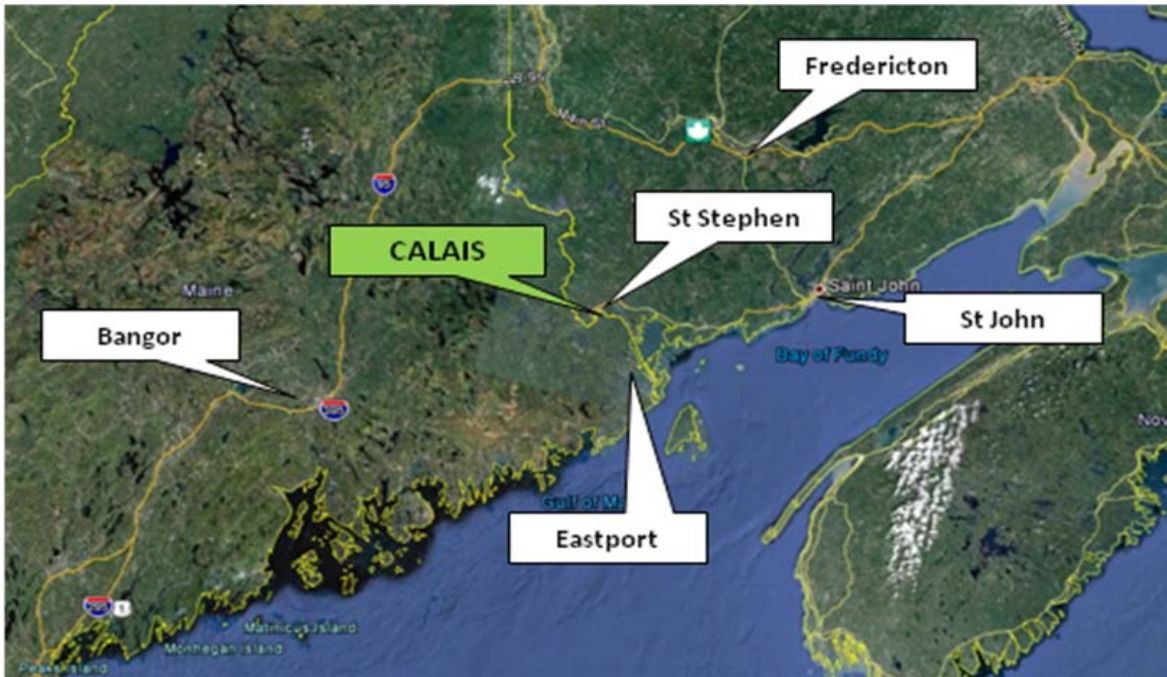
Introduction

Changing economic times have resulted in a decline and change to Calais' economic base, resulting in a corresponding loss of population base. The textile mills and foundry have closed, taking those industries with them to the southern United States and overseas; however, the infrastructure to support these industries (roads and utilities) remains in place. The City government has also expressed concern that the lack of economic opportunity has resulted in a trend of young adults moving away from the region to find employment and career opportunities elsewhere.



The City of Calais wants to gain an understanding from the outside about what the community can provide and some advice and guidance on how to turn this into a useful economic plan. This plan should:

- Provide for slow but stabilized and sustainable economic growth;
- Establish new ties to regional partners both in Washington County and across the Canadian border;
- Help re-establish the community as a place where young people can achieve career fulfillment and raise a family where children can be raised and not have to leave the region to get professional job.



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Plan for Revitalization and Business Attraction

Calais' location at a key border crossing between the United States and Canada, and its small city structure and culture, and its maritime history present a variety of options for a sustainable economic future. None of these is complicated by the City's somewhat remote location and a challenging lack of transportation linkages. The region has also experienced more than its share of economic hardships due to globalization, declines in historic industrial bases, and the resulting population movement away from the area.

However, the opportunities afforded to the region recognize these realities and suggest ways of capitalizing on Calais' geographic and economic position.

Based on our analysis and many conversations with local stakeholders, we have assembled a recommended course of action for the City of Calais to build its economic base and also to provide a framework for additional growth and improvement for the future.

This plan incorporates actions for mainstreets and community revitalization, business attraction, and for re-establishing the area's role in recreation and tourism.

Few of the recommended actions will result in immediate results, but will instead begin a process for sustained revitalization. Several suggestions will require a committed effort to change culture and

approach over time. Each step will, however, feed upon and complement each other, gradually building and reinforcing each over time.

Mainstreets and Community Revitalization

The City of Calais (City) and its main commercial core have an exceptional built legacy in the downtown core and its historic residential areas. These are, however, at varying levels of repair and upkeep. More importantly, the community needs to develop a culture and plan for continuous reinvestment and engagement. The following worktasks will address current gaps within the community's physical infrastructure and develop institutions for ongoing improvement.

- **Develop a Calais Merchants' Association** – Such an organization can act as the voice of merchants in the downtown and along North Street, and can also act as the organizing force behind promotional events.
- **Retail Business Attraction** – The City should continue its efforts at retail attraction. This should include direct appeals to selected end users (such as REI or an analogue to serve as a traditional “anchor”) as well as to the retail associations that represents restaurants, tourism retail, creative economy retail, convenience, and other supporting uses. Please note that specific-industry profiles for all business attraction efforts discussing industry, its fit to the Calais area, and suggested next steps are included in [Appendix A](#). A summary of the retail market access numbers is included in [Appendix E](#) of this report and can be used in future marketing materials.
- **Waterfront Redevelopment** – One of Calais' greatest physical assets is its waterfront. The City has already developed a plan for beautifying the waterfront, but the plan has not been implemented. We have developed a modified plan and have included it in this document.
- **Targeted Site Acquisition** – Various state Community Development Block Grant (CDBG) and other funds may be used to improve the appearance of the downtown. In some cases, this may include the ability to acquire and improve derelict properties currently located in the commercial corridors. Removing derelict structures will improve the appearance of the area, and will also provide opportunities for the City to directly engage in development.
- **Mainstreets** – The above may be combined into the City's continuing efforts to build a mainstreets program that includes organization, promotion, design, and economic restructuring along the lines proposed by the National Trust for Historic Preservation.
- **Community Involvement** – Engagement is critical to both building resources in a small community and also to creating a culture where the community comes together, concerns are voiced, a shared vision is embraced, problems get fixed, and all move forward together. The City should make efforts to bring together the various groups that are already active in Calais as well as reaching out to individuals and groups that currently do not have a voice in making the City a better place.
- **Youth Involvement** – Pioneering youth involvement programs would pair at-risk youth to mentoring adults and generate interest and skills in outdoor leadership activities or city repair activities. This

indirect approach can combat negative peer influences and at the same time increase likelihood they will either stay in Calais or return to raise their families.

Corporate Business Attraction

While the historic natural resource and maritime economy of the region has changed significantly, the region and its nature are at a crossroads, which suggests a means to a reinvigorated future economy. The area has several challenges due to current local economic conditions, but the following will provide a means for both developing the current business base and attracting new investment to the area.

- **Develop Explicit Business Retention and Expansion Capabilities** – Calais should establish and maintain communication with all local businesses that may be planning expansions. A targeted Business Retention and Expansion (BR&E) program can help foster and target new business attraction efforts. The City’s business attraction program should be closely integrated with the BR&E program as a way to identify potential new business contacts and leads based on existing business information and their supplier networks.
- **Community Participation for Small Business Startups, Expansion and Retention** – The City should foster a partnership between the Community College students and local small business owners. This partnership could involve creating business plans for small business owners who does not have the capacity to develop plans themselves while earning the student final project credit for a course. Similarly, a student could write a business recovery plan for a struggling business to help the business stay afloat while the student earns course credit.
- **Collaboration with St. Stephen** – Importantly, collaboration will require the development of a cooperative site selector database of factors for the combined area that addresses the needs of companies looking to evaluate the entire area (a simulated MSA of sorts). This database should be built at the very least to the standards put forth by the International Economic Development Council (IEDC).
- **Enhance Regional Business Attraction Capabilities** – Regional collaboration within Washington County and with State organizations is required to represent the area’s potential. This organization needs to be able to effectively market the talent, infrastructure, educational institutions, and other attributes that many companies use as gating criteria when they make location decisions. Through teaming, Calais will be able to be considered for larger group of opportunities than it would on its own. Strengthened regional cooperation would also allow for effective pooling of marketing and outreach funds among the regional participants.
- **Target specific Industry groups** – Based upon an analysis of the factors commonly used in location decisions, the following use types appear to match the Calais and St. Stephen area’s regional profile. Please note that specific industry profiles discussing industry, its fit to the Calais area, and suggested next steps are included in [Appendix A](#).
 - **Logistics and Materials Movement** – This may include warehouse, distribution, cross docking and other activities associated with the border crossing. It may also eventually

- include bulk or intermodal activities associated with Eastport. Associated with this, it may be desirable to establish an extended Foreign Trade Zone (FTZ) capability in the area.
- **Small-Scale Manufacturing, Production, and Assembly** – Only as associated with the logistics capabilities noted above, the location may present itself as a low-cost location for kitting, customization, or assembly of products destined for the US or Canada. Again, FTZ capability would aid in this.
 - **Food Production** – As the general populace becomes more attentive to food safety, regional food history, local sourcing, and healthier eating, opportunities have arisen for developing regional food production capabilities. The Calais area is already proximate to sources of produce and seafood and should encourage this development. Such uses may also help with the development of restaurant and associated retail uses.
 - **Shared Commercial Space** – operational requirements for certain businesses can be too expensive for small business owners to address. Shared commercial space among two or more businesses would increase the likelihood of both businesses succeeding. For example, the strict and prohibitive requirements for commercial kitchens apply to even small scale food manufacturers such as local bakers who might bake cookies to sell after their day job. If commercial kitchen space were available to rent, these businesses would have a greater chance to succeed verses each micro-business renovating their personal kitchen to meet Maine state code for commercial kitchens.

Gathering job specific salary data in the above industry areas will be very useful in the City's toolkit.

- **Industrial Park Investment** – The existing industrial park was significantly impacted and reduced in size by the construction of the new border crossing bridge at International Avenue. Any form of manufacturing and/or logistics uses will require a park with open land, excellent access to transportation (ideally both road and rail) and utilities.

The Industrial Park should be pre-certified into statewide incentive programs. Specifically, the site should be included in the Maine Pine Tree Development Zone (PTDZ) program to further spur attraction to the area.

- **Certified Sites Program** – Associated with, but can operate independently from the above. The City should identify sites that can accommodate the footprints of facilities for the target uses and work with existing landowners to pre-permit these sites. These sites should then be incorporated into the City, County, and State's marketing initiatives.
- **Adult Training Programs** – While the City has adult training programs in place, the small local labor market and the seasonal impact of Bar Harbor make continual education and training an absolute must. An increase in dialogue between industry and the training programs is required, and the City

needs to find ways to increase enrollment in these programs. The City should work with the training providers to develop target-specific training programs.

- **Active Outreach and Marketing** – The State of Maine, Maine & Company, and a variety of regional industry groups are all involved in active marketing of the State and its communities to corporate decision makers and to the consultants they hire. Both by developing materials and working cooperatively with these organizations and through independent outreach to likely targets, the City will create awareness of what the community can offer to a select set of business and use types. Aggressive outreach within Maine, with these partners, and on targeted sectors in the National market will complement and expand the City's existing economic development programs.

The City should consider participation in Maine's Business Friendly Communities program as a component of these efforts.

- **Talent Recruitment** – The City should develop a means for enticing key talent (healthcare providers, educators, etc.) to move into the area. This should include recruitment efforts, familiarization trips, favorable mortgage programs and training support. Local banks should be engaged to support this through their Community Reinvestment Act (CRA) programs. Please see [Appendix C](#) for the Talent Attraction Plan.

Hospitality, Recreation, and Tourism

The region's location, natural amenities, and proximity to the international border strongly suggest it as a location for enhanced recreational and tourism opportunities. These should be pursued through the following efforts:

- **Technology Plan** – The City needs understand the technology requirements of tourists in order to attract more tourism activity to Calais. Tourists are increasingly relying on the web presence of establishments to plan entire vacations or to plan the day's activities once they are settled into the vacation spot. The Technology plan in [Appendix D](#) offers a set of suggestions to increase free wireless coverage in the downtown area of Calais as well as website improvements and webpage additions to form a better connection between local businesses and tourists.
- **Customer Service Classes** – The individuals that tourists and customers interact with in a community act as ambassadors for that community. As such, they are the ones who set the tone for the community as a place to work and to do business. Sometimes this can come into conflict with a community's default character. Given Calais' goals of attracting retail (and eventually hospitality and corporate) investment, the City's service workers should be trained to be especially welcoming and warm to customers. Local community group leaders may also be interested in similar training as this will both further their local mission and aid in broader community development efforts.

- **Regional Events and Marketing** – While the City already participates in an International Festival, the overall scale of the festival should be increased as should the marketing of the festival across Maine and New Brunswick. The City should also pursue efforts to market its natural and (developing) recreational amenities through the State, Province, and elsewhere.
- Event marketing should include outdoor signage or event banners posted at primary access points to the city informing tourists of the critical event details. Please see [Appendix B](#) for more details on suggested marketing materials.
- **Develop Existing Outdoor Recreational Avenues** – Active and ecotourism are two of the fastest growing travel segments in North America. The Calais area already has access to the Moosehorn reservation as well as other regional trails for hiking, cross-country skiing, and snowmobiling. This is further enhanced by the region’s streams, lakes, and rivers and their opportunities for boating, canoeing, and fishing. These activities can be enhanced through partnership with retailers such as REI or Eastern Mountain Sports.
- **Attract a National Name Hotel** – The strategies above – as well as corporate business attraction – are significantly aided by the presence of a name-brand hotel operator. The existing lodgings are necessary partners in the area’s success but are not sufficient. A name-brand hotel need not be a resort, but should be a brand that may be found on Yahoo Travel, eXpedia, and other travel sites. Such a hotel will raise the reputation of the City and will also attract travelers who base their stays on where they can find brands they recognize. Please note that specific industry profiles for all business attraction efforts discussing industry, its fit to the Calais area, and suggested next steps are included in [Appendix A](#).
- **Traffic Counts** – Petition the State of Maine to setup traffic monitoring equipment at each of the bridges and at a few key spots in the City center on an **annual** basis. The protocol for updating traffic counts between 2004 and current are sporadic and spotty with complete counts during 2004 and 2009 and a few sample locations in 2011. The traffic crossing information can be used to help attract businesses to Calais since all of those crossing downtown will be traveling through the business district. This transient traffic is not likely included in the regular market profiles and provides added strength to the argument of Calais as a retail location. Please see [Appendix H](#) for traffic count numbers through BAO and Maine DOT.

Continuing Action

In any case, the City will need to make a long-term commitment to economic development. This is best translated into action through developing a long-term plan. The City indeed has such a plan (the 2007 Strategy) and has further focused and augmented its plan with this business attraction plan. Still the City must be aware that continual review of the following must be an on-going process that includes:

- Review of desired outcomes and community goals;

- Review of immediate- and mid-term objectives;
- Long-term policy and development objectives;
- Continual outreach to the local business community and the outside market;
- Commitment to both Business Retention and Expansion (BR&E) and business attraction efforts;
- Measurement and adjustment as the plan rolls forward, including intermediate adjustments for critical path items.

Calais' future as a vibrant community is certainly helped as much by the fact that several organizations and institutions are already in place to promote and develop the City and its economy. The challenge for the community in this regard will be in ensuring that all parties are acting in concert with each other, focusing and reinforcing efforts and addressing differences of opinion directly.

The following section suggests means for initial alignment as well as a structure for continuous engagement and adjustment as necessary.

Organizations Participating in the Plan

The following organizations are expected to participate in implementing the plan with oversight and direction from the City of Calais:

- City of Calais
- The Ad Hoc Committee
- Sunrise County Economic Council
- Washington County Council of Governments
- Washington County Community College

Other organizations such as the Calais Regional Hospital and the Moosehorn Reserve will have roles to play. However, a task force made up of representatives from the organizations above will serve as the coordinating force behind revitalization efforts for the City.

Implementing the Action Plan

In order to make the above items operational, the team has laid out the following plan of action and suggested a specific party to take responsibility for that action.

Immediate (within the next year, and described further in the next section)

Action Item	Suggested Party	Category
Develop Calais Merchant's Association	Ad Hoc Committee	Mainstreets and Community Revitalization
Retail Business Attraction – Short- to Long-Term Goal	City of Calais in combination with the Sunrise County Economic Council	Mainstreets and Community Revitalization

Action Item	Suggested Party	Category
Riverfront Redevelopment – Improving the riverwalk	City of Calais in combination with the Ad Hoc Committee	Mainstreets and Community Revitalization
Adult Training Programs	Ad Hoc Committee	Corporate Business Attraction
Talent Recruitment	City of Calais in combination with the Sunrise County Economic Council	Corporate Business Attraction
Customer Service Classes	Ad Hoc Committee along with the Community College	Hospitality, Recreation, and Tourism
Regional Events and Marketing – Short- to Long-Term	City of Calais with the Ad Hoc Committee	Hospitality, Recreation, and Tourism
Develop Existing Outdoor Recreational Avenues – Short- to Long-Term	City of Calais with the Ad Hoc Committee	Hospitality, Recreation, and Tourism
Technology Upgrade – Short to Long Term	City of Calais with coordination help from the Ad Hoc Committee	Hospitality, Recreation, and Tourism

Medium Term (1-3 years)

Action Item	Suggested Party	Category
Maine Business Ready Community Application	City of Calais in combination with the Sunrise County Economic Council	Mainstreets and Community Revitalization
Waterfront Redevelopment	City of Calais	Mainstreets and Community Revitalization
Targeted Site Acquisition	City of Calais	Mainstreets and Community Revitalization
Community Involvement Plan – Medium to Long Term	City of Calais with the Ad Hoc Committee	Mainstreets and Community Revitalization
Youth Involvement – Medium- to Long-Term	City of Calais with the Ad Hoc Committee	Mainstreets and Community Revitalization
Business Retention and Expansion – Medium- to Long-Term	City of Calais	Corporate Business Attraction
Community Participation in Small Business	Ad Hoc Committee with the Community College	Corporate Business Attraction
Target Specific Industry Groups – Medium- to Long-Term	City of Calais	Corporate Business Attraction

Action Item	Suggested Party	Category
Develop a Certified Sites Program for Industrial Land	City of Calais with the Ad Hoc Committee	Corporate Business Attraction
Active Outreach and Marketing	City of Calais with the Ad Hoc Committee	Corporate Business Attraction
Develop and maintain Traffic Counts for International Bridges	City of Calais	Hospitality, Recreation, and Tourism

Longer Term (3 years or more)

Action Item	Suggested Party	Category
Mainstreets Improvement	City of Calais	Mainstreets and Community Revitalization
Collaboration with St. Stephen	City of Calais	Corporate Business Attraction
Enhance Regional Business Attraction Capabilities	City of Calais	Corporate Business Attraction
Industrial Park Investment	City of Calais in combination with the Sunrise County Economic Council	Corporate Business Attraction
Attract a Brand Name Hotel	City of Calais	Hospitality, Recreation, and Tourism

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Immediate Next Steps

The plans outlined above provide both a framework and a list of tools available to the City of Calais for developing a more sustainable economic future. This plan includes elements intended to enhance:

- Community development and the enhancement of the image of Calais in the local and regional mindset;
- Workforce and skills development to enhance the career opportunities for local residents;
- Infrastructure and physical investment for both beautification and for providing the means for repurposing and reusing older spaces; and
- Business retention, attraction, recruitment, and engagement.

The action plan earlier in this report outlines the near-, medium-, and longer-term actions required of the City, local organizations, and its regional partners. The most pressing items are as follows:

- **Task Force** – The City of Calais can access several organizations both in the City and in the region which can make a difference in economic revitalization. The City has the best chance for success if these organizations work together in a coordinated fashion. In order to accomplish this, we strongly recommend that a task force be formed to include members of the following:
 - **Government of the City of Calais**
 - **Ad Hoc Task Force**
 - **Washington County Council of Governments**
 - **Sunrise County EDC**
 - **Local Merchants Association (see below)**
- **Establish a Local Merchants Association** – The local merchants already in place have the most to gain from local improvements, and also have the best on the ground information on economic realities. They should be encouraged to establish an advocacy association either independently or as a component of the Calais Chamber of Commerce.
- **Regional Data** – As noted elsewhere in this report, data for the full region – including Charlotte County – is lacking and incomplete. This means that Calais cannot show its full strength for either retail or any other form of investment opportunity. The City should work with its regional partners in the US and Canada to establish a data clearinghouse that adheres to the IEDC standards.
- **Retail Targeting** – The City has already begun direct outreach to selected retailers. The information contained in this report as well as the appendices provides additional support and market data to enhance these pursuits. CWS is prepared to provide additional guidance to the City of Calais as it develops its retail targeting efforts.
- **Riverwalk and Main Street Beautification** – The riverwalk and main street redevelopment plans included in this report will take a series of years, but the planning and fundraising should commence immediately to create momentum and also to begin a concrete task that will engage the community and local stakeholders. The improvements will also enhance the City’s profile during attraction and recruitment efforts.
- **Marketing and Outreach** – Finally, the City needs to immediately engage with the County, its regional partners, and the State of Maine to develop regional marketing materials and have these available to any agency of the region or State, which is engaged in business attraction and recruitment. As with retail, CWS is prepared to play an ongoing advisory role in the development of these materials and plans.

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Analysis

Insights from Interviews

The CWS team has performed over 20 individual interviews with local stakeholders as follows:

Name	Affiliation
Nick Delmonaco	Developer
Scott Beal	Woodland Pulp LLC
Chris Gardiner	Director Eastport Port Authority
Harold Clossey	Executive Director of Sunrise County Economic Council
William Kolodnicki	Refuge Manager Moosehorn Wildlife Refuge
Joyce Hedlund	President, Washington County Community College
Scott Hallowell	CEO, Eastern Maine Electric
Carla McLellan	Paradis Shop N Save
Laura Donovan	Walmart
Mike Tamaro	Tamaro Oil
Michael Todd Smith	Patrol Agent In Charge Calais Border Patrol
Tim Crowe	Chamber President
Greg Disy, CEO	Calais Children's Project/Aroostook Mental Health Svcs.
John Ferguson	CAO, St. Stephen, N.B.
Tom Webster	
Harold Silverman	Former State Senator
Edmond Delmonaco	
Sidney Unobskey	Real Estate Developer
Bill McVicar	WQDY
Nat Lindquist	Wymans
Judy East	WCCOG
Mike Lally	Calais Hospital

In addition to insights on the current business and community climate, our team received and evaluated several suggestions and ideas from this stakeholder group. Suggestions and ideas with merit are mentioned below:

- Calais citizens and businesses recognize the strong ties to the Canadian market;
- Flagship outdoor retail store:
 - Store that offers outdoor summer and winter equipment rental;
 - Develop a creative but real marketing strategy to present Calais as a cross-border opportunity;
 - Work in cooperation with the Community College programs;
 - REI or Olympia Sports could be a good opportunity because they are co-ops and therefore make location decisions differently than many companies, they try pilot programs, they have equipment rental, they have outdoor classes (free and for fee) and lead regional hikes, etc.;
 - May provide an anchor for further retail development throughout the downtown area;

- Explore outdoor recreational avenues for attracting tourists:
 - Involve the local youth in education and as employees to get them to love the Calais area so they may stay or return later in life to raise their family;
 - Canoe and Kayak rentals and lessons;
 - Cycling, rollerblade, golf, camping, other summer sport facilities or rentals;
 - Winter and summer hiking leadership educational programs;
 - Moose observational tours, bird watching tours, other wildlife;
 - Explore having a model rocket launch site within the county;
 - Cross country skiing, snow mobile infrastructure, snowshoeing marked trails:
 - Push for easy and expedited snow mobile crossing into Canada in the winter;
 - Have lodge for winter sports (could be Moosehorn information center) and spur snow mobile access to the town – infrastructure out back so they do not need to travel on roads;
 - More and better area campgrounds;
 - Turkey hunting or deer hunting tours;
- A name-brand hotel would help make Calais a destination:
 - Focus on attracting a name brand hotel to setup in Calais;
- Clean up the downtown area visually and keep up with the maintenance:
 - Incentives to get vacant and occupied buildings to look more respectable;
 - Program to keep flower boxes watered;
 - Improve river walk and introduce residents to the facility during a charity event;
 - Remember to take care of the look of the community while working on the bigger projects;
- Market Moosehorn and other natural features of the area;
- Develop a “resort map” to guide visitors to Calais’ attractions;
- Consider staffing a visitor information center possibly located at the corner of Moosehorn and Rt 9 to guide people to the attractions of the area and hand out resort maps:
 - Could involve the local youth as summer jobs to give information to tourists;
- Develop a means for enticing talent to move into the area when required:
 - Identify the missing talent that cannot be cultivated from within (i.e., a dentist, orthodontist or medical specialist);
 - Come up with a mortgage assistance program (or similar unconventional incentive) to draw talent to or back to the Calais area;
- Outdoor festival;
- Use Eastern Maine Electric to obtain economic development funds for startups;
- Welcome committee to introduce attracted talent to Calais and help with retention (Hospital has offered to help in whatever capacity they can);
- Coordinate the various groups providing volunteer efforts so each focuses on their own portion of the goal and effort is not duplicated;
- Get people who already live in Calais there to choose Calais and support the community instead of complaining or ignoring their community;
- Focus on healthy community issues from preventative healthcare to exercise;
- Address readiness and ability to work – this can be an issue for the unemployed:
 - Show up to work on time;
 - Work ethic;

- Obtaining transportation to work.
- Invest in current Calais projects and assets:
 - Water plant boxes;
 - Building facade cleanup;
 - Enhance volunteers through coordination and involvement by city staff.

This is by no means a full list of suggestions. These are, however, the most actionable items and, given our experience, appear to have some degree of achievability.

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Economic Base and Location Quotient

Employment Base and Changes

Even with the current levels of economic upheaval, understanding the region’s current employment base gives clues as to both the available talent base as well as the economic networks that might still be viable. This knowledge may then be used to examine economic dynamics in those specific activities and determine how this workforce might be migrated into new opportunities.

The Bureau of Labor Statistics (BLS) of the United States tracks employment using the North American Industrial Classification System (or NAICS). Two- and three-digit NAICS numbers precede the industry or activity name through the following section.

BLS employment data is collected at the County as the smallest unit of geography. While this does not allow for analysis of Calais as an independent unit, it is an appropriate measure given the regional nature of workforce and a unit used in business location decisions.

Of a total 2010 employment of 7,607 countywide, the largest employment sectors were:

Industry	Sub-Industry	Total Employment	Location Quotient
Base Industry: Total, all industries		7,607	1
62 Health care and social assistance		1,937	1.67
	623 Nursing and residential care facilities	607	2.72
	621 Ambulatory health care services	468	1.09
44-45 Retail trade		1,685	1.62
	445 Food and beverage stores	544	2.7
	447 Gasoline stations	318	5.43
31-33 Manufacturing		1,098	1.33
	311 Food manufacturing	426	4.12
72 Accommodation and food services		625	0.79
	722 Food services and drinking places	531	0.79
52 Finance and insurance		304	0.77

Industry	Sub-Industry	Total Employment	Location Quotient
	522 Credit intermediation and related activities	260	1.43
23 Construction		252	0.64

The major (2-digit NAICS) industries noted above account for over 77% of all employment in the County. With the exception of food manufacturing and credit services, this points to a general service center economy, based on basic necessities of food and healthcare. This does not tell the full picture of economic activity and opportunity in the region, however.

Location Quotient

Location Quotients are a method of identifying basic (domestic) and exported (non-domestic) employment in a region – basic industries are those exporting from the region and bringing wealth from outside; non-basic (or service) industries support basic industries. Please see [Appendix A](#) for full industry profiles and action plan by industry.

Location Quotients can be used to examine:

1. A community's particular employment strengths, and
2. How a community's economic base is changing over time.

The table below lists those industry groups for which Washington County has a Location Quotient above 1.0 and therefore has an existing export advantage or nexus of activity. Also shown are the 2010 employment in each of these groups and the overall change in Location Quotient from 2001-2010.

Industry	Washington County, ME		
	2010 Employment	2010 Lq	Change in Lq
NAICS 111 Crop production	144	3.80	-0.38
NAICS 113 Forestry and logging	105	26.11	0.28
NAICS 114 Fishing, hunting and trapping	13	22.12	N/AV
NAICS 221 Utilities	48	1.22	-0.13
NAICS 311 Food manufacturing	426	4.12	0.85
NAICS 339 Miscellaneous manufacturing	229	5.64	1.22
NAICS 424 Merchant wholesalers, nondurable goods	176	1.27	-0.54
NAICS 441 Motor vehicle and parts dealers	140	1.20	0.30
NAICS 444 Building material and garden supply stores	163	1.99	0.53
NAICS 445 Food and beverage stores	544	2.70	0.50
NAICS 446 Health and personal care stores	81	1.15	0.25
NAICS 447 Gasoline stations	318	5.43	2.02
NAICS 452 General merchandise stores	243	1.14	-0.26

Industry	Washington County, ME		
	2010 Employment	2010 Lq	Change in Lq
NAICS 454 Nonstore retailers	111	3.74	0.77
NAICS 484 Truck transportation	144	1.61	-0.10
NAICS 488 Support activities for transportation	69	1.78	-0.65
NAICS 522 Credit intermediation and related activities	260	1.43	0.16
NAICS 621 Ambulatory health care services	468	1.09	-0.58
NAICS 623 Nursing and residential care facilities	607	2.72	-0.17

Note: The blue shading separates by major category 100's to 200's, 200's to 300's, etc.

While few of the above industries in themselves have a large concentration of employment, in total they represent roughly 56% of the total County employment.

The County has export advantages (high location quotient) in:

- Natural resources
- Specialized manufacturing, especially for food
- General retail
- Hospitals and Healthcare

These strengths and economic bases are not static however, and the analysis above shows threats in several key areas, particularly healthcare. As the data above dates from 2010, this does not yet even take into account the loss of the Calais nursing home facility.

MSA = Metropolitan Statistical Area (US)

CMA = Census Metropolitan Area (CA equivalent to MSA)

ER = Economic Region (CA - bigger than the CMA/MSA geography with no US equivalent)

Overall, the County lost 1,303 jobs between 2001 and 2010, a net loss of 14.6%. The greatest areas of loss were in manufacturing (568 positions), natural resources (253), and trade, transportation, and utilities (206).

The County gained significantly in educational services, with 73 positions having been created (over 90% growth). Other growth areas were moderate and involved relative small groups of positions.

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Location Screening Assessment Model

CWS Consulting Group collected data for two different geographies for two different screening models. The first model was at the county level comparing Washington County against other counties primarily

in New England and Eastern Canada. The second model was structured at the MSA level; it combined data from both areas into a simulated Calais/St. Stephen MSA and compared it to a broader range of competitive locations.

The data points collected are indicators of a variety of attributes that can be tested against other similar data points comparatively. It is worth noting that we had to modify our screening model to focus on data available for the Canadian locations. Canadian data is often not available in the same measure for comparable geographies or for the same years as it is in the US. The data for the 2011 Canadian census is currently being processed but many parameters have not been published as of the completion of the screening models. The screening model full findings, assumptions and sources are presented in [Appendix F](#). The simulated MSA is presented in [Appendix G](#). The model comparisons, nonetheless, represent a comprehensive and detailed analysis between the geographies.

Please see the [Difficulties with Canadian Data](#) section in [Appendix F](#).

Overall Findings

Overall, the Calais area did not rank well in many areas in the screening model. Some of this is do to a lack of available data (especially when comparing to Canadian locations), some is difficulty in measuring the uniqueness of the outdoor environment, and still others point to areas where Calais needs to be creative to address real or perceived issues.

Both Washington County and the Calais/St. Stephen simulated MSAs have relatively small populations with negative growth. The numbers show a similar story for the working age population and labor force. Calais, and St. Stephen for that matter, need to focus on area improvements to retain and attract individuals and talent. However, the relatively high unemployment in the area indicates that only certain job sectors lack workforce.

Washington County has the highest percentage of jobs in agriculture and mining and lowest percentage of employees in the trade, information and finance/insurance/real estate. Given this information, the community college should be encouraged to continue their one year certificate and training programs pertaining to these professions.

Washington County has the highest occupation specific employment in administrative occupations followed closely by transportation and materials moving occupations. These concentrations demonstrate relative strength and are an asset to the community.

Washington County and the Calais/St. Stephen simulated MSA both used the Bangor MSA salary data due to a lack of data availability. Bangor performs very well in this category ranking first among the US county level competitors, but behind all three Canadian competitors. In the MSA level screening model, the simulated MSA faired very well against New England competitors, but not as well overall with the southern MSAs and the Canadian CMAs. Companies are often drawn to an area based on a reasonable

cost of labor. This fact could help entice a company to locate in Calais rather than a more expensive area and is an important competitive advantage.

Washington County has a fairly significant percentage of the population that has not finished high school. In addition, the Washington County area does not seem to attract or retain highly-educated individuals. The Community College should be encouraged to continue the one year certificate programs and tailor those programs to the needs of the community and of business.

The screening model also shows a transportation and market access complication for the Calais area. Unfortunately the area is the only competitor in both the county and MSA models that does not have either an airport or an interstate highway. Major infrastructure improvements including the Eastport rail connection and the East West Highway could fill this gap and provide a strategic advantage for Calais.

Maine is friendly for tax purposes and the State has favorable numbers for property tax as a percentage of income. Though locating tax regime numbers for the Canadian locations proved difficult, the numbers we could obtain show that the Washington County area fared well in the rankings.

Maine obviously gets some snow in the winter. However, Maine also knows how to deal with snow, has places to put it, and functions very well and normally in the face of a snow storm. Washington County ranks in the middle of the competitive set for snowfall, but is one of the wettest competitors. Overall, Washington County ranked in the bottom two for US locations but above the Canadian locations for climate.

Washington County ranks second behind Rockingham County in crime statistics. The CWS Team obtained newer crime statistics researched specifically for the Washington County area rather than wider area statistics.

Quality of life in Washington County is a somewhat difficult to rank and quantify based on available data. The area is absolutely beautiful and there are many natural assets that available data does not show in the competitive set. Washington County and the Calais/St. Stephen MSA came in ranked very low in this category. This means that Calais has to work to highlight and host activities that take advantage of the areas natural assets.

A full review of these models can be found in [Appendix F](#). The Team also identified an article printed in the Bangor Daily News discussing the value of Maine's natural land. That article can be found in [Appendix L](#) of this report.

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Business Attraction Incentives

Key in making a case for any location is the incentives that would be available to assist a company to decide to locate within its borders. A well-packaged combination of incentives selected for specific target companies and/or industries can be a powerful tool in corporate decision making.

Calais is in the area designated as a Pine Tree Development Zone (PTDZ). This initiative packages a number of higher-value incentives in to one program, including reduced utility rates.

Below highlights Maine and local incentives that would be important to consider in the toolkit, since they focus on job creation, property purchase and improvement, and low-cost financing.

The full incentives research report is located in [Appendix I](#). A full list of businesses from within 1.75 miles of Calais Downtown is located in [Appendix M](#) of this report and on the attached CD.

Pine Tree Development Zone (PTDZ) Initiative

- Available to qualified businesses that meet PTDZ requirements with up to 10 years of tax incentives, such as:
 - Reimbursement of up to 80% of the Maine income tax withholdings of qualified employees for up to 10 years for qualified businesses (i.e., any for-profit, non-retail, non-utility, targeted industry) that add a minimum of five qualified jobs within a two-year period.
 - Companies must exceed existing Maine employment
 - 100% income, franchise, or insurance premium tax (dependent on tax filing method) credit for years 1-5 and 50% for years 6-10;
 - 100% sales and use tax exemption/reimbursement for construction materials and equipment purchases; and,
 - Access to reduced electricity rates.
- Beginning January 2010, the program adjusts to a 2-tier system. On an annual basis, DECD will determine which municipalities in York and Cumberland counties will be classified as Tier 2 municipalities. All remaining municipalities across the state will be classified as Tier 1. An otherwise qualified business locating in a Tier 1 municipality will have a 10-year duration of benefits; Tier 2 locations will offer a 5-year duration.
- For new Maine jobs only, with income requirements for Washington County at \$26,389 minimum. Must include access to group health insurance and group retirement benefits.

Contact: Department of Economic and Community Development, Office of Business Development, 207-624-9804, www.mainebiz.com

Community Development Block Grant Economic Development Program (EDP)

Job Creation/Retention

- Up to \$20K per job created/retained for low- and moderate income hires
- Up to \$30K/job for location in HUB Zone, Empowerment Zone or Pine Tree Zone

Rehabilitation

- Non-Municipal-owned up to \$200K
 - Covers of commercial or industrial buildings, land and site improvements, structures, non-capital equipment and real property
 - Can also provide working capital
- Municipal-owned up to \$300K
 - Covers acquisition, relocation, demolition, clearance, etc., associated with public infrastructure projects, such as water and sewer facilities, drainage improvements, parking, sidewalks, curbs, etc.
 - Must be necessary to create or retain jobs in the nonretail private sector for low- and moderate-income persons.
- Development Fund (DF) Loan
 - Up to \$300K for acquisition and installation of commercial or industrial buildings and site improvements
 - Granted to the community, then loaned to business

Maximum under the program combining Rehabilitation activities is \$400K.

Cannot be used to refinance existing debt.

Contact: Department of Economic and Community Development, Office of Community Development, 207-624-7484, www.meocd.org

Regional Economic Development Revolving Loan Program

- Designed to make loans through Regional Economic Development agencies for the purpose of creating or retaining jobs. FAME makes disbursements to Regional Economic Development agencies, and they make loans to eligible borrowers.

Tax-Exempt Bond Program

- Credit-enhanced, tax-exempt attractive interest rate bond financing (up to \$4,750,000) for manufacturers. Funds may be used to purchase and/or construct a manufacturing facility or purchase new machinery and equipment.
- Small loans may not be feasible given marketplace limitations.
- Up to 90% of project debt.

Taxable Bond Program

- Credit-enhanced, long-term bond financing for up to \$4,750,000 on loans to manufacturers for real estate acquisition and construction as well as machinery and equipment acquisitions.
- Up to 90% of project debt.

Contact: Finance Authority of Maine, 207-623-3263 or 1-800-228-3734, www.famemaine.com

Jobs and Investment Tax Credit

- Allows any business, other than a public utility, that invests at least \$5 million in new or used tangible personal property in a taxable year.
- Must create 100 new jobs in Maine within the ensuing two-year period.
- The tax credit is equal to 10 percent of the qualified investment and is limited, in any one year, to the lesser of \$500,000 or to the tax otherwise due. Any unused credit amount may be carried forward up to seven years.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

Calais is also designated a HUBZone, which gives it benefits from the Small Business Administration (SBA). Businesses gain preferential access to federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone. The company must also maintain a “principal office” in one of these specially designated areas.

Once the team has confirmed appropriate target industries, then incentives can be selected, highlighted and packaged for the potential candidate companies’ ease-of-use.

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Cooperative US Canadian Study Overview

The CWS Team selected a group of border regions to examine because they are making strides in bi-national activities and are a smaller city adjacent to a port, similar to Calais. CWS researched these communities and pulled together best practices that can be a source of new ideas for Calais as it moves forward with planning. The regions include:

- Pacific Northwest
- Buffalo-Niagara, US/Niagara, CA
- Sault Ste. Marie (US and Canada)
- Ogdensburg/St. Lawrence County (New York)

For an example of a foreign cross-border region, CWS prepared a summary of the Saar-Lor-Lux region (Germany, France, and Luxembourg).

There is an opportunity for Calais to consider some of the actions being undertaken in the highlighted communities. CWS would like to highlight the following activities:

- While some communities work with their cross-border counterparts, as of this date, no true joint economic development marketing takes place. Barriers such as competition and different administrative systems hamper the establishment of a cross-border, economic development region.

- Regions place an emphasis on attracting Canadian companies. With the lower US dollar, more rigorous cross-border requirements, anticipated capacity issues at border crossings, and unpredictable import/export rules, Canadian companies are establishing businesses on the US side.
- Many communities reach out to local alumni and residents to “return.”
- Communities continue to build retail and tourism capacity to meet the growing number of Canadian visitors because of the increase in duty-free amount and the relatively weaker US Dollar. Some communities link economic development and tourism development.

Please see [Appendix J](#) for the full US Canadian cooperation study. Link back to [Table of Contents](#)

Community Development Plans

One of the important results sought by the community is how to better involve the citizens in the revitalization of Calais, as well as directly involve youth in order to stimulate renewed and productive interest in the community and offer job opportunities, in order to stem the tide that is eroding the City’s population base.

Youth Work Involvement Plan

The following is one plan to involve youth in the revitalization of Calais.

Goal

Improve youth employment, job-skills training and connectivity with the City.

Strategy

Start a Teen Work Project with a local non-profit youth organization by securing a \$50,000 Public Service Grant (PS) from the Maine State Community Development Block Grant (CDBG) Program in Fiscal 2013 (and preferably Fiscal '14 and '15 in advance).

Objective

Develop job skills and work experience among local youths.

Method

Use \$50,000 in PS CDBG funds to pay, equip and staff a project employing 40-60 local teens to embark on clean-up, restoration and improvement projects in the Waterfront District and key entryways into town. Work would be full-time during the summer and part-time during the school year. The Community Connections Program in Framingham, Massachusetts, is a successful example of such a program. The Washington Hancock Community Agency (www.whcacap.org) and the Washington County Community College (www.wccc.me.edu) could serve as local non-profit sponsors providing the expertise and possible staffing for starting this type of program. \$30,000 in grant funds would pay youth wages, \$15,000 would pay for adult staff (if required) and \$5,000 would pay for equipment.

Youth Outdoor Leadership Plan

Goal

Improve youth involvement in local outdoor and/or environmental leadership activities and connectivity/engagement with the City.

Strategy

Partner with the Washington Community College's Outdoor Adventure Center to develop year-round, outdoor recreational programming for local children and youth in the City. Secure funding from non-governmental sources to allow the broadest range of residents to be covered.

Objective

Expand the availability and breadth of outdoor recreational programming for local children and youth in the City, including, if possible, activities in the Waterfront District.

Method

Coordinate with the Outdoor Adventure Center to expand its Climbing 4 Kids Program and Summer Kayak Series at locations in the Waterfront District. Use CDBG funds to reconfigure part of Redevelopment Site #2 into a Downtown Water Recreation Center.

Waterfront Redevelopment Plan Overview

Below is a summary of the plan.

Goal

Restore/enhance economic activity in Calais Waterfront/Downtown District.

Strategy

Begin renovating/redeveloping key properties on Main Street in the Calais Waterfront District by securing a \$500,000 Downtown Redevelopment Grant from the Maine State CDBG Program in Fiscal 2013.

Objectives

1. Redevelop vacant garage/auto dealership at the intersection of Main and Church Streets (Redevelopment Site #1);
2. Create an attractive entrance to the Waterfront Walkway (Redevelopment Site #2);
3. Renovate dilapidated commercial structures on Lower Main Street.



Methods

For the first objective, use \$250,000 - \$300,000 in DR CDBG funds to both acquire and renovate the property into two or three unit artist live/work condominiums. If possible, convert part of the ground floor into gallery space. Either condominiums to local low/moderate-income artists for between \$35,000 - \$50,000 each, or rent to artists for an affordable rent, perhaps around \$250-\$350/month. Recouped sales funds can be used to renovate other properties in Waterfront District, recouped rents can be used to maintain the property. Use the property as a center for regional artists to display and sell their work. The Five Crows Studio in Natick, Massachusetts, (www.fivecrows.com) and the Fountain Street Studios in Framingham, Massachusetts, (www.fountainstreetstudios.com) are good examples of this kind of studio development.

For the second objective, use \$75,000 - \$125,000 in DR CDBG funds to both acquire the site and develop a passive greenspace “entrance” to the Walkway. Include space on the harbor for commercial marine use and recreational boat rental. The land could be leased from the City by a private operator and the lease proceeds can be used to maintain/improve the Riverfront Walkway area.

For the third objective, use \$75,000 - \$175,000 in DR CDBG funds to capitalize a Waterfront Facade Improvement Program, which will offer deferred, no-interest loans of up to \$15,000 per structure to renovate the facade/signage of commercial properties in the Waterfront District.

Please see [Appendix K](#) for the full Waterfront Redevelopment Plan. Link back to [Table of Contents](#)

Summary

The recommendations presented above incorporate a variety of actions that include ideas for mainstreets and community revitalization, business attraction, and recreation and tourism. In order for Calais to build its economic base and provide a framework for additional growth for the future, these recommendations must be reviewed, discussed and placed in proper priority, so that Calais may begin to implement them in a logical fashion, mindful of available resources.

Though immediate results may be gained, this will begin a process for sustained revitalization. Each step will complement the other, gradually building and reinforcing the City’s future over time.

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Appendix A: Target Industries

As noted elsewhere in this report, a series of target industries match – to some degree – the location attributes offered by a Calais location. Still others may not completely match the region’s profile now, but might be built to over time. These include:

- Destination Retail
- Hospitality
- Logistics and Materials Movement
- Small-Scale Manufacturing, Production and Assembly
- Food Production

The following tables include a description of the activity, its current outlook, how Calais matches with the activity’s requirements, and a suggest set of actions for attracting this activity.

Destination Retail	
Specific Description	<p>Destination retail includes shops and stores which can successfully anchor other retail development. These stores tend to have a regional reach and a well-formed market identity.</p> <p>With regards to Calais’ specific profile, an outdoor recreation retailer such as REI, Eastern Mountain Sports, Olympia, or LL Bean would be the most likely match.</p>
Current Industry Outlook	<ul style="list-style-type: none"> • Retail establishment
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Proximity to populations with retail market potential • Good transportation access • High visibility • Proximity to other destination businesses favorable
Specific Role for Calais	<ul style="list-style-type: none"> • Anchor location for Waterfront of Main Street development
Calais Advantages	<ul style="list-style-type: none"> • Extremely high access to traffic crossing the US Canadian border and traversing the region • Strong tie to other regional recreational opportunities • Existing success with some retailers (such as Walmart) with shoppers on both sides of the national border
Disadvantages and Risks	<ul style="list-style-type: none"> • Poor availability of data describing the true economic potential of the combined US/Canadian retail market proximate to Calais • Signage and attractions will need to draw traffic eastward into Calais rather than bypassing the City’s downtown
Suggested Actions	<ul style="list-style-type: none"> • Convert the existing data on border crossings and the existing retail market report into a marketing pitch to specific target retailers • Augment the above with consumer data from the Canadian market (as contained in this report) • Identify specific decision makers at target retailers and make a direct approach

Hospitality	
Specific Description	<p>Hospitality includes hotels, motels, inns and other houses of accommodation. This includes both independent inns and hotels, as well as those associated with national and international chains.</p> <p>In addition to lodging, hospitality may include meeting and function spaces, restaurants, conference, and resort facilities.</p>
Current Industry Outlook	<ul style="list-style-type: none"> • The hospitality industry operates both as a real estate and as a business market, and as a result has somewhat different market exposure • 2009 was recognized as the bottom of a very poor cycle, with investment only now starting to trickle outside of “safe” markets • Lodging fundamentals are improving steadily. Greater Boston (the closest measured market) has the second strongest recovery of revenue per available room (RevPAR) nationally
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Tourism or business travel activity within the area • Strong transportation access and accessibility • Good visibility
Specific Role for Calais	<ul style="list-style-type: none"> • Attract the investment in a new hotel to be operated by a moderate cost chain
Calais Advantages	<ul style="list-style-type: none"> • Extremely high access to traffic crossing the US Canadian border and traversing the region • Strong tie to other regional recreational opportunities
Disadvantages and Risks	<ul style="list-style-type: none"> • Poor availability of data describing the true economic potential of the combined US/Canadian retail market proximate to Calais • Little existing hotel investment, suggesting marginal opportunity historically • Signage and attractions will need to draw traffic eastward into Calais rather than bypassing the City’s downtown
Suggested Actions	<ul style="list-style-type: none"> • Reframe original “resort hotel” study to cater instead to the regional hospitality market opportunity • Examine revenue per available room (RevPAR) statistics for Calais hotels as well as those for other regional communities • Include the existing data on border crossings and the existing retail market report • Augment the above with data from the Canadian market • Identify (if possible) local real estate development partners • Identify specific decision makers at target hotel operators and make a direct approach

Logistics and Materials Movement	
Specific Description	Freight consolidation and redistribution services provided by a freight forwarder in which several smaller shipments are assembled and shipped together to avail of better freight rates and security of cargo. Also called assembly service, cargo consolidation, or freight consolidation.
Current Industry Outlook	<ul style="list-style-type: none"> • Continued increase in globalization of trade creates opportunities for locations at key border crossings and other international interfaces • Fuel cost spike in 2008 resulted in a trend towards a larger number of smaller-footprint facilities situated close to big cities offering short distances to product delivery • Increasing state and local legislation to find ways of reducing vehicle miles travelled (VMT) as well as carbon output
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Regional market proximity • Large parcels of land • Site suitability • Transportation network • Interconnected business activities
Specific Role for Calais	<ul style="list-style-type: none"> • Warehouse and distribution center activity • Foreign Trade Zone related activities
Calais Advantages	<ul style="list-style-type: none"> • Three border crossings to Canada • Direct access to deepwater port through Eastport • Favorable access to regional highway system
Disadvantages and Risks	<ul style="list-style-type: none"> • Lack of significant interstate highway access • No major rail connection
Suggested Actions	<ul style="list-style-type: none"> • Identify properties near US/Canada border crossings meeting minimum thresholds for developing modern warehouse and logistics facilities • Proactively play a part in the plans for the East West Highway • Develop plans for certification in the Pine Tree Zone program • Examine feasibility for establishing Foreign Trade Zone capabilities • Work with local and regional Economic Development organizations to develop marketing materials for National Industrial Transportation League (NITL) or similar conference • Work with local and regional Economic Development organizations to develop marketing materials for CoreNet, IAMC or similar site selector and corporate real estate executive conferences

Small Scale Manufacturing and Production	
Specific Description	Manufacturing and production in general is concerned with the production of goods either used by consumers or by other companies in the economy. Small scale industries can be characterized with the special feature of adopting the labor intensive approach for more customized, innovative, prototype or specialized production.
Current Industry Outlook	<ul style="list-style-type: none"> • While much large-scale manufacturing moved overseas over the past 30 years due to production costs, small scale manufacturing has stayed throughout the United States and have even thrived • Increased transportation costs and the need to include manufacturing in the innovation process are forcing some companies to re-examine the United States as a location for some manufacturing
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Competitive overall cost profile (labor, utilities, transportation, etc.) • Access to key supply chains (input materials, end users) • Availability of skilled talent
Specific Role for Calais	<ul style="list-style-type: none"> • Not an ideal location for most manufacturing and production due to logistics costs • However, proximity to Canadian border may provide opportunity for kitting, customization, and other small-scale operations IF coupled with the establishment of a foreign trade zone
Calais Advantages	<ul style="list-style-type: none"> • Relatively low-cost labor • Some existing production capability and resulting supplier networks throughout Washington County as a whole • General access to Eastern US and Canadian markets
Disadvantages and Risks	<ul style="list-style-type: none"> • Distance to most American consumer markets may impede time to market as well and increase transportation costs
Suggested Actions	<ul style="list-style-type: none"> • As with the logistics opportunities, identify properties near US/Canada border crossings meeting minimum thresholds for developing production and assembly facilities • Proactively play a part in the plans for the East West Highway • Develop plans for certification in the Pine Tree Zone program • Examine feasibility for establishing Foreign Trade Zone capabilities • Work with local and regional Economic Development organizations to develop marketing materials for CoreNet, IAMC or similar site selector and corporate real estate executive conferences

Light manufacturing – Food	
Specific Description	Food production includes both the initial and final preparation of food and foodstuffs. This may include the initial gathering and processing of grains, fish, meats and the like. It may also include formulation, cooking and packaging of prepared foods.
Current Industry Outlook	<ul style="list-style-type: none"> • The recession, national trends towards ready to eat meals, and attention to food sources and ingredients have all placed differing pressures on the national food pipeline • Both sourcing and nutritional issues have created an opportunity for fresh healthy food, which has in turn created a drive towards re-regionalization of food production near agricultural centers • The industry has been characterized by consolidation, outsourcing, and automation (driven by labor reductions, cost-containment, process efficiency, quality control and regulatory compliance) • Food manufacturing is energy intensive: companies are turning to energy management projects such as energy audits, recycling/redirecting, negotiating with energy providers and seeking alternate energy sources • Regulatory changes relating to food safety continue • Raw material pricing is expected to continue its upward trajectory, as will transportation costs, making locally sourced and produced foods more economically viable • The greening of food continues, with packaging reduction initiatives, more ethical sourcing policies and the reduction of food miles
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Access to key ingredients, produce, and meats • Strong transportation infrastructure • Proximity to major consumer markets • Available real estate • Labor trained in culinary arts and in food safety, among other fields
Specific Role for Calais	<ul style="list-style-type: none"> • Manufacturing, processing, and packaging of foods and/or complete meals
Calais Advantages	<ul style="list-style-type: none"> • Regional access to agricultural products • Strong regional access to consumer markets • Relatively low labor and operating costs
Disadvantages and Risks	<ul style="list-style-type: none"> • Unknown labor availability in some fields • General skills development needs
Suggested Actions	<ul style="list-style-type: none"> • Identify properties meeting minimum thresholds for developing modern production facilities • Work with local schools to develop culinary and food safety programs • Network with local and state agricultural agencies both to build awareness and to solicit new company investment • Implement training and apprenticeship programs • Work with local and regional economic development agencies to identify representative industry groups and make contact

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Appendix B: Suggested Marketing Materials

The following represents a list of suggestions but is by no means a complete list of all materials that Calais could create.

Outdoor Signage

Calais has many events that take place in and around the city every year. Tourists are often interested in visiting such events on their way through, providing they have knowledge of the events. Maintaining an up-to-date city calendar is the first step to keeping the community and tourists involved in these activities. Going forward, Calais should make better usage of signage on the three major access points into the city – Rt 1 just west of the commercial bridge, Rt 1 near the golf course, and at the Main Street Bridge. The signage could be printed banners hung over the streets or variable message boards that could be changed on a weekly basis.

Tourism

Map handout – a brochure that shows all the area attractions from Moosehorn to restaurants to shopping establishments to art studios that can be placed anywhere. For ease of creation, can use lightened aerial photo background.

Event handout – a simple brochure showing the local calendar of events and with the website URL and 3D smart phone scannable barcode. This brochure would be primarily aimed more at “local tourists” while the city signage would be aimed at the pass-through tourists.

Business Attraction

Retail marketing brochure – the information on retail market access in both the US and Canada makes Calais a compelling location for cross-border and regional retail trade. Producing a simple brochure which includes market information, anecdotal information on local retailer performance, and cross-border traffic counts as well as key contact information may then be used by the City, regional economic development agency, and the State of Maine to solicit interest from regional and national retailers.

Company facility attraction brochure(s) – as with the item above, the region’s attributes for food production, logistics, and other uses should be incorporated into a short (one-page) brochure which succinctly makes the case for Calais as a location for new company facilities. By coupling this information with key contact information the City, regional economic development agency, and the State of Maine can more effectively market the community to potential targets.

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Appendix C: Talent Attraction Plan

Some talent can't be "home grown" because of needs for specialized skills, lack of student volume, and high expense for some programs. One of the easiest examples of this would be the medical staff at the hospital and others in the health care field.

Because of this, local employers must offer incentives such as loan forgiveness to hire qualified people to fill these positions. However, many never stay after the interview because of the remoteness or spouse job opportunities. This can be combated if the employer is willing to work with the City or another organization which can hand out materials and bring the perspective family on a familiarization tour after the interview. This includes showing off Moosehorn, eating establishments, recreation opportunities, etc., as well as youth involvement programs and outdoor education opportunities.

Community Welcome Team

The Community should work among the local volunteer groups, institutions (community college, library, hospital), businesses, and City government to identify a small group of individuals who can act as official greeters and "hosts" for potential recruits to the City. This group would work with businesses and institutions as they look to recruit talent to the area to ensure that they have guides through the community, have the opportunity to experience quality of life and recreational amenities, and have someone to ask questions of as they first experience the community.

Such individuals should be volunteers and should be carefully chosen for their hospitality, demeanor, and their knowledge of local characteristics and amenities. They should also have some knowledge of the likely needs of the person (or people) being recruited into the area.

Welcome Package

A welcome package might include a set of handouts designed to orient potential interviewees and families about events, natural resources, activities, clubs, and cultural resources on both sides of the US and the Canadian border. It is important to include Canadian activities and attractions for prospective Calais residents due to the close ties and proximity of the communities. For example, the proposed St. Stephen Civic Center could be a significant attraction for new residents.

The welcome package would include printed marketing materials and be delivered by an individual at the time of interview or offer. An individual or organization should be available to hand deliver the printed materials and personally orient the interviewees and families after the interview. This will show the perspective residents the benefits of the Calais/St Stephen area as well as demonstrate a high level of community involvement by a person from the community who can speak to any issues that come up during their stay or after they relocate.

The welcome package could include the following:

- **Youth outdoor education opportunities** – a brochure which highlights all the activities, leadership programs and after school activities. This brochure should not be created until the youth leadership programs have been addressed.
- **Map handout** – described in the [Suggested Marketing Materials](#) section
- **Event handout** – described in the [Suggested Marketing Materials](#) section

Link back to [Table of Contents](#)

Appendix D: Technology Plan

Current business trends and social communications emphasize the need to improve connections between Calais, local retailers, and tourists. In the days of the smart phone, tourists are relying more and more on visiting establishments where they can learn a little about it online before they visit. In some cases, this means a family may not go to a place because there is no information, or inadequate information available online. This technology plan addresses the lack of connectivity in many ways. Many options work in cooperation with each other and do not cost anything above labor.

Time and Staffing

The team recommends that Calais work cooperatively with the technology programs at the Community College to implement many suggestions within this plan. The team is already aware of a partnership with a local student who assisted the City with a recent internet/connectivity crisis. We are basing the following recommendations on the City's willingness to move forward in similar partnerships. The partnership could work in several ways:

1. The City could hire or provide a low pay or unpaid internship for a student outside of school hours to implement aspects of this plan. One internship could be awarded for each part of this plan or one student could be asked to do all of the work. This partnership would add actual work experience to the students resume as well as putting the City in a more connected position without the cost of hiring a professional firm.
2. The City could partner directly with a class and instructor at the Community College to have part or all of the plan actions completed as part of the coursework or as the final graduating project. The students could have a local copy of files they need and test within the Community College servers before modifying the live site. This would give the students a real world problem to solve, confidence in their ability to successfully complete work, and a project for their resumes.

Website Structure Recommendations

The basic City website may not be as flashy as some commercial websites, but keeping it simple and presenting the information will be key for Calais web development. The following suggestions are outlined in the text below:

- Webpage describing the painless local process of starting a business in Calais Maine
- Possible website redesign
- Access to a city-provided and hosted webpage for businesses without websites
- 3D barcode implementation to allow tourists with smartphones direct access to the business website while standing at the storefront

Start a Business Webpage

In addition to the website structure changes, the team is recommending that you add a webpage to outline how to start a business and/or establish a location in Calais. The team has learned that it is

simple process working with the town in this capacity and it would be beneficial to have this information readily available. Future updates could include a simplified process of how to work within the state and federal guidelines but for now, it is sufficient to link to the state and federal resources directly.

Website Redesign

Calais could engage Community College students to give the website a face lift. This would be done in coordination with the current website administrator and coding could be kept in the same language as the current site. The primary focus points would be:

1. Verify the website works appropriately on all common browsers
2. Create a mobile version of the website

Calais should seriously consider a website redesign (defining a new page style) before implementing the following step to give each business a webpage hosted by the City of Calais. It is considerably easier from a labor standpoint to update 10-20 pages than it is to update 50 or more pages to match a new page style.

Local Business Webpages

Having a web presence is important for all businesses, especially in Calais, Maine. Those websites should be directly accessible in a business directory on the Calais City website. Some businesses may already have their own websites and should be linked directly from the Calais website to the business website. For those businesses who have not invested in a website, the City should provide a page for them hosted alongside the City's website. This option would not increase the website hosting fee though it would increase the number of pages managed under the Calais City website. The City should provide access to a student or students who can help develop and publish the content on the webpage through the City's hosting.

These business pages hosted through the City of Calais's website should retain the look and feel of the Calais website. The page text area will be editable and links to PDF documentation (including menus) is encouraged.

The team suggests combining the Retail/Restaurants and the Lodging pages into one "Calais Business Directory" or "Area Attractions" page with subcategories for retail, restaurants, and lodging. The new page should be based on the current Retail/Restaurants page and include all of the current address and website information with one small change. The name of the business should be a hyperlink to the business website rather than including the URL written out below the business listings. This will provide consistency when adding the page hosted through the City of Calais.

For example:

Use this style

[Maine Line Studios](#)

387 Main Street

207-454-3902

Instead of

Maine Line Studios

387 Main Street

207-454-3902

www.mainelinestudio.com

Consider using Google Map insets for each business category identifying the business location on an interactive map embedded directly into the webpage.

QR Barcode

QR barcodes (or quick read barcodes) are a relatively new idea that is rapidly gaining popularity. Most magazines include these barcodes as a reference to the online article and many product advertisements include them as links to the online page. Anyone with a smartphone and a reader application can take a picture of the barcode and instantly open the article page, product page, or business page on their smartphone browser. The Wikipedia QR barcode is pictured to the right. The article describing the QR barcodes is http://en.wikipedia.org/wiki/QR_Code.



The QR barcode generators are free to use. The City of Calais should generate a barcode for its website and post on the City Hall and the information center for tourists to scan. The page posted should include some basic information on what a QR barcode is, how to read it, where to find the phone application and statement that many businesses around the Calais area are part of the QR barcode movement. Each business owner should generate a QR barcode for their webpage during the project described above in the Local Business Webpage section. The barcode should be placed in a template similar to the one used for the City website and posted in the business window.

This will allow tourists who may walk past a closed business to instantly get information about the business and perhaps decide to revisit when the business is open. This depends on internet accessibility. Ideas to address this issue are presented in the [Internet Accessibility](#) section.

Internet Accessibility

This plan was developed from the realization that the Canadian data signal is far stronger than the US data signal for wireless phone users in Calais. Additionally, as a tourist in Calais, there seem to be few opportunities to use free wireless computer access.

There are two basic ways to improve internet connectivity through town: the municipal wireless network (tends to come with a hefty price tag) or the creative free wireless solution. While the team does not see a municipal wireless network as being an affordable solution, the option is outlined below.

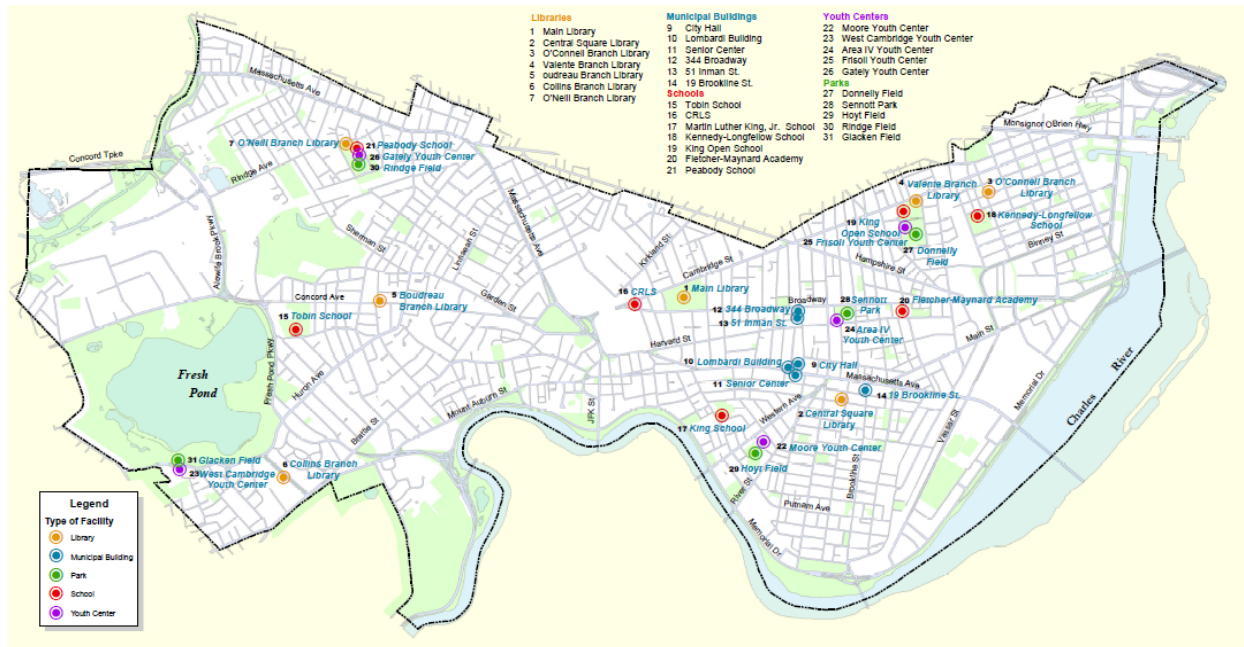
The creative free wireless solution through business owners is a much more affordable option making use of existing and available resources while stimulating community involvement and educating students.

Municipal Wireless Network

The municipal wireless network would in effect turn the entirety of Downtown Calais into a wireless access zone. This is accomplished by having a very high speed and high capacity trunk line along with a wireless mesh network, which uses hundreds of outdoor routers and amplifiers. The cost of the system and equipment would depend on the area of coverage. A full list of cities providing municipal wireless networks along with details (obtained from Wikipedia) is available within this appendix or can be found here: http://en.wikipedia.org/wiki/Municipal_wireless_network.

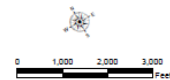
Actual costs per square mile for a municipal wireless network seem to be a little difficult to find. Through web research, the team found one source noting \$100,000 per square mile for one option and \$150,000 per square mile for a better solution (this may or may not include labor installation costs). Another article noted the maintenance cost for a square mile of network being \$150,000 over five years. Calais is looking at two square miles to cover the downtown/business area and up to five or six square miles to include Rt 1 as far as the Community College (including the golf course) in one direction and down to Rt 191 and into Moosehorn in the other direction.

The City of Cambridge, MA, had plans to provide a city-wide municipal wireless network. The project budget soared beyond what Cambridge had the ability to pay and the plan was adjusted accordingly. Currently the free access is provided at city municipal buildings, public libraries, schools, several youth centers, and a few public parks. The implementation of this system is costly similar to many other municipal wireless networks though the coverage is similar to the option outlined in [the creative free wireless solution](#) section.



Cambridge Public Internet WiFi Access Points

City of Cambridge, Massachusetts



The Creative Free Wireless Solution - An Affordable Alternative to the Municipal Wireless Network

This solution uses many creative ideas put together to achieve a municipal wireless network without the cost associated with a traditional municipal wireless network. This suggestion relies on cooperation with the Community College, student labor, and a small investment from the City of Calais if needed for equipment upgrades or repeaters. Once complete, the coverage would allow tourists to scan the [QR barcodes](#) in the business window have internet access to learn about business.

Many business owners have some form of high speed Internet access at their place of business. For many reasons they may not have a wireless router. Even if they have a wireless router, it may be locked due to privacy reasons. Many may be unwilling to upgrade the equipment or wireless access due to labor and equipment costs.

Discussions with the local Internet provider may show they are willing to upgrade the equipment for a small fee or lease new equipment for a small charge on the monthly bill (between 2 and 5\$). If the provider is unable to assist in this way, it is recommended that the city use grant funds to buy wireless routers for the businesses that would benefit from the upgrade. For ease of installation and reduced cost, the City should consider a bulk order.

Once the wireless routers are in place, the students could then go in and setup a secure wireless network for the business owners as well as an open access wireless network for tourists and visitors. This would protect the business owner's activities and data. In this situation, users of the free network

often have to click “I agree” to a disclaimer on a browser page before they are granted access to the Internet.

For additional coverage, the city could offer a free equipment upgrade and free installation to all residents in the downtown area who are willing to support a free network in addition to their own secured wireless network.

The city could explore the installation of outdoor repeaters on utility poles to extend the wireless coverage to key areas which may not receive a strong wireless signal. Although these systems have a limited amount of range and capacity, it might fill in what otherwise would be a critical gap in coverage.

Locations with Municipal Wireless Access

Canada

- [Iqaluit, Nunavut](#) - Community Free Access and Paid Service provided by Meshnet, and service of mnemonics.ca^[47]
- [Calgary, Alberta](#) - paid service operated by [WestNet Wireless](#), first City Wi-Fi in Canada^[48]
- [Cambridge, Ontario](#) - paid service provided by Atria Networks for various locations throughout [Waterloo Region](#),^[49] free at Central Public Library.
- [Fredericton, New Brunswick](#) - free, Fred-e Zone^[50]
- [Kitchener, Ontario](#) - paid service provided by Atria Networks for locations throughout [Waterloo Region](#),^[49] free at Kitchener Public Library branches.
- [London, Ontario](#) - free (pilot project) on Dundas Street, provided by London Downtown Business Association^[51]
- [Mississauga, Ontario](#) - free, Wireless access at Mississauga Libraries, Community Centres and Arenas^[52]
- [Moncton, New Brunswick](#) - free, Service provided by Red Ball Internet of Moncton. Wireless access available at Arenas and Moncton's Public Library. It was also the first city in Canada to provide wireless internet on its public transportation fleet.
- [Montreal, Quebec](#) - free, community supported Ilesansfil^[53]
- [Moose Jaw, Saskatchewan](#) - free, city center and campus^[54]
- [Prince Albert, Saskatchewan](#) - free, city center and campus^[54]
- [Quebec, Quebec](#) - free, community supported ZAP Quebec^[55]
- [Regina, Saskatchewan](#) - free, city center and campus^[54]
- [Saskatoon, Saskatchewan](#) - free, city center and campus^[54]
- [Sherbrooke, Québec](#) - free, limited to downtown, provided by ZAP Sherbrooke^[56]
- [Shawinigan, Quebec](#) - free service, limited to downtown. City-operated.
- [Toronto, Ontario](#) - free service provided by [Wireless Toronto](#) and the [Toronto Public Library](#) system for locations throughout the [Greater Toronto Area](#); paid service from [Toronto Hydro](#)'s *One Zone*.

- [Waterloo, Ontario](#) - paid service provided by Atria Networks for locations throughout [Waterloo Region](#),^[49] free at Waterloo Public Library branches.

United States

- [Arcata, California](#)
- [Akron, Ohio](#) SSID: "ConnectAkron"
- [Albany, New York](#) Albanyfreenet^[57]
- [Anderson, Indiana](#) Anderson WiFi^[58]
- [Bethany Beach, Delaware](#) Beach and Boardwalk free WiFi^[59]
- [Binghamton, New York](#) - free service,^[60]
- [Boston, Massachusetts](#) & [Brookline, Massachusetts](#) - paid, [Galaxy Internet Services](#)
- [Cambridge, Massachusetts](#) - free (pilot), through the [Cambridge Public Internet \(CPI\) Initiative](#)
- [Clearwater Beach, Florida](#) - free service,^[61]
- [Corpus Christi, Texas](#) - paid service, Earthlink^[62]
- [Denver, Colorado](#) - Free Wifi in Downtown Denver.^[63]
- [Dublin, Ohio](#) - City Wide Wifi.[HighSpeedAir.com]
- [Elk Grove, California](#)
- [El Paso, Texas](#) - Free Wifi in Downtown El Paso.^[64]
- [Escondido, California](#) - free service in downtown area and Public Library.
- [Gahanna, Ohio](#)- city wide coverage.[HighSpeedAir.com]
- [Hattiesburg, Mississippi](#) Free wifi in the downtown area of Front, Main and Pine Streets and the Oaks Cultural District.
- [Hollywood, Florida](#) - [Johnson Controls](#), [Sling Broadband Wimax](#) deploy municipal Wi-Fi network for wireless automated meter reading (AMR), public safety and free Wi-Fi service for residents. [Muni Wireless](#)
- [Houston, Texas](#) - free service in downtown area and selected neighborhoods around the city; free service also available in all [Houston Public Library](#) and [Harris County Public Library](#) branches^{[65][66]}
- [Honolulu, Hawaii](#) - free, Tri-Net Solutions LLC^[67]
- [Kennesaw, Georgia](#) - free, City of Kennesaw WiFi - available in city parks and other areas [9]
- [Kenosha, Wisconsin](#) - Low Cost Paid WiFi located in Downtown Kenosha, service provided by Infinite Technologies LLC [10] ^[68]
- [Lawrence, Kansas](#) - free, Lawrence Freenet, not-for-profit company that works in conjunction with the City of Lawrence and local internet providers [11]
- [Madison, Wisconsin](#) - paid, only covers central part of city.
- [Maywood, California](#) - Free. Initially just the business corridors, now city-wide.
- [Miami Beach, Florida](#) - Free, covers most of the city outdoors.^[69]
- [Minneapolis, Minnesota](#) - paid, [USI Wireless](#) ^{[70][71]}
- [Mountain View, California](#) - free - [Google WiFi](#)

- [Pacifica, California](#) - paid service, PacificaNet^[72]
- [Peachtree City, Georgia](#) - free at two parks and the public library/City Hall plaza -^[73]
- [Philadelphia, Pennsylvania](#) - free service, recently transferred from Earthlink to a local company^[74]
- [Pittsburgh, Pennsylvania](#) - free downtown 2 hours per day
- [Plattsmouth, Nebraska](#) - free in all public buildings (Court House, Public Library, City Hall, Community Center) and Main Street
- [Ponca City, Oklahoma](#) - covers the whole city^[75]
- [Powell, Ohio](#) - Free, covers downtown^[76]
- [Riverside, California](#)-access via main street corridors^[77]
- [Rochester, Minnesota](#) - Downtown in Peace Plaza, near the [Mayo Clinic](#) and [University of Minnesota Rochester](#)
- [Skokie, Illinois](#), - Downtown and park areas^[78]
- [Southaven, Mississippi](#) - paid service, city-operated, branded as [Magnoliawave](#)
- [Spokane, Washington](#) - two free hours/day, paid after.
- [Statesville, North Carolina](#)- free access
- [Storrs, Connecticut](#) - used for students of The University of Connecticut
- [Springfield, Ohio](#) - free, downtown and Clark State Community College campus
- [The Dalles, Oregon](#) - free, via Google grant to downtown and key event areas. City-operated.
- [Winston-Salem, North Carolina](#) - free, limited to downtown. City-operated: no technical support.^[79]
- [Yazoo City, Mississippi](#) - Paid network. Branded as Yazoo Wireless, Provided by [CYTEC](#)
- [Yorktown, Indiana](#) - Free, limited to downtown
- [Ocala, Florida](#) - Free, Downtown Square

In addition, a few U.S. states, such as [Iowa](#), [Massachusetts](#), and [Texas](#) offer free Wi-Fi service at [welcome centers and roadside rest areas](#) located along major [Interstate highways](#).

Canceled or Closed

- [Chicago, Illinois](#), United States^[100]
- [Charleston, South Carolina](#), United States (on hold)^{[101][102]}
- [MetroFi](#) - free with advertisements, deployed to 10 cities in the western United States, closed in 2008
- [Milwaukee, Wisconsin](#)^[93] - paid service, Midwest Fiber Networks, target date: March 2008
- [New Orleans, Louisiana](#), United States^[106]
- [Portland, Oregon](#), United States^[108]
- [San Francisco, California](#), United States^[109]
- [Tempe, Arizona](#) - paid service, Kite Networks^[110]
- Link back to [Table of Contents](#)

Appendix E: Market Access Study

The market access information below was obtained from ESRI Business Analyst Online product. Each market is defined as a 30 minute drivetime around the center of each City. Such data may be used to augment other observations in attracting retail and similar investments. As with other data sources however, it is **critical** to note that the data below only includes United States data. The data provider does not examine any population trends or market potential for Canadian markets. As such, the data below dramatically under represents the market potential of the Calais location.

The table below shows demographic overview information for the candidates selected for the Market Access Study based on a 30 minute drivetime from the center of each community named below.

	Calais, ME	Bangor, ME	Ellsworth, ME	Belfast, ME	Houlton, ME	Lincoln, ME	Presque Isle, ME
2010 Population	6,745	106,664	28,771	27,590	12,571	14,402	28,906
2010 Households	2,933	44,293	12,633	11,938	5,250	5,998	12,530
2010 Median Disposable Income	\$28,719	\$36,039	\$36,124	\$34,685	\$26,456	\$30,411	\$28,553
2010 Per Capita Income	\$19,968	\$23,388	\$23,956	\$22,804	\$16,684	\$18,286	\$19,029

The table below shows the 2010 Consumer Spending data based on a 30 minute drivetime.

	Calais, ME	Bangor, ME	Ellsworth, ME	Belfast, ME	Houlton, ME	Lincoln, ME	Presque Isle, ME
Apparel & Services: Total \$	\$3,061,467	\$58,401,217	\$15,498,614	\$14,252,569.00	\$4,712,291	\$5,997,016	\$12,655,489
Average Spent	\$1,043.82	\$1,318.52	\$1,226.85	1,194	\$897.50	\$999.90	\$1,010.05
Spending Potential Index	44	55	51	\$50	37	42	42

	Calais, ME	Bangor, ME	Ellsworth, ME	Belfast, ME	Houlton, ME	Lincoln, ME	Presque Isle, ME
Computers & Accessories: Total \$	\$402,530	\$7,767,648	\$2,120,138	\$1,898,401.00	\$621,794	\$783,058	\$1,667,801
Average Spent	\$137.25	\$175.37	\$167.83	159	\$118.43	\$130.56	\$133.11
Spending Potential Index	62	80	76	\$72	54	59	60
Education: Total \$	\$2,057,585	\$44,264,023	\$10,308,630	\$9,308,693.00	\$3,063,204	\$3,797,859	\$8,763,450
Average Spent	\$701.54	\$999.35	\$816.02	780	\$583.42	\$633.23	\$699.42
Spending Potential Index	58	82	67	\$64	48	52	57
Entertainment/Recreation: Total \$	\$6,595,413	\$114,438,112	\$34,620,153	\$31,049,650.00	\$10,235,587	\$13,094,869	\$26,450,499
Average Spent	\$2,248.74	\$2,583.66	\$2,740.48	2,601	\$1,949.47	\$2,183.36	\$2,111.06
Spending Potential Index	70	80	85	\$81	60	68	65
Food at Home: Total \$	\$9,164,688	\$158,575,306	\$46,451,631	\$42,333,652.00	\$14,421,832	\$18,339,742	\$37,217,097
Average Spent	\$3,124.74	\$3,580.14	\$3,677.04	3,546	\$2,746.78	\$3,057.85	\$2,970.35
Spending Potential Index	70	80	82	\$79	61	68	66
Food Away from Home: Total \$	\$6,142,598	\$113,663,281	\$30,993,049	\$28,530,158.00	\$9,466,492	\$12,148,740	\$25,126,445
Average Spent	\$2,094.35	\$2,566.17	\$2,453.36	2,390	\$1,802.99	\$2,025.60	\$2,005.38
Spending Potential Index	65	80	76	\$74	56	63	62
Health Care: Total \$	\$8,734,221	\$135,645,392	\$44,084,630	\$39,912,512.00	\$13,735,211	\$17,536,213	\$34,532,291
Average Spent	\$2,977.97	\$3,062.45	\$3,489.67	3,343	\$2,616.01	\$2,923.88	\$2,756.08

	Calais, ME	Bangor, ME	Ellsworth, ME	Belfast, ME	Houlton, ME	Lincoln, ME	Presque Isle, ME
Spending Potential Index	80	82	94	\$90	70	78	74
HH Furnishings & Equipment: Total \$	\$3,476,580	\$62,465,342	\$18,238,984	\$16,402,449.00	\$5,351,678	\$6,842,796	\$14,017,846
Average Spent	\$1,185.36	\$1,410.27	\$1,443.77	1,374	\$1,019.28	\$1,140.92	\$1,118.79
Spending Potential Index	58	68	70	\$67	50	55	54
Investments: Total \$	\$3,766,527	\$58,607,892	\$21,937,153	\$18,280,486.00	\$5,936,015	\$7,320,190	\$14,894,609
Average Spent	\$1,284.22	\$1,323.19	\$1,736.51	1,531	\$1,130.57	\$1,220.52	\$1,188.76
Spending Potential Index	74	76	100	\$88	65	70	68
Retail Goods: Total \$	\$49,540,452	\$842,915,108	\$255,411,182	\$230,991,942.00	\$77,302,681	\$99,671,553	\$198,227,503
Average Spent	\$16,891.05	\$19,030.42	\$20,217.96	19,349	\$14,723.08	\$16,618.60	\$15,820.84
Spending Potential Index	68	77	81	\$78	59	67	64
Shelter: Total \$	\$26,343,229	\$535,430,885	\$138,086,651	\$126,049,328.00	\$39,941,060	\$49,516,746	\$110,793,098
Average Spent	\$8,981.85	\$12,088.37	\$10,930.73	10,559	\$7,607.18	\$8,256.11	\$8,842.57
Spending Potential Index	57	77	69	\$67	48	52	56
TV/Video/Audio: Total \$	\$2,465,184	\$44,127,794	\$12,361,832	\$11,371,328.00	\$3,837,671	\$4,926,060	\$10,061,700
Average Spent	\$840.52	\$996.27	\$978.54	953	\$730.92	\$821.34	\$803.04
Spending Potential Index	68	80	79	\$77	59	66	65
Travel: Total \$	\$3,335,922	\$63,429,234	\$18,228,532	\$16,147,876.00	\$5,019,604	\$6,262,154	\$13,542,432

	Calais, ME	Bangor, ME	Ellsworth, ME	Belfast, ME	Houlton, ME	Lincoln, ME	Presque Isle, ME
Average Spent	\$1,137.40	\$1,432.04	\$1,442.94	1,353	\$956.04	\$1,044.11	\$1,080.84
Spending Potential Index	60	76	76	\$71	51	55	57
Vehicle Maintenance & Repairs: Total \$	\$1,895,861	\$33,343,123	\$9,843,795	\$8,917,332.00	\$2,943,655	\$3,772,921	\$7,652,901
Average Spent	\$646.40	\$752.79	\$779.22	747	\$560.65	\$629.07	\$610.79
Spending Potential Index	69	80	83	79	59	67	65

Below is the retail summary for Calais, ME based on a 30 minute drivetime. Please see the full spreadsheet on the CD on the back cover of this report for similar information on the additional market study candidates.

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$53,797,223	\$105,150,907	-\$51,353,684	-32.3	93
Total Retail Trade	44-45	\$48,176,020	\$99,980,279	-\$51,804,259	-35.0	66
Total Food & Drink	722	\$5,621,203	\$5,170,628	\$450,575	4.2	26

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$11,095,001	\$4,521,092	\$6,573,909	42.1	4
Automobile Dealers	4411	\$9,192,327	\$3,657,069	\$5,535,258	43.1	2
Other Motor Vehicle Dealers	4412	\$1,225,912	\$287,296	\$938,616	62.0	1
Auto Parts, Accessories & Tire Stores	4413	\$676,762	\$576,727	\$100,035	8.0	1

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Businesses
Furniture & Home Furnishings Stores	442	\$1,234,698	\$2,126,769	-\$892,071	-26.5	4
Furniture Stores	4421	\$913,112	\$1,604,236	-\$691,124	-27.5	2
Home Furnishings Stores	4422	\$321,587	\$522,533	-\$200,946	-23.8	2
Electronics & Appliance Stores	4431	\$851,868	\$206,611	\$645,257	61.0	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,496,604	\$1,478,249	\$18,355	0.6	8
Bldg Material & Supplies Dealers	4441	\$1,420,789	\$1,478,249	-\$57,461	-2.0	8
Lawn & Garden Equip & Supply Stores	4442	\$75,816	\$0	\$75,816	100.0	0
Food & Beverage Stores	445	\$11,126,574	\$30,858,602	-\$19,732,027	-47.0	8
Grocery Stores	4451	\$8,997,478	\$27,975,510	-\$18,978,032	-51.3	6
Specialty Food Stores	4452	\$1,720,363	\$120,155	\$1,600,208	86.9	1
Beer, Wine & Liquor Stores	4453	\$408,733	\$2,762,937	-\$2,354,204	-74.2	1
Health & Personal Care Stores	446,4461	\$1,831,154	\$2,454,866	-\$623,712	-14.6	3
Gasoline Stations	447,4471	\$9,734,939	\$35,282,698	-\$25,547,759	-56.8	6
Clothing & Clothing Accessories Stores	448	\$997,777	\$756,784	\$240,993	13.7	5
Clothing Stores	4481	\$783,882	\$232,029	\$551,853	54.3	2
Shoe Stores	4482	\$24,661	\$59,084	-\$34,423	-41.1	1
Jewelry, Luggage & Leather Goods Stores	4483	\$189,234	\$465,671	-\$276,437	-42.2	2
Sporting Goods, Hobby, Book & Music Stores	451	\$353,359	\$107,001	\$246,358	53.5	2
Sporting Goods/Hobby/Musical Instr Stores	4511	\$136,224	\$53,882	\$82,342	43.3	1
Book, Periodical & Music Stores	4512	\$217,135	\$53,119	\$164,016	60.7	1
General Merchandise Stores	452	\$5,195,383	\$16,848,057	-\$11,652,674	-52.9	5
Department Stores Excluding Leased Depts.	4521	\$3,402,281	\$11,697,142	-\$8,294,861	-54.9	2
Other General Merchandise Stores	4529	\$1,793,102	\$5,150,915	-\$3,357,813	-48.4	3
Miscellaneous Store Retailers	453	\$804,003	\$2,788,640	-\$1,984,638	-55.2	19
Florists	4531	\$95,364	\$64,147	\$31,217	19.6	2

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Office Supplies, Stationery & Gift Stores	4532	\$269,571	\$358,732	-\$89,162	-14.2	5
Used Merchandise Stores	4533	\$23,046	\$70,447	-\$47,401	-50.7	4
Other Miscellaneous Store Retailers	4539	\$416,022	\$2,295,314	-\$1,879,293	-69.3	9
Nonstore Retailers	454	\$3,454,660	\$2,550,910	\$903,750	15.0	1
Electronic Shopping & Mail-Order Houses	4541	\$1,471,173	\$2,550,910	-\$1,079,737	-26.8	1
Vending Machine Operators	4542	\$90,088	\$0	\$90,088	100.0	0
Direct Selling Establishments	4543	\$1,893,398	\$0	\$1,893,398	100.0	0
Food Services & Drinking Places	722	\$5,621,203	\$5,170,628	\$450,575	4.2	26
Full-Service Restaurants	7221	\$2,443,875	\$1,734,468	\$709,407	17.0	17
Limited-Service Eating Places	7222	\$2,410,945	\$2,438,443	-\$27,498	-0.6	6
Special Food Services	7223	\$658,397	\$968,858	-\$310,461	-19.1	2
Drinking Places - Alcoholic Beverages	7224	\$107,986	\$28,858	\$79,128	57.8	1

Link back to [Table of Contents](#)

Appendix F: Screening Model Summary, Data, Notes, Sources, and Assumptions Explained

CWS Consulting Group generated three versions of the screening model. They are listed here:

- Initial US County Level Model – This version compared the US data at the county level US competitors. All the sourcing data is applicable but since it does not include Canadian locations, many of the assumptions listed below comparing US vs. Canada do not apply.
- County Level Full Model – This version includes all selected US geographies, as well as the Canadian ones at the county level (Charlotte County, St. John County and Halifax County). Most of the assumptions listed below will apply to this model.
- MSA Level Model – We revised a screening model prepared for a community in the State of Maine and modified to include the Calais/St. Stephen MSA, as well as the Canadian CMAs (St. John, Halifax and Quebec). In most cases, we obtained comparable values with the exception of where we had to substitute ER or Province level numbers (noted below).

MSA = Metropolitan Statistical Area (US)

CMA = Census Metropolitan Area (CA equivalent to MSA)

ER = Economic Region (CA - bigger than the CMA/MSA geography with no US equivalent)

Please note that the initial US County level model findings that were included in the draft version of this report were “discontinued” and revised based on the County Level Full Model including the Canadian competitors. The results in the draft report were correct and true but do not necessarily hold true with the revised items and with the addition of the Canadian locations.

Where at all possible, we used the census years 2000/2010 for the US data and 2001/2011 for the Canadian data. However, it should be noted that as of completion of the screening models, only a very limited amount of data was available for the Canadian Census year 2011. This forced us in some cases to evaluate and include older data in order to get comparative, cross-border data set.

Also, most if not all of the assumptions do not apply to the initial run of the model, which compared Calais against US competitors.

Below is a specific list correlating geographies

- Washington County – Bangor MSA
- Hancock County – Bangor MSA
- Penobscot County – Bangor MSA
- Androscoggin County – Lewiston MSA
- Rockingham County – Portsmouth MSA

For the Calais/St. Stephen simulated MSA, we used Charlotte County and St. Stephen County where available. For some categories such as quality of life, it made sense to exclusively use the Washington County data. With others, we used combinations of Bangor MSA, St. John CMA, or St. John/St. Stephen ER numbers. Please see the [Appendix G](#) or the Calais/St. Stephen MSA spreadsheet on the CD for further detail.

Difficulties with Canadian Data

As noted elsewhere in this report and plan, the City of Calais lies within an interesting economic region which counts both Washington County, MA, USA and Charlotte County, NB, Canada as components. This poses difficulties in marketing the region due to difficulties in coordination and government policy of course, but there is any difficulty in the availability and comparability of data.

Comprehensive location and market data is the basis of location decisions, whether by a corporate executive or by a consultant:

- The first step is define what the new location or operation will need in order to be successful – the kind of workforce and number of employees. What markets and transportation infrastructure are needed? What cost basis? What utilities?
- The second step is to identify communities that meet basic requirement (the must-have items on the list above) and then evaluate the remaining ones based on tradeoffs.
- The third step is to go into the field and visit the communities themselves. This is when the company or consultant learns the story behind the numbers and begins negotiations for setting up the new facility.

The first two steps are performed on an analyst's computer desktop and typically do not allow for interaction with the candidate community. And, since a site selector's job is to eliminate options that pose risk, the first and easiest task is to eliminate options for which data is unavailable.

Statistics Canada provides some level of data at various geographies, but the data is considerably less accessible to search than those for the US, and the data is updated on less regularly. Additionally, while the North American Industrial Classification System (NAICS) nominally provides a basis for normalization of industry employment data between countries, the data is re-sorted on the Statistics Canada databases making it difficult to compare against US data.

Other data – on major employers, utilities, etc. – are simply not available.

In order to fully portray the region's strengths for retail markets, workforce, infrastructure, and institutions, the City of Calais should work with the Washington County Council of Governments and Enterprise Charlotte to develop and maintain a repository of critical location data items.

We strongly recommend that the region adopt the data standards put forth by the International Economic Development Council (IEDC) in their database template (which may be found at

http://www.iedconline.org/?p=data_standards). The template not only covers baseline information that site selectors might need on a first pass, but also includes information that begins to make the case for a community's efforts to attract specific industries and uses.

At a minimum, we recommend that the two counties work together to collect data for a base year, five years previous and a five-year projection for:

- Total population
- Population by 5-year age increments
- Number of Households
- Household income
- Workforce (age 25-64) educational attainment
- Employment by major NAICS industry code
- Employment by major Bureau of Labor Statistics (BLS) occupation code
- Salary survey
- Basic cost information on real estate (by size and type)
- Utilities (electric, gas, water, sewer, telecommunications) availability, cost, and resiliency
- Cost of living and quality of life factors

Competitive Set

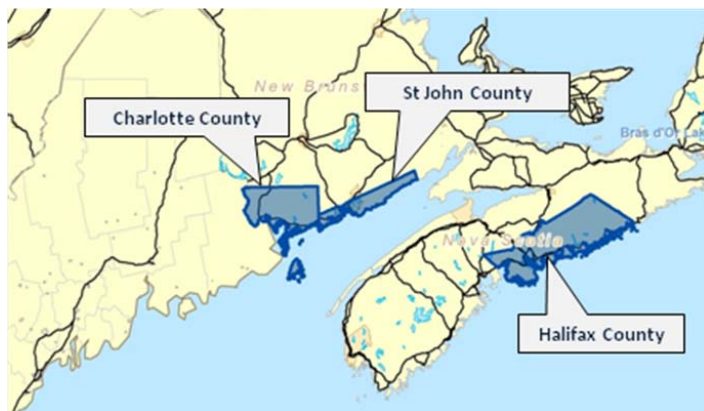
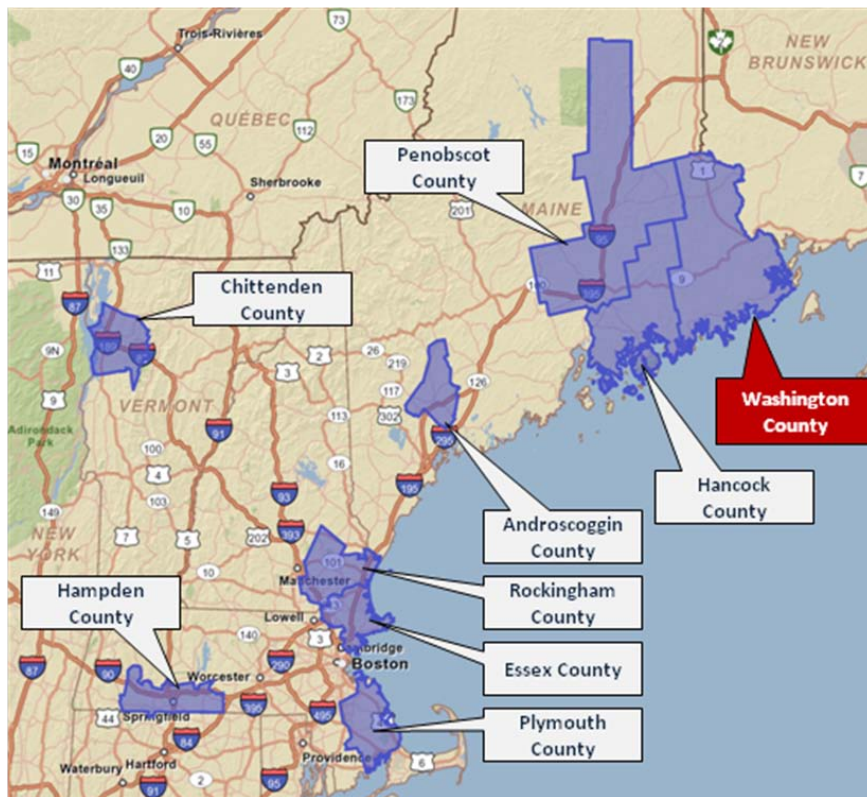
The consulting team has provided two maps and one chart for the County level screening model and the same for the MSA level screening model. The MSA geography, also known as the Metropolitan Statistical Area is the equivalent of the CMA in Canada. The Economic Regions or ERs is a Canadian geography that generally encompasses more area than the CMA, but offer the best comparable geographies for any economic data within Canada. In some cases, data was not available at the county level and the MSA/CMA/ER data had to be substituted for the comparison.

County Level Competitive Set

The County level screening model includes the list of counties below. Where data was not published at the county level, the chart's right column shows the larger geography used for that location. The US county level map is shown below along with the Canadian county level map.

County	Larger geography
Washington County, ME	Bangor, ME MSA
Hancock County, ME	Bangor, ME MSA
Penobscot County, ME	Bangor, ME MSA
Androscoggin County, ME	Lewiston-Auburn, ME MSA
Rockingham County, NH	Portsmouth, NH MA MSA
Chittenden County, VT	Burlington, VT MSA
Essex County, MA	Haverhill-North Andover-Amesbury, MA-NH NECTA Division

County	Larger geography
Hampden County, MA	Springfield, MA MSA
Plymouth County, MA	Boston MSA Brockton-Bridgewater-Easton, MA NECTA Division
Charlotte County, NB	St. John, NB CMA St. John, NB ER
St. John County, NB	St. John, NB CMA St. John, NB ER
Halifax County, NS	Same geography for County as CMA and ER

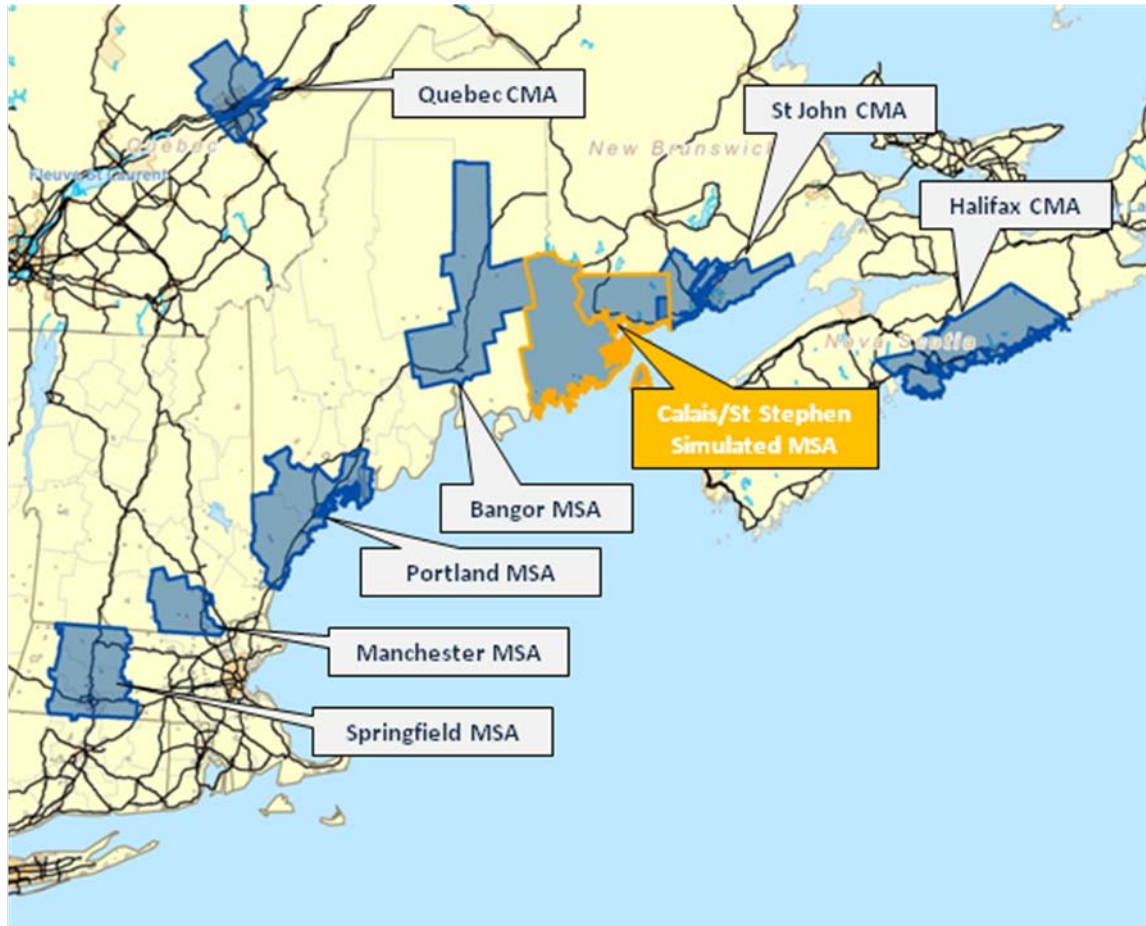


MSA Level Competitive Set

The MSA level screening model includes the list of MSAs below. We compiled a simulated Calais/St. Stephen MSA for this model. The only geography substitutions for this model are where we used the ER geography instead of the CMA for Canada. For Quebec MSA we used Quebec ER and for St. John CMA we used St. John ER. Halifax geographies for county, MSA and ER all share the same boundary. The US MSA level map is shown to the right and the Canadian MSA/ER boundaries are shown below.

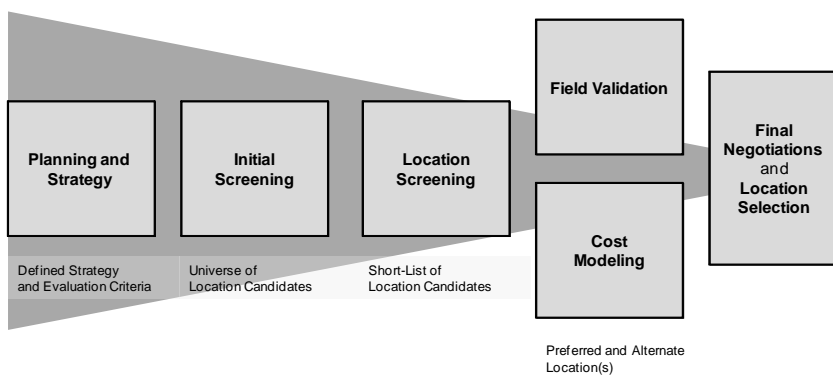
- Calais/St Stephen, ME MSA (simulated)
- Bangor, ME MSA
- Bangor, ME MSA
- Portland, ME MSA
- Manchester, NH MSA
- Springfield, MA MSA
- Scranton, PA MSA
- Asheville, NC MSA
- Charleston, SC MSA
- St John, NB CMA
- Halifax, NS CMA
- Quebec, ON CMA





The Reverse Site Selection Model

Companies making expansion and relocation decisions typically go through a process similar to that which is shown on this page. This process begins with the company identifying their business opportunities, constraints and needs for the new facility, and then progresses through an evaluation of location options. This evaluation process continues to narrow the list of options until the company is prepared to negotiate with the last (and best-fit) handful of communities and sites remaining on the list.



Importantly, this process usually starts with a regional, national, or even international long list of location options. Counties or metropolitan areas are the units of geography commonly evaluated at this point, not towns or sites.

Local economic development agencies that perform well are typically contacted at the completion of these first screening rounds of collected data. This then gives them the opportunity to present specific sites and communities within the broader region.

Population and Demographics

Model Findings

Population dynamics give an overall indication of a community's "health," or whether it is growing at a sustainable pace. Negative growth can indicate a failing economy or an obsolete community. Explosive growth can be a warning sign for strain on infrastructure or on community finances. This analysis, which typically examines growth of working age population over a specified time period, typically favors young or newer communities.

It comes as no surprise that Washington County has among the smallest population of any county included in the model with only Charlotte County, NB having fewer people. Actual population growth between 2000 and 2010 was the lowest at -3.2% with Charlotte County, NB being a close second at -3.0%. All other competitors had positive population growth to as high as 8.7%. Projected growth for the county between the years 2010 and 2015 is at -2.2%. Hancock County had the only other projected negative growth rate at -0.4%. Washington County fared much closer to middle of the road with a -2.7% growth rate for working age population projected between 2010 and 2015.

The Calais/St. Stephen simulated MSA comes in with the lowest population and the lowest population growth of all the competitors at -3.1%. Scranton MSA also comes in negative at -1.5%. The reverse of the negative growth are Asheville, NC and Charleston, SC at 14.0% and 22.4% respectively. This high rate of growth is considered as detrimental and unsustainable as is a negative growth rate.

Data and Assumptions Explained

The US data all came from the CWS subscription to Business Analyst Online (BAO). Due to the flexible nature of BAO, all information obtained from that source is by the geography of our choosing. We can download by county, by MSA or by community. The data years available for most data are: 2000, 2010, 2015, current year (2011), future year (2016). We used mostly 2000 and 2010 data to be comparable with the Canadian Data.

The Canadian data for population and demographics was available through the 2001, 2006 and 2011 census year pages by county or Census Metropolitan Area (CMA) as needed depending on the model. We primarily used the data from 2001 and 2011 for comparability to the US data.

The Calais/St. Stephen MSA was the sum of the Washington County and Charlotte County Numbers.

Sources

US Data

- ESRI Business Analyst Online (BAO)
 - Data by exact geography

Canadian Data

- 2001 Census
 - Data by exact geography
 - <http://www12.statcan.ca/english/Profil01/CP01/Index.cfm?Lang=E>
- 2006 Census
 - Data by exact geography
 - <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>
- 2011 Census
 - Data by exact geography
 - <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

Labor Force and Availability

Model Findings

Given as a measure of Civilian Labor Force growth and an area's unemployment dynamics, this section measures the very general strength of the workforce as a whole, without regard for specific skills. Areas with moderate unemployment and stable labor force growth perform well.

Washington County also has the smallest available workforce of all the counties compared. It is likely that the Charlotte County workforce is of similar size, however, the value was only available by CMA and not county. Washington County was hardest hit with a -4.26% growth in labor force between 2002 and 2012. Hampden County, Hancock County, and Essex County also have negative growth rates. Halifax County had the highest growth rate at 16.70%. Washington County also had among the highest unemployment rate for 2002 and 2012 though the change in unemployment between those two years was not as dramatic as in some other communities.

The labor force statistic for the simulated Calais/St. Stephen MSA shows positive labor force availability. Since the Canadian data included in this measure was only available at the CMA level, the labor force availability appears better than it would have been should Country level data had been available.

The unemployment rate, however, is a better measure and while Calais/St. Stephen has generally high unemployment with 8.6% in 2002 and 9.8% in 2012, it fared well in comparison.

Data and Assumptions Explained

The US labor force data and unemployment rate is available by county or MSA through Bureau of Labor Statistics (BLS) for a 10 year span (2002-2012). We used the 2002 and 2012 data at the appropriate geography for the screening model.

The Canadian data was more difficult. We could only find this information posted by Economic Region (ER) rather than MSA or County. However, we also located a 10-year span from 2001 to 2011. We used 2001 and 2011 to compare to the US candidates.

While county level US and ER level CA is not a direct comparison for the county level screening model, we were rating the percent growth/change between the 10 year span to come up with a comparable value. Additionally, in the case of rating the unemployment rates, these may not be for comparable geographies but the numbers are comparable since they are rates and not absolute values.

The Calais/St. Stephen MSA labor force was the sum of the Washington County and Charlotte County numbers divided by two. This is reasonably accurate since the total population and population 15-65 is similar. The 2011 labor force numbers have not yet been published for Charlotte County.

Sources

US Data

- <http://data.bls.gov/cgi-bin/dsrv?la>
 - Data by exact geography

Canadian Data

- CANISM Tables
 - By Economic Region
 - http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/ind01/l3_2621_238-eng.htm?hili_govt19
 - Statistics Canada. Table 282-0055 - Labour force survey estimates (LFS), by provinces, territories and economic regions based on 2006 Census boundaries, annual (persons unless otherwise noted) - (accessed: May 27, 2012)

Industry Specific Employment

Model Findings

This section contains information on the availability of workers within selected industries. Employment in Utilities, Construction, Manufacturing, Finance, Services, and Professional/Technical/Scientific functions are analyzed as a percentage of overall employment indentifying critical masses of industry partners and workforce. These are selected as they provide an indicator of the presence of basic skills and networks that may be useful across a broad array of new industry and use types the City may target.

Washington County has the highest percentage of jobs in agriculture and mining, which was not initially one of the industries examined by the model. Washington County ranks middle of the competitors for employment in manufacturing and services. The county has the lowest percentage of employees in trade, information, and finance/insurance/real estate.

The Calais/St. Stephen synthesized MSA showed the highest percentage employment in manufacturing. The information industry also had a fair percentage of total employment. Trade, finance/insurance/real estate and services had the lowest percentages as compared to the competitors.

Data and Assumptions Explained

The US data is available by county and MSA through Business Analyst Online.

The Canadian data was only available by CMA. We changed the absolute numbers to percentages to match the input data for the US locations. The screening models ranked not by percentage but by number of employees in the industry.

The Calais/St. Stephen simulated MSA the percentages for Calais and St. Stephen were calculated into available positions and converted back into a percentage of total population in the simulated MSA.

Sources

US Data

- ESRI Business Analyst Online (BAO)
 - Data by exact geography 2010

Canadian Data

- CANISM Tables
 - By CMA 2011
 - http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/ind01/l3_2621-eng.htm?hili_none
 - Statistics Canada. Table 282-0061 - Labour force survey estimates (LFS), employment by economic region and North American Industry Classification System (NAICS), annual (persons) - (accessed: May 27, 2012)

Occupation Specific Employment

Model Findings

In addition to understanding industry trends, the modern economy still requires workers with specific talents regardless of the company employing them. This category examines the availability of some in-demand skills, such as Business and Financial Operations, Computer & Mathematical, Healthcare Support Functions, and Production skills. As with the statements for industry employment, the

availability of these broad occupation types is indicative of the strength of the local skills base for a variety of uses.

Washington County ranks as having among the highest employment percentage in office and administrative occupations closely followed by transportation and material moving. Washington County has the lowest percentage of employment in business and financial operations as well as production, and second lowest in computer and mathematical. Washington County is middle of the competitors for healthcare support functions.

The Calais/St. Stephen synthesized MSA ranged in middle to low percentages for all occupation specific employment. Overall, the synthesized MSA came in 7th out of the 11, sharing the ranking with Springfield, MA and Asheville, NC.

Data and Assumptions Explained

Occupation specific US Data is used at the MSA level 2011 year for all models. This data is only available through BLS at the MSA level – the county level data pull for key occupations produces blank spreadsheets likely due to the low level of jobs and protecting confidentiality of the companies in the region. We used the employment rate for the US county level mode but transitioned into percent employed in the occupation for comparability to Canadian data. We used Bangor MSA for Washington County.

The occupation specific Canadian data was pulled through CANISM tables at the ER level. We were unable to locate this data at the comparable CMA level. We used percent employed in the occupation to have a comparable number between two different geography sizes. While the ER numbers may not quite match what is happening at the county level, it is the best comparison we have based on the available data.

The Calais/St. Stephen MSA numbers were the sum of Bangor MSA and St. John MSA occupation numbers divided by the sum of the employment numbers for both MSAs.

Sources

US Data

- By MSA 2011
- <http://stats.bls.gov/oes/current/oessrcma.htm>

Canadian Data

- CANISM Tables
 - By Economic Region
 - <http://www.statcan.gc.ca/tables-tableaux/sum-som/index-eng.htm>

- Statistics Canada. Table 282-0063 - Labour force survey estimates (LFS), employment by economic region and National Occupational Classification for Statistics (NOC-S), annual (persons) - (accessed: May 27, 2012)

Occupation Specific Salaries (Annual)

Model Findings

Salaries and benefits often make up companies' largest or second largest cost category overall. Hence, costs for specific occupations in each community show the relative cost of doing business for the assembled entity.

Here again, data is not available for Calais or Washington County, but Bangor performs relatively well, ranking 4th behind the Canadian candidates. Bangor, as representative for Washington County, has the lowest US salaries for business and financial operations as well as computer and mathematical. The County ranks second lowest including Canadian candidates for healthcare support functions and second lowest among US competitors for office and administrative, as well as transportation and material moving. Washington County ranks third lowest overall for Production.

The simulated MSA ranks as lowest cost for computer and mathematical and second lowest cost for business and financial operations as well as office and administrative among US competitors. It ranks third lowest among all competitors for healthcare support functions as well as transportation and production. Salaries for production are comparatively higher and the synthesized MSA ranks in the middle of the competitors.

Data and Assumptions Explained

US occupation specific salaries were obtained annually for 2011 at the MSA geography for all models. We used the Bangor MSA for Washington County.

The Canadian average annual salaries were not available by MSA or ER so we had to use the Province level data for 2010 for comparison. It is a direct comparison with USD to CAD though (similar to using Bangor MSA salaries for Washington County), the data may not represent the county or MSA geography as accurately as is desirable.

Based on the daily noon exchange rate pull from the last 6 months from the Bank of Canada, we determined that the CAD and USD are hovering at approximately an even exchange rate. The numbers entered into the model are USD for the US side and CAD for the Canadian side and are considered comparable without an exchange rate applied.

One note worth considering if a company was truly trying to decide between a Canadian vs US location is to come up with a benefits factor to multiply into the salary. For example, the cost to the company is more than the direct annual salary, it also includes healthcare, dental, vision, 401K, sick days, etc. The US multiplier is fairly easy to come up with or locate but the Canadian factor may be more difficult. If

one was looking at this factor from the standpoint of attractiveness for the employee, you would have to take out for salary taxes in each and consider costs that the company is paying that the employee does not have to pay (insurance) as value added. This may be more difficult due to compare due to the national health care in Canada.

We used the Bangor MSA/Washington county numbers for this section without calculating in the Canadian side. This is a fair assumption since this synthesized MSA is for companies locating on the US side of the MSA border.

Sources

US Data

- By MSA 2011
- <http://stats.bls.gov/oes/current/oesrcma.htm>

Canadian Data

- CANISM Tables
 - By Province 2010
 - http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/ind01/l3_2621_238-eng.htm?hili_labr74
 - Statistics Canada. Table 202-0107 - Earnings of individuals, by selected characteristics and North American Industry Classification System (NAICS), 2010 constant dollars, annual - (accessed: July 11, 2012)

Exchange Rate CAD to USD

- <http://www.bankofcanada.ca/rates/exchange/10-year-lookup/>

Education

Model Findings

The education levels of a community's population (from high school to professional school graduates) indicated both the capabilities of the workforce and can also be an indication of the regional school system as a quality-of-life measurement. An educated workforce can also help attract talented people to relocate to the region.

It is worth noting that the Canadian candidates appear to have a very low education rate, but this is partly skewed by how these statistics are collected. The US counts final education at age 25 whereas Canada counts as low as age 15, thus including a considerable portion of the population that will continue their education further. This is true for both the county level and the MSA level screening models.

Washington County has a red flag for education with almost 20% of its educated population not obtaining a high school diploma. In addition, Washington County ranks as least educated among the US candidates. This means that Calais may need to look at creative training programs or (in some cases) enticing former residents with higher education to move back to the area or attract a higher education profile to move to Calais.

The Calais/St. Stephen simulated MSA has the highest percentage of candidates without a high school diploma at 19.33% although Asheville, SC, MSA comes in a very close second. The simulated MSA comes in last for education among the US candidates and among the Canadian CMAs. Again, as mentioned above, this indicates the need to be creative with continuing education and job training programs.

Data and Assumptions Explained

The US education statistics were provided by exact geography through BAO for both 2000 and 2010.

The Canadian data was provided for 2001 by exact geography. The 2000/2001 years were used as the comparison since the 2011 Canadian census education numbers have not yet been published.

Sources

US Data

- ESRI Business Analyst Online (BAO)
 - Data by exact geography

Canadian Data

- 2001 Census
 - Data by exact geography
 - <http://www12.statcan.ca/english/Profil01/CP01/Index.cfm?Lang=E>

Transportation and Market Access

Model Findings

Acting both as a measure of traffic within the community (and therefore workforce attraction) as well as the ability to move goods and personnel into and out of the community, transit and infrastructure measures the availability of air and road capability and its capacity of that capability.

It comes as no surprise that Washington County is the least “connected” community, even with Charlotte County and coming in behind Halifax. There are no major airports in the area and the best way to reach the Calais is via Rt 9, which is not an interstate. However, this information can be used in developing support for the East West highway.

The Calais/St. Stephen simulated MSA also comes in last for market access behind Halifax, NS, CMA. Just as with the County-level model, the Calais area has poor access to interstates and commercial

airports. It comes as no surprise that public transit access ranks low, there are a high percentage of people driving to work, but the average commute time is low and there is a comparatively high percent of people who work from home.

While rail connections were not examined in this model, it could also be used to support a rail connection between Eastport and Calais that is connected into the active rail line out of Downeast, Maine. Even without an interstate connection, goods could be efficiently moved out of Downeast by rail road.

Data and Assumptions Explained

The US data for means of transportation to work was downloaded through BAO and matched the geography of the model. The average commute time is from the Bangor MSA from Cities Ranked and Rated. Miles to the closest airport is based on the closest same-country airport that has regularly scheduled commercial flights through Google Maps. The airport size is generally determined by 1-2 short runways is a small airport (Bangor), 2-3 longer runways is a medium airport (Manchester), 3 runways with international flights is a large airport (Logan). The number of interstate highways is a count of how many highways have access points within the geographic area.

The Canadian data for means of transportation to work was downloaded from the 2001 census by geography to be comparable to the US 2000 census. Data is not yet available for the 2011 census. The average commute time to work is from a published report including the average weekday travel time for mid sized and small sized MSAs in Canada. Miles to the closest airport, airport size and the number of interstate highways (in this case trans-Canada highways) was determined as described above.

The Calais/St Stephen MSA travel to work data is a calculated percent based on dividing the sum of each category by the sum of the total included in the survey.

Sources

US Data

- ESRI Business Analyst Online (BAO)
 - Data by exact geography
- Google Maps for distance to Airport
- CWS determination of airport type based on number and length of runways
- Google Maps for Interstate Highways

Canadian Data

- 2001 Census
 - Data by exact geography
 - <http://www12.statcan.ca/english/Profil01/CP01/Index.cfm?Lang=E>

- http://www.statcan.gc.ca/kits-trousses/pdf/social/edu04_0137a-eng.pdf - P 20 - by Economic Region
- Google Maps for distance to Airport
- CWS determination of airport type based on number and length of runways
- Google Maps for Trans Canada routes (Interstate Highways)

Tax Regime

Model Findings

Tax structures can – intentionally or otherwise – be used as a regulatory tool to encourage or discourage corporate investments of various types. Property, income, and sales taxes all impact companies in different ways and should be examined on an institution by institution basis. The property tax comparison noted below is not modeled since we were not able to get the information for one key Canadian area. The tax regime ranking is mainly at the state/province level.

As compared to US competitors, Maine as whole is friendly for property taxes. They have the most favorable numbers for property tax as a percent of income. This can be a significant selling point for owning real estate in Maine. The state sales tax is on par with Massachusetts (both New Hampshire and VT have no sales tax). The State Corporate Income Tax Highest Bracket is slightly higher than the competitors but not overly different. The corporate tax climate score is not the worst among the competitors.

Including the Canadian competitors, we are much more limited in this section due to the lack of available data. In both models, the Canadian locations ranked the worst for taxes. As noted above, Maine ranks midline to good for taxes in general. The southern locations considered in the MSA model are the most favorable.

Data and Assumptions Explained

The US tax regime data was taken from a document published on the taxfoundation.org website and entered in the model mostly at the state level though the property tax was entered as the local cost.

The Canadian tax regime data was found in a variety of locations as well as through specific data requests returned by the communities. As with the US data, most of the data was by province though the property tax is at the local level. As of this time, we have been unable to identify the average property tax rate for Quebec City.

The Calais/St. Stephen MSA uses the Calais/ME tax information since the presumed location of the company would be Calais, not St. Stephen.

Source

US Data

- <http://taxfoundation.org/> document "bp60.pdf" no longer located on the taxfoundation.org website

Canadian Data

- Cities Ranked and Rated - 2004 Edition
- http://en.wikipedia.org/wiki/Sales_taxes_in_Canada
- <http://www.investquebec.com/en/index.aspx?page=1789>
- <http://www.taxrates.cc/html/canada-tax-rates.html>
- Individual data requests to Canadian communities

Climate and Natural Hazards

Model Findings

Climate is both a quality of life indicator and can also be a measure of business interruption risk. Similarly, no location is without some form of natural hazard risk. Businesses will typically look to establish locations in such a way as to minimize their exposure to any one risk.

Maine gets snow and this is to be expected. They however do not get some of the nasty weather that the rest of the US receives. It should also be noted that Maine knows how to deal with snow. A storm that would grind Boston to a halt would be nothing for Maine citizens. That said, Washington County ranks in the middle of the competitive set for snowfall but among the wettest of the competitors. They have more days with precipitation than the Massachusetts and New Hampshire competitors, but not Vermont. Overall, the Washington County area ranked in the bottom two for US locations, but above all three of the Canadian locations.

The above proves true in the MSA level model.

Data and Assumptions Explained

The US climate and natural hazards data was obtained at the MSA level for all screening models from Cities Ranked and Rated. A different set of parameters were used for the US only model vs the Canadian model to address the data availability of comparable factors between US and Canada.

The Canadian data was partially obtained at the MSA level from Cities Ranked and Rated and partially from individual data requests to Canadian communities. To change hours of sunlight to days of sunlight we assumed days of full sun and 12 hours of daylight on average.

Source

US Data

- Cities Ranked and Rated - 2004 Edition

Canadian Data

- Cities Ranked and Rated - 2004 Edition
- Individual data requests to Canadian communities

Crime

Model Findings

Crime is a good indicator for how safe a community may feel and businesses use this information to help judge the safety of their personal and real property within a community.

Washington County ranks second behind Rockingham County for crime. The County does not rank as the best in part because CWS used newer crime statistics researched specifically for the Washington County area rather than wider area statistics.

Data and Assumptions Explained

The US crime data was obtained at the MSA level for all screening models from Cities Ranked and Rated.

The Canadian data was partially obtained at the MSA level from Cities Ranked and Rated and partly from individual data requests to Canadian communities.

Sources

US Data

- Cities Ranked and Rated - 2004 Edition

Canadian Data

- Cities Ranked and Rated - 2004 Edition
- Individual data requests to Canadian communities

Quality of Life

Model Findings

Quality of life is a subjective measure and the criteria to measure the concept vary from individual to individual. However, such subjects as cost of living, crime, and health care system capacity carry universal appeal and can have direct business impact.

In our initial analysis, combining standard combined crime and quality of life parameters, Washington County preformed much better. In order to compare against the Canadian locations, CWS had to significantly modify these categories and spilt “Crime” and “Quality of Life” into separate sections.

In the initial findings, Washington County does the best in this category overall, ranking third behind Hancock County and Penobscot County and even with Androscoggin County. Washington County ranked higher for violent crime than the New Hampshire and Vermont competitors but much better than the Massachusetts locations. Washington County ranked as the second best place to live for avoiding violent crime behind Rockingham County, NH. The cost of living is higher in Washington County than the other Maine locations (which could be influenced by price of gas and proximity to Canadian border) but is better than the Massachusetts and New Hampshire locations. Washington County also ranked as the best for a short commute. The County does start to fall short for number of hospital beds and physicians with a significant lack of specialists.

Given the revised parameters for quality-of-life, Washington County comes in next to last, even with Androscoggin County and just in front of Charlotte County. It is not surprising that Washington County ranks near the bottom for medical care. It is a hardship for all rural communities. The low score is largely due to the availability of cultural resources such as museums, classical music, ballet and dancing, etc. – a common way of looking at the amenities of an area. Measures of natural resources are not available. The overall leisure ranking came in very low as well, due in part to the lack of organized leisure activities taking advantage of the available natural resources.

The same is true for the Calais/St. Stephen synthesized MSA. The synthesized MSA comes in second to last in front of the St. John CMA.

Data and Assumptions Explained

The US quality of life data was obtained at the MSA level for all screening models from Cities Ranked and Rated.

The Canadian data was partially obtained at the MSA level from Cities Ranked and Rated and partly from individual data requests to Canadian communities. We could only find a number for physicians per 10,000 people for the entirety of Canada. This number will differentiate from US availability but may not be completely accurate to the Canadian local. Number of Hospital beds per 10,000 was obtained by using Google Maps to locate all hospitals within the MSA and looking at the hospital webpage to get a bed count. That count was then changed into the rate per 100,000 to match the US Cities Ranked and Rated data.

Sources

US Data

- Cities Ranked and Rated - 2004 Edition

Canadian Data

- Cities Ranked and Rated - 2004 Edition
- Canada-Wide Physicians Per Capita
 - <http://www.talktalk.co.uk/reference/encyclopaedia/countryfacts/canada.html>
- Hand count on Hospital Beds using Google to locate Hospitals and Hospital websites to count number of beds. Calculate ration based on population and rate per 100,000 to match Cities Ranked and Rated
- Individual data requests to Canadian communities

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Appendix G: Calais/St. Stephen MSA Spreadsheet

A copy of this document is included complete with .xls formulas on a CD in the back of the report.

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
Population 2000 US 2001 Canada	33,941	27,366	61,307	Sum of two counties
Population 2010 US 2011 Canada	32,856	26,549	59,405	Sum of two counties
Population 15-65 2000 US 2001 Canada	21,819	18,010	39,829	Sum of two counties
Population 15-65 2010 US and 2011 Canada	21,183	17,770	38,953	Sum of two counties
2000 Population 16+ by Employment Status (15+ in Canada)				
Total	27,214			Did not use in model
In Labor Force	57.00%	62.60%	59.80%	Did not use in model
Civilian Employed	51.60%	51.90%	51.75%	Did not use in model
Civilian Unemployed	4.80%	17.10%	10.95%	Did not use in model
2010 Civilian Population 16+ in Labor Force				
Civilian Employed	90.50%	91.21%	90.85%	Did not use in model
Civilian Unemployed	9.50%	8.79%	9.15%	Did not use in model
2000 Population 25+ by Educational Attainment				
Total	23,488	16,065	39,553	2000 US + 2001 CA
9th - 12th Grade, No Diploma	13.10%	28.43%	19.33%	2000 US + 2001 CA
High School Graduate	41.90%	28.40%	36.42%	2000 US + 2001 CA
Some College, No Degree	17.80%	0.00%	10.57%	2000 US + 2001 CA
Bachelor's Degree	9.60%	11.67%	10.44%	2000 US + 2001 CA
2000 Civilian Employed Population 16+ by Occupation				
Total	14,042	13,495	27,537	2000 US + 2001 CA
Management/Professional	25.40%	20.75%	23.12%	2000 US + 2001 CA

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
Sales/Office and Admin Support	20.60%	20.60%	20.60%	2000 US + 2001 CA
Production/Transportation/Material Moving	17.10%	17.08%	17.09%	2000 US + 2001 CA
2000 Civilian Employed Population 16+ by Industry				
Total	14,042	12,490	26,532	2000 US + 2001 CA
Agriculture/Forestry/Fishing/Hunting/Mining	10.90%	2,155	1,015	2000 US + 2001 CA
Manufacturing	14.00%	3,720	1,751	2000 US + 2001 CA
Wholesale Trade	2.70%	1,485	699	2000 US + 2001 CA
Finance/Insurance/Real Estate/Rental/Leasing	3.10%	335	158	2000 US + 2001 CA
Professional/Scientific/Mgmt/Admin/Waste Mgmt Services	3.10%	1,495	704	2000 US + 2001 CA
Educational/Health/Social Services	26.30%	1,920	904	2000 US + 2001 CA
Other Services	4.60%	2,380	1,120	2000 US + 2001 CA
2000 Workers 16+ by Means of Transportation to Work				
Total	13,743	10,300	24,043	2000 US + 2001 CA
Drove Alone - Car, Truck, or Van	76.00%	82.33%	78.71%	2000 US + 2001 CA
Carpooled - Car, Truck, or Van	12.10%	9.08%	10.81%	2000 US + 2001 CA
Public Transportation	0.50%	0.19%	0.37%	2000 US + 2001 CA
Walked	5.30%	6.55%	5.84%	2000 US + 2001 CA
Other Means	1.20%	1.80%	1.46%	2000 US + 2001 CA
Worked at Home	5.10%	7.62%	6.18%	2000 US + 2001 CA
2010 Employed Population 16+ by Industry				
Total	13,217	87,200	100,417	
Agriculture/Mining	9.40%	5.39%	5.92%	2010 US +2010 CA
Construction	6.50%	9.06%	8.72%	2010 US +2010 CA
Manufacturing	9.80%	10.55%	10.45%	2010 US +2010 CA

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
Wholesale Trade and Retail Trade	11.90%	15.14%	14.71%	2010 US +2010 CA
Transportation/Utilities	3.30%	6.77%	6.31%	2010 US +2010 CA
Information	1.10%	3.44%	3.13%	2010 US +2010 CA
Finance/Insurance/Real Estate	3.30%	4.93%	4.72%	2010 US +2010 CA
Services	46.40%	4.59%	10.09%	2010 US +2010 CA
Public Administration	8.30%	5.05%	5.47%	2010 US +2010 CA
Unemployment rates				
2001		9.30%		
2002	7.80%	8.80%	8.55%	2002 US + 2001 CA/2
2003	8.70%	9.50%	8.75%	2003 US + 2002 CA/2
2004	7.60%	8.20%	8.55%	2004 US + 2003 CA/2
2005	8.50%	8.00%	8.35%	2005 US + 2004 CA/2
2006	7.70%	6.90%	7.85%	2006 US + 2005 CA/2
2007	7.70%	5.50%	7.30%	2007 US + 2006 CA/2
2008	8.40%	6.80%	6.95%	2008 US + 2007 CA/2
2009	11.10%	6.30%	8.95%	2009 US + 2008 CA/2
2010	11.50%	8.10%	8.90%	2010 US + 2009 CA/2
2011	10.70%	7.30%	9.40%	2011 US + 2010 CA/2
2012 (March)	12.20%		9.75%	2012 US + 2011 CA/2
Labor Force				
2001		85,900		
2002	15,322	89,700	101,222	2002 US + 2001 CA/2
2003	15,390	89,200	105,090	2003 US + 2002 CA/2
2004	15,034	89,000	104,234	2004 US + 2003 CA/2
2005	15,237	88,000	104,237	2005 US + 2004 CA/2

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
2006	15,127	88,200	103,127	2006 US + 2005 CA/2
2007	14,478	90,300	102,678	2007 US + 2006 CA/2
2008	14,541	92,300	104,841	2008 US + 2007 CA/2
2009	14,462	94,600	106,762	2009 US + 2008 CA/2
2010	14,428	92,900	109,028	2010 US + 2009 CA/2
2011	14,497	93,900	107,397	2011 US + 2010 CA/2
2012 (March)	14,669		108,569	2012 US + 2011 CA/2
Cost of Living Index	97.6	85.4	91.5	Bangor and St John
Income Tax Rate	8.50%	17.80%	8.50%	Used Bangor MSA
Sales Tax Rate	5.00%	7.50%	5.00%	Used Bangor MSA
Property Tax Rate \$1,000	\$12.79	\$15.60	\$12.79	Used Bangor MSA
Housing Index	57		57	Used Bangor MSA
Food Index	100		100	Used Bangor MSA
Transportation Index	112		112	Used Bangor MSA
Utility Index	104		104	Used Bangor MSA
Healthcare Index	117		117	Used Bangor MSA
Annual Precip Inches	46.69	46.69	46.69	Used Bangor MSA
Annual Snowfall Inches	66.3	66.3	66.3	Used Bangor MSA
Days Precipitation	135	135	135	Used Bangor MSA
Days Sunshine	162	162	162	Used Bangor MSA
Annual days with thunderstorms	17	17	17	Used Bangor MSA
Tornado Risk	0	0	0	Used Bangor MSA
Hurricane Risk	13	13	13	Used Bangor MSA
Physicians per capita	170.5	209	170.5	Used Bangor MSA
Hospital beds per capita (100,000)	152	210.9	152	Used Bangor MSA

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
Violent Crime	130	988	130	Used Bangor MSA
Property Crime	2080	2664	2080	Used Bangor MSA
Average Commute Time	21		21	Used Bangor MSA
Miles to Mjr Airport	102	85	102	Used Bangor MSA
Airport Type	Small	Medium	Small	Used Bangor MSA
Interstate Highways	0	1	0	Used Bangor MSA
Occupation Employment Per Thousand (CMA level 2011)	62,040	87,000		CMA
Business and Financial Operations (13-0000)	1,570	4,300	3.94%	CMA
Computer & Mathematical (15-0000)	600	4,300	3.29%	CMA
Healthcare Support Functions (31-0000)	2,410	11,000	9.00%	CMA
Office and Administrative (43-0000)	10,380	4,900	10.25%	CMA
Production (51-0000) (51+57 for CA)	2,590	9,200	7.91%	CMA
Transportation and Material Moving (53-0000) (52+53 for CA)	3,940	4,000	5.33%	CMA
Labor Force Cost (A_MEAN) (CMA level 2011)				
Business and Financial Operations (13-0000)	\$53,770.00	\$35,100.00	\$53,770.00	Used Bangor MSA
Computer & Mathematical (15-0000)	\$55,670.00	\$33,600.00	\$55,670.00	Used Bangor MSA
Healthcare Support Functions (31-0000)	\$26,750.00	\$31,000.00	\$26,750.00	Used Bangor MSA
Office and Administrative (43-0000)	\$31,120.00	\$20,600.00	\$31,120.00	Used Bangor MSA
Production (51-0000)	\$34,190.00	\$35,100.00	\$34,190.00	Used Bangor MSA
Transportation and Material Moving (53-0000)	\$31,300.00	\$28,600.00	\$31,300.00	Used Bangor MSA
Tax (2010)				
State Corporate Tax Climate Score	4.98		4.98	Used Maine
State Corporate Income Tax -Highest Bracket	8.93%	14.30%	8.93%	Used Maine
State Sales Tax (Average) P49	5.00%	8.00%	5.00%	Used Maine

	Washington County	Charlotte County	Calais/St Stephen MSA	Notes
Property Tax as a % of Income P57	4.25%		4.25%	Used Maine

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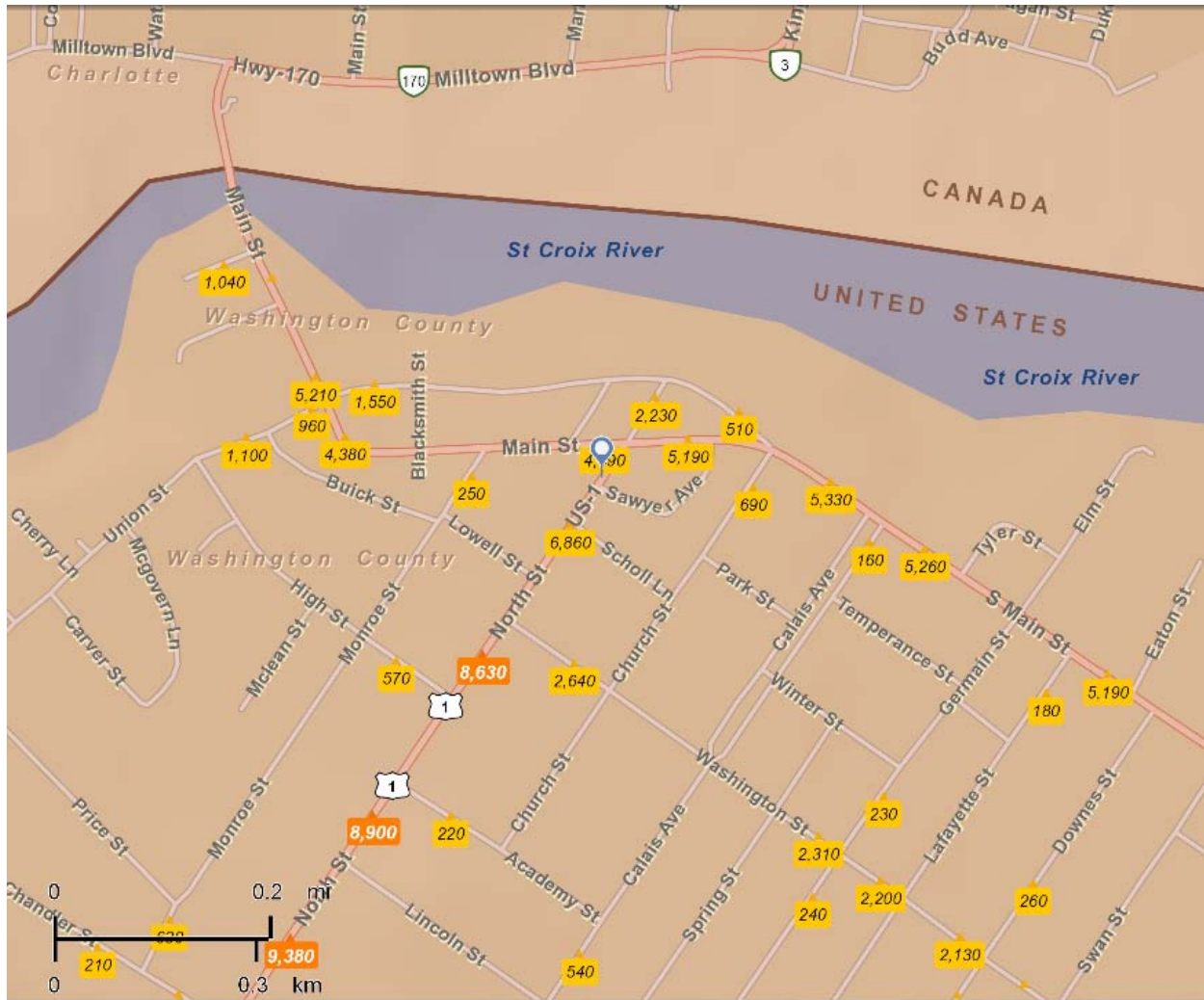
Appendix H: Traffic Count Data

ESRI BAO

Border crossing numbers are available from the US Government for the City of Calais. However, these data do not distinguish among the three possible crossings, instead listing all three bridges as one crossing. We recommend the City petition the state to install traffic counters at each border crossing and tabulate the results.

The ESRI Business Analyst Online (BAO tool) does include a report which notes estimated traffic crossing numbers for 2004 in the Calais area. One map and set of data for the Main Street bridge and the downtown area and one map for the Milltown and Commercial bridge are provided below.

Data note from ESRI: The Traffic Profile displays up to 30 of the closest available traffic counts within the largest radius around a selected site. The years of the counts in the database range from 1963 to 2011. 69.8% of the counts were taken between 2001 and 2011 and 98.7% of the counts were taken in 1990 or later. Traffic counts are identified by the street on which they were recorded, along with the distance and direction to the closest cross-street. Distances displayed as 0.00 miles (due to rounding), are closest to the site. A traffic count is defined as the two-way Average Daily Traffic (ADT) that passes that location.



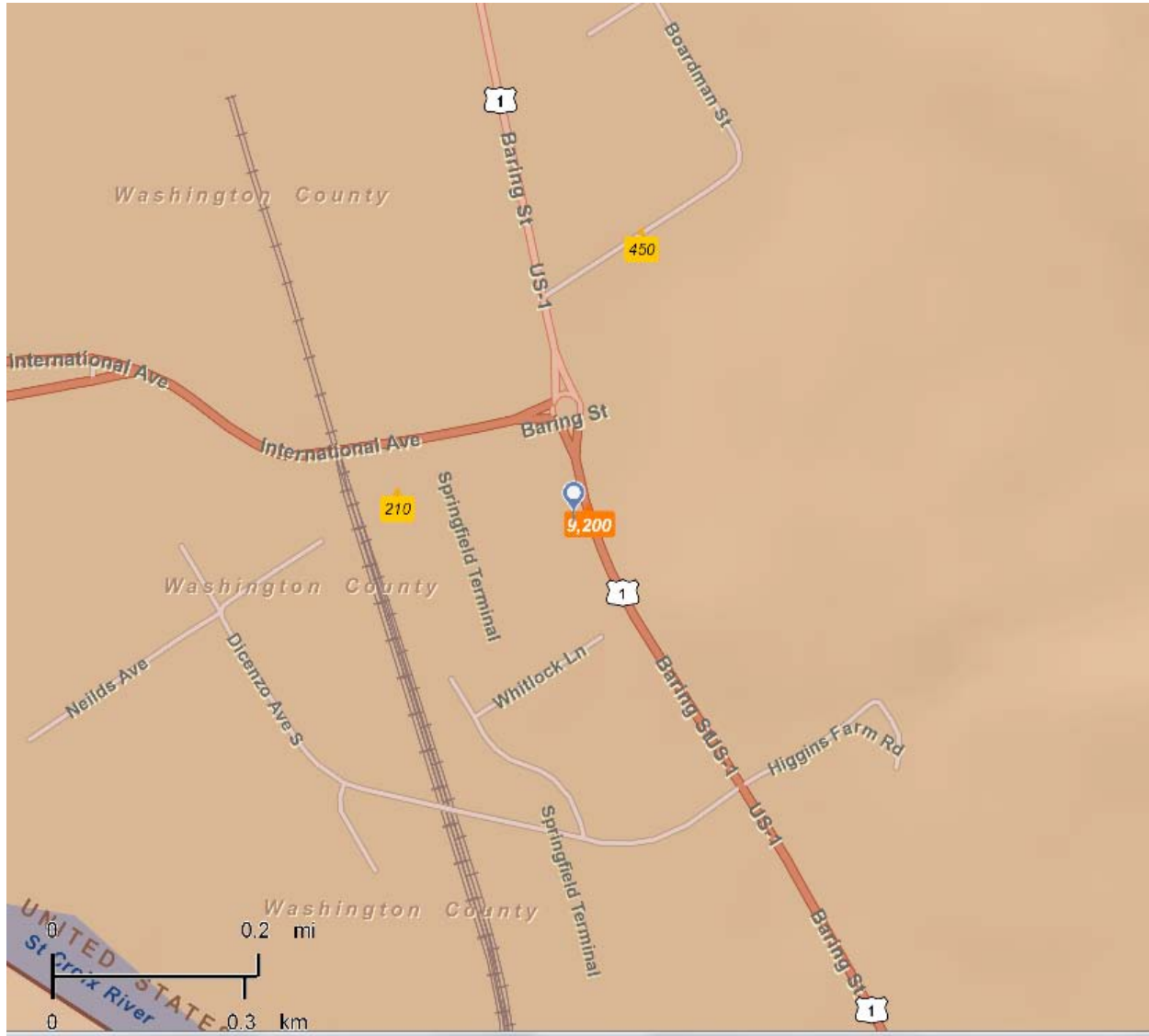
Distance	Street	Closest Cross-street	Year of count	Count
0.02	Main St	North St (0.02 miles E)	2004	4,890
0.04	North St	Lowell St (0.04 miles SW)	2004	6,860
0.06	North St	Main St (0.03 miles SW)	2004	2,230
0.09	Monroe St	Main St (0.02 miles NE)	2004	250
0.1	Church St	Park St (0.05 miles SW)	2004	690
0.1	Main St	Sawyer St (0.0 miles NW)	2004	510
0.12	Washington St	Church St (0.03 miles SE)	2004	2,640
0.14	North St	Washington St (0.03 miles NE)	2004	8,630
0.15	Main St	Calais Ave (0.03 miles SE)	2004	5,330

Distance	Street	Closest Cross-street	Year of count	Count
0.16	Union St	Main St (0.03 miles W)	2004	1,550
0.17	Main St	Union St (0.03 miles NW)	2004	4,380
0.18	Calais	Main St (0.02 miles NE)	2004	160
0.18	High St	Monroe St (0.03 miles NW)	2004	570
0.2	Union St	Main St (0.01 miles NE)	2004	960
0.2	Main St	Union St (0.02 miles SE)	2004	5,210
0.22	Main St	Tyler St (0.03 miles SE)	2004	5,260
0.24	Union St	Buick St (0.02 miles NE)	2004	1,100
0.24	Academy St	Church St (0.04 miles SE)	2004	220
0.25	Main St	Whitney St (0.02 miles S)	2004	5,350
0.27	North St	Academy St (0.03 miles NE)	2004	8,900
0.28	Washington St	Germain St (0.02 miles SE)	2004	2,310
0.28	Germain St	Winter St (0.02 miles NE)	2004	230
0.29	River St	Main St (0.03 miles NE)	2004	1,040
0.31	Germain St	Washington St (0.04 miles NE)	2004	240
0.31	Calais Ave	Academy St (0.03 miles NE)	2004	540
0.32	Washington St	Lafayette St (0.02 miles SE)	2004	2,200
0.32	Lafayette St	Main St (0.03 miles NE)	2004	180
0.36	Main St	Eaton St (0.02 miles SE)	2004	5,190
0.36	Lincoln St	Spring St (0.03 miles SE)	2004	1,340
0.37	North St	Lincoln St (0.06 miles NE)	2004	9,380



Distance	Street	Closest Cross-street	Year of count	Count
0	North St	Chase St (0.0 miles NE)	2004	11,330
0.06	King St	Chase St (0.02 miles SE)	2004	120
0.08	North St	Chapel St (0.01 miles NE)	2004	11,290
0.09	North St Exd	Stilson St (0.03 miles W)	2004	3,280
0.1	Baring St	North St (0.06 miles N)	2004	10,000
0.1	Boardman St	North St (0.1 miles NW)	2004	590
0.11	Chapel St	North St (0.07 miles NW)	2004	170

Distance	Street	Closest Cross-street	Year of count	Count
0.14	North St	South (0.03 miles SW)	2004	7,280
0.15	South St	Clark St (0.01 miles E)	2004	4,930
0.19	North St Exd	Stilson St (0.08 miles E)	2004	3,060
0.25	School St	Graham (0.03 miles SE)	2004	150
0.31	Harrison St	North St (0.1 miles NW)	2004	440
0.42	Boardman St	Baring St (0.08 miles SW)	2004	450
0.59	Neilds Ave	Baring St (0.13 miles NE)	2004	210
0.6	Baring St	Whitlock Ln (0.08 miles SE)	2004	9,200
0.77	North St	Union St (0.03 miles NE)	2004	8,200
0.84	Union St	North St (0.1 miles SE)	2004	1,150
0.86	North St	Union St (0.05 miles SW)	2004	8,260
0.89	Garfield St	Calais Ave (0.05 miles NW)	2004	2,420
0.91	Garfield St	School Dr (0.03 miles SE)	2004	2,500
0.93	Garfield St	Oneil (0.02 miles SE)	2004	310
0.94	Calais Ave	Garfield St (0.06 miles SW)	2004	770
0.95	North St	Pleasant St (0.01 miles NE)	2004	9,020
0.95	Lafayette St	Garfield St (0.06 miles SW)	2004	250
0.96	Garfield St	South St (0.05 miles SE)	2004	2,180
0.96	South St	Garfield St (0.02 miles NE)	2004	7,100
1.02	South St	Trailer Park (0.05 miles NE)	2004	6,330
1.17	Lincoln St	Spring St (0.03 miles SE)	2004	1,340
1.17	Lincoln St	Lafayette St (0.02 miles SE)	2004	1,280
1.18	Lincoln St	Downes St (0.02 miles SE)	2004	1,260



Distance	Street	Closest Cross-street	Year of count	Count
0.01	Baring St	Whitlock Ln (0.08 miles SE)	2004	9,200
0.12	Neilds Ave	Baring St (0.13 miles NE)	2004	210
0.2	Boardman St	Baring St (0.08 miles SW)	2004	450
0.51	Boardman St	North St (0.1 miles NW)	2004	590
0.53	Baring St	North St (0.06 miles N)	2004	10,000
0.6	North St Exd	Stilson St (0.03 miles W)	2004	3,280
0.6	King St	Chase St (0.02 miles SE)	2004	120

Distance	Street	Closest Cross-street	Year of count	Count
0.6	Chapel St	North St (0.07 miles NW)	2004	170
0.61	North St	Chase St (0.0 miles NE)	2004	11,330
0.65	North St	Chapel St (0.01 miles NE)	2004	11,290
0.66	North St Exd	Stilson St (0.08 miles E)	2004	3,060
0.67	South St	Clark St (0.01 miles E)	2004	4,930
0.68	School St	Graham (0.03 miles SE)	2004	150
0.69	Baring St	Ice House Rd (0.26 miles N)	2004	9,140
0.7	North St	South (0.03 miles SW)	2004	7,280
0.84	Harrison St	North St (0.1 miles NW)	2004	440
0.98	Baring St	Charlotte Rd (0.04 miles NE)	2004	7,930
1.11	Charlotte Rd	Baring St (0.2 miles NW)	2004	1,220
1.33	South St	Garfield St (0.02 miles NE)	2004	7,100
1.35	Garfield St	South St (0.05 miles SE)	2004	2,180
1.35	North St	Union St (0.03 miles NE)	2004	8,200
1.4	South St	Trailer Park (0.05 miles NE)	2004	6,330
1.41	Garfield St	Calais Ave (0.05 miles NW)	2004	2,420
1.43	North St	Union St (0.05 miles SW)	2004	8,260
1.43	Union St	North St (0.1 miles SE)	2004	1,150
1.44	Lafayette St	Garfield St (0.06 miles SW)	2004	250
1.47	Garfield St	School Dr (0.03 miles SE)	2004	2,500
1.48	Calais Ave	Garfield St (0.06 miles SW)	2004	770
1.51	Garfield St	Oneil (0.02 miles SE)	2004	310
1.52	North St	Pleasant St (0.01 miles NE)	2004	9,020

Maine DOT Traffic Volume Counts

Excerpt from the 2011 Traffic Volume Report

(<http://www.maine.gov/mdot/traffic/documents/pdf/trafficcounts/2011/fullreport.pdf>):

Between April 1st and November 15th of each year, 24 hour traffic counts (i.e., coverage counts) are gathered to monitor traffic flow and changes in traffic patterns. These counts are generally taken at intersections with major routes and/or other significant roads, at Town Lines (TL), at bridges, or in coordination with ongoing projects or special traffic studies for the Department.

Additionally, 24-hour vehicle classification counts are performed in conjunction with the coverage counts to provide a comprehensive view of traffic along the routed highways.

TOWN	ROAD	LOCATION	TYPE	GROUP	2009	2011
CALAIS	0001X	US 1/SR 9 (BARING ST) NW/O NEILDS AVE	C	I+II	7840	.
CALAIS	0001X	US 1 (MAIN ST) SE/O STEAMBOAT ST	C	80803	4660	.
CALAIS	0001X	US 1 (MAIN ST) SE/O SOUTH ST	C	I	5620	.
CALAIS	0001X	US 1 (MAIN ST) NW/O SOUTH ST	C	I	5040	.
CALAIS	0001X	US 1/SR 9 (NORTH) E/O US 1/SR 9 (BARING)	C	I+II	9340	.
CALAIS	0001X	US 1/SR 9 (BARING ST) S/O NORTH ST	C	I+II	8570	.
CALAIS	0001X	US 1/SR 9 (BARING) N/O INTERNATIONAL AVE	T	I+II	.	7080
CALAIS	0001X	US 1/SR 9 (BARING) S/O INTERNATIONAL AVE	T	I+II	.	7860
CALAIS	0001X	US 1/SR 9 (NORTH ST) E/O BOARDMAN ST	C	I+II	9330	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) NE/O SOUTH ST	C	I+II	6350	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) NE/O UNION ST	C	I+II	7960	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) SW/O UNION ST	C	I+II	7800	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) NE/O GARFIELD ST	C	I+II	8750	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) NE/O LINCOLN ST	C	I+II	8490	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) SW/O WASHINGTON ST	C	I+II	7680	.
CALAIS	0001X	US 1 (MAIN ST) SE/O LAFAYETTE ST	C	I	5080	.
CALAIS	0001X	US 1 (MAIN ST) E/O NORTH ST	C	I	4800	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) SW/O MAIN ST	C	I+II	6640	.
CALAIS	0001X	US 1 (MAIN ST) SE/O CHURCH ST	C	I	5170	.
CALAIS	0001X	US 1 (MAIN ST) SE/O CALAIS AVE	C	I	5060	.
CALAIS	0001X	US 1/SR 9 (NORTH ST) SW/O CHAPEL ST	C	I+II	9410	.

TOWN	ROAD	LOCATION	TYPE	GROUP	2009	2011
CALAIS	0001X	US 1 E/O IR 303 (CARSON RD)	C	80803	2540	.
CALAIS	0001X	US 1/SR 9 SW/O IR 1977 @ BARING TL	C	I+II	7150	.
CALAIS	0001X	US 1/SR 9 N/O IR 307 @ BR# 2509	C	I+II	8120	.
CALAIS	0001X	US 1/SR 9 SW/O IR 307	C	I+II	7080	.
CALAIS	0001X	US 1 SE/O IR 306	C	80803	2200	.
CALAIS	0009X	SR 9 (MAIN ST) @ US CUSTOMS (ON BRIDGE)	S	I+II	.	3050
CALAIS	0009X	SR 9 (MAIN ST) S/O UNION ST	C	I+II	3970	.
CALAIS	0009X	SR 9 (MAIN ST) NW/O UNION ST	C	I+II	4410	.
CALAIS	0009X	SR 9 (MAIN ST) W/O NORTH ST	C	I+II	4300	.
CALAIS	307	IR 307 SW/O IR 1222 (HEADQUARTER RD)	C	II	990	.
CALAIS	307	IR 307 (CHARLOTTE RD) SE/O US 1/SR 9	C	II	1110	.
CALAIS	987	SOUTH ST NE/O US 1 (MAIN ST)	C	I	110	.
CALAIS	987	SOUTH ST SW/O WASHINGTON ST	C	I	5320	.
CALAIS	987	SOUTH ST NE/O GARFIELD ST	C	I	5780	.
CALAIS	987	SOUTH ST E/O US 1/SR 9 (NORTH ST)	C	I	4040	.
CALAIS	1222	IR 1222 (HEADQUARTER RD) NW/O IR 307	C	II	110	.
CALAIS	1275	CALAIS AVE #2 SW/O US 1 (MAIN ST)	C	I	190	.
CALAIS	1277	LINCOLN ST SE/O US 1/SR 9 (NORTH ST)	C	I	1140	.
CALAIS	1278	PALMER ST SE/O FRANKLIN ST	C	I	1520	.
CALAIS	1278	PALMER ST NW/O FRANKLIN ST	C	I	1470	.
CALAIS	1279	WASHINGTON ST NW/O SOUTH ST	C	I	1420	.
CALAIS	1279	WASHINGTON ST SE/O US 1/SR 9 (NORTH ST)	C	I	1940	.
CALAIS	1279	WASHINGTON ST SE/O GERMAIN ST	C	I	1860	.
CALAIS	1281	GARFIELD ST NW/O SOUTH ST	C	I	1690	.
CALAIS	1281	GARFIELD ST NW/O US 1/SR 9 (NORTH ST)	C	I	250	.
CALAIS	1281	GARFIELD ST SE/O CALAIS AVE	C	I	1900	.

TOWN	ROAD	LOCATION	TYPE	GROUP	2009	2011
CALAIS	1282	FRANKLIN ST NE/O PALMER ST	C	I	660	.
CALAIS	1441	DOWNES ST NE/O WASHINGTON ST	C	I	220	.
CALAIS	1441	DOWNES ST SW/O WASHINGTON ST	C	I	220	.
CALAIS	1443	LAFAYETTE ST SW/O US 1 (MAIN ST)	C	I	170	.
CALAIS	1443	LAFAYETTE ST NE/O LINCOLN ST	C	I	220	.
CALAIS	1444	GERMAIN ST NE/O WASHINGTON ST	C	I	200	.
CALAIS	1444	GERMAIN ST SW/O WASHINGTON ST	C	I	240	.
CALAIS	1454	UNION ST NW/O US 1/SR 9 (NORTH ST)	C	I	1100	.
CALAIS	1454	UNION ST E/O SR 9 (MAIN ST) (W JCT)	C	I	1090	.
CALAIS	1454	UNION ST W/O SR 9 (MAIN ST) (W JCT)	C	I	1110	.
CALAIS	1454	UNION ST (OW) NW/O US 1 (MAIN ST)(E JCT)	C	I	450	.
CALAIS	1454	UNION ST N/O CHANDLER ST	C	I	970	.
CALAIS	1454	UNION ST SW/O BUICK ST (ENT TO MARDENS)	C	I	1170	.
CALAIS	1456	CHANDLER ST NW/O US 1/SR 9 (NORTH ST)	C	I	1090	.
CALAIS	1457	MONROE ST NE/O CHANDLER ST	C	I	590	.
CALAIS	1457	MONROE ST (OW) SW/O SR 9 (MAIN ST)	C	I	270	.
CALAIS	1461	HIGH ST NW/O US 1/SR 9 (NORTH ST)	C	I	550	.
CALAIS	1473	NORTH ST NE/O US 1 (MAIN ST)	C	I	2130	.
CALAIS	1476	ACADEMY ST NW/O CHURCH ST	C	I	210	.
CALAIS	1483	NORTH ST @ US CUSTOMS	S	I+II	1870	1380
CALAIS	1483	NORTH ST W/O US 1/SR 9 (BARING ST)	C	I+II	2180	.
CALAIS	1615	INTERNATIONAL AVE W/O US 1/SR 9 (BARING)	T	I+II	.	1760

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Appendix I: Incentives Research and Full Report

State Financing for Business Attraction

Key in making a case for any location is the incentives that would be available to assist a company to decide to locate within its borders. A well-packaged combination of incentives selected for specific target companies can be a powerful tool in decision making. Below is a listing of Maine and local incentives from which such a package can be developed. Many of the programs listed can also be used to assist in nurturing the creation of jobs from existing, local companies that are poised for growth.

Community Development Block Grant Economic Development Program (EDP)

Job Creation/Retention

- Up to \$20K per job created/retained for low- and moderate income hires
- \$30K/job for location in HUB Zone, Empowerment Zone or Pine Tree Zone

Rehabilitation

- Non-Municipal-owned up to \$200K
 - Covers of commercial or industrial buildings, land and site improvements, structures, non-capital equipment and real property
 - Can also provide working capital
- Municipal-owned up to \$300K
 - Covers acquisition, relocation, demolition, clearance, etc., associated with public infrastructure projects, such as water and sewer facilities, drainage improvements, parking, sidewalks, curbs, etc.
 - Must be necessary to create or retain jobs in the nonretail private sector for low- and moderate-income persons.
- Development Fund (DF) Loan
 - Up to \$300K for acquisition and installation of commercial or industrial buildings and site improvements
 - Granted to the community, then loaned to business

Maximum under the program combining Rehabilitation activities is \$400K

Cannot be used to refinance existing debt.

Community Development Block Grants are often used for community development purposes, but can be used to attract new business and their jobs. Calais will need to think strategically on how they use the CDBG program to meet the needs of the community since funds are limited.

Contact: Department of Economic and Community Development, Office of Community Development, 207-624-7484, www.meocd.org

Department of Agriculture, Market and Production Division

Expansion of existing agriculture-based business and the development of new business.

Agricultural Marketing Loan Fund (not currently accepting applications)

- Low-cost financing, (5% interest loans) to help eligible businesses employ new and innovative technologies and processes in order to improve, expand and enhance the manufacturing, marketability and production of Maine-made products.
- Funds may be used for the design, construction or improvement of facilities
 - Commodity storage buildings and packing and marketing facilities.
 - Purchase or retrofit machinery and equipment.
- Funds cannot be used for working capital or for projects already initiated.

Agricultural Development Grant Fund

- Matching competitive grant program that encourages efforts by farmers, aquaculturists and food processors to expand their markets, promote their products and test new technological processes.
- Solicitation is once a year. No funds are currently available.

**Contact: Maine Department of Agriculture, Food & Rural Resources, 207-287-7620,
www.maine.gov/agriculture/**

Economic Recovery Loan Program

- Subordinate (gap) financing to assist businesses in their efforts to remain viable and/or improve productivity. The Finance Authority of Maine may utilize funds in this program to address specific business community needs.

Contact: Finance Authority of Maine, 207-623-3263, www.famemaine.com

Employment Tax Increment Financing (ETIF)

- Reimbursement of up to 80% of the Maine income tax withholdings of qualified employees for up to 10 years for qualified businesses (i.e., any for-profit, non-retail, non-utility, targeted industry) that add a minimum of five qualified jobs within a two-year period.
- Companies must exceed existing Maine employment

**Contact: Department of Economic and Community Development, 207-624-9800,
http://www.maine.gov/decd/mainebiz/business_assistance/**

Loan Insurance Program

- Up to 90% insurance of a loan made by a financial institution designed to help businesses in Maine access commercial credit. Applications to FAME are made through commercial lenders, and the program is available for any prudent business activity. Facilities application through FAME's Online Answer (OLA) for authorized lenders.

Contact: Finance Authority of Maine, 207-623-3263, www.famemaine.com

Maine Technology Institute (MTI)

- Supports Maine-based companies' early-stage research and development efforts leading to commercialization of new products and services.
- Investments up to \$500K are awarded on a competitive basis several times a year.
- All MTI awards require a minimum one-to-one cash match by the recipient.
- Awards are based on scientific or technical merit, commercial feasibility and positive economic impact on the state.
- Programs include:
 - TechStart Grant, up to \$5K, for concept planning, market research and tech transfer exploration.
 - Seed Grant, up to \$25K available every four months for early-stage R&D activity.
 - Development Loan, up to \$500K conditional loan for later stage R&D activity.
 - Business Accelerator Grant for business planning, strengthening financial management capacity, developing strategies to secure key customers, strategic partners and investors and entrepreneurship training for management. Eligible Maine companies will have received federal Small Business Innovation Research grants and first-time entrepreneurs who win an MTI Development Loan.
 - Equity Capital, up to \$200K for selected MTI companies achieving specific milestones to secure follow-on, private investment.

Contact: Maine Technology Institute, 207-582-4790, www.mainetechnology.org

Regional Economic Development Revolving Loan Program

- Designed to make loans through Regional Economic Development agencies for the purpose of creating or retaining jobs. FAME makes disbursements to Regional Economic Development agencies, and they make loans to eligible borrowers.

Contact: Finance Authority of Maine, 207-623-3263, www.famemaine.com

Small Company Offering Registration (SCOR)

- Reduces cost and time of a public offering of securities for a company needing capital, exempting from Federal registration. The program enables corporations and limited liability companies to raise up to \$1,000,000 in any 12-month period through the sale of securities to the public.
- The program's primary focus is reducing the cost of capital to small businesses. The U-7 form is used by six New England states (Maine, New Hampshire, Vermont, Massachusetts, Connecticut, and Rhode Island).

Contact: Department of Professional and Financial Regulation, 207-624-8551, www.maine.gov/pfr/securities/

Small Enterprise Growth Fund

- Through the Small Enterprise Growth Fund Board, this revolving Evergreen fund invests up to \$300,000 in patient capital to promising, Maine-based companies that demonstrate a potential for high growth and public benefit.

Contact: Small Enterprise Growth Fund, 207-373-9306, www.segfmaine.com

Tax-Exempt Bond Program

- Credit-enhanced, tax-exempt attractive interest rate bond financing (up to \$4,750,000) for manufacturers. Funds may be used to purchase and/or construct a manufacturing facility or purchase new machinery and equipment.
- Small loans may not be feasible given marketplace limitations.
- Up to 90% of project debt.

Contact: Finance Authority of Maine, 207-623-3263 or 1-800-228-3734, www.famemaine.com

Taxable Bond Program

- Credit enhanced long-term bond financing for up to \$4,750,000 on loans to manufacturers for real estate acquisition and construction as well as machinery and equipment acquisitions.
- Up to 90% of project debt.

Contact: Finance Authority of Maine, 207-623-3263 or 1-800-228-3734, www.famemaine.com

Local Financing

Tax Increment Financing (TIF)

- Local tool for municipalities to finance the cost of private development. A municipality may use all or a portion of the new property taxes that result from an investment project within a designated district to assist in that project's financing. The municipality has the option of issuing bonds (which are retired using the tax increment) or disbursing the tax increment directly to the investing business to cover project costs. TIF districts may be designated for a period of up to 30 years. The terms of financing are established by the municipality. A public hearing and the majority vote of the municipal legislative body are required, with final approval provided by DECD.

**Contact: Department of Economic and Community Development, 207-624-9800,
<http://www.maine.gov/portal/business/>**

TAX REIMBURSEMENT, CREDITS & EXEMPTIONS

Business Equipment Tax Exemption (BETE) Program

- 100% property tax exemption for qualified business property first subject to tax in Maine on or after April 1, 2008. There is no time limit on the length of the exemption.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

High-Technology Investment Tax Credit

- Credit is based on the adjusted basis of eligible equipment. The credit is limited to high-tech equipment purchased (or leased) by businesses engaged primarily in high-tech activities. The credit cannot reduce tax to an amount below the previous year's tax after credits. The credit cannot be carried back but can be carried forward for up to five years.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

Jobs and Investment Tax Credit

- Allows any business, other than a public utility, that invests at least \$5 million in new or used tangible personal property in a taxable year.
- Must create 100 new jobs in Maine within the ensuing two-year period.
- The tax credit is equal to 10 percent of the qualified investment and is limited, in any one year, to the lesser of \$500,000 or to the tax otherwise due. Any unused credit amount may be carried forward up to seven years.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

Maine Seed Capital Tax Credit Program

- Designed to encourage equity and near-equity investments in eligible Maine businesses, directly and through private venture capital funds. FAME may authorize State income tax credits to investors for up to 60% of the cash equity they provide to eligible Maine businesses. Investments may be used for fixed assets, research or working capital.
- Investors must own less than 50% of the business.
- Business must either:
 1. be a manufacturer;
 2. provide goods or services with 60% of sales derived from outside the state or to out-of-state residents;
 3. develop or apply advanced technologies;
 4. bring significant permanent capital into the state;
 5. be certified as a visual media production company.

Contact: Finance Authority of Maine, 207-623-3263 or 1-800-228-3734, www.famemaine.com

Pine Tree Development Zone (PTDZ) Initiative

- Provides qualified businesses that meet PTDZ requirements with up to 10 years of tax incentives, such as:
 - Employment Tax Increment Financing (ETIF), which returns 80% of employer-paid income tax withholdings when five or more net new, quality jobs are created;
 - 100% income, franchise, or insurance premium tax (dependent on tax filing method) credit for years 1-5 and 50% for years 6-10;
 - 100% sales and use tax exemption/reimbursement for construction materials and equipment purchases; and,
 - Access to reduced electricity rates.
- Beginning January 2010, the program adjusts to a 2 tier system. On an annual basis, DECD will determine which municipalities in York and Cumberland counties will be classified as Tier 2 municipalities. All remaining municipalities across the state will be classified as Tier 1. An otherwise qualified business locating in a Tier 1 municipality will have a 10-year duration of benefits; Tier 2 locations will offer a 5-year duration.
- For new Maine jobs only, with income requirements for Washington County at \$26,389 minimum. Must include access to group health insurance and group retirement benefits.

Contact: Department of Economic and Community Development, Office of Business Development, 207-624-9804, www.mainebiz.com

Research Expense Credit

- Five percent income tax credit to companies that incur qualifying research expenses in excess of their average research expenses. The program also provides a 7.5% credit under IRC 41(e)(1)(A). The credit is further limited to 100% of the first \$25,000 in tax liability plus 75% of the tax liability in excess of \$25,000. The credit cannot be carried back but can be carried forward for up to 15 years.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

Sales Tax Exemptions

- Allowed on the purchase of certain goods or services through the following programs:
 - Biotechnology Sales Tax Exemption for the purchase of machinery, equipment, instruments and supplies used by the purchaser directly and primarily in a biotechnology application.
 - Custom Computer Programming Sales Tax Exemption for the purchase of custom computer programming.
 - Fuel and Electricity Sales Tax Exemption exempts from sales tax 95 percent of the sales price of all fuel and electricity purchased for use at a manufacturing facility.
 - Manufacturing Sales Tax Exemption for the purchase of qualified machinery and equipment used in the production of tangible personal property as well as the repair and replacement of parts. Material used in production is also exempt.
 - Research Machinery and Equipment Sales Tax Exemption for machinery and equipment used directly and exclusively for research and development.

Contact: Maine Revenue Services, 207-624-9693, www.maine.gov/revenue

Super Research and Development Credit

- Businesses that qualify for the Research Expense Credit, which have qualified research expenses in Maine for the taxable year exceed 150% of their average research expenses for the three taxable years prior to the effective date of the credit. The credit is limited to 50 percent of the tax otherwise due after all other credits. The credit cannot reduce tax liability below the amount due the previous year after credits. The credit cannot be carried back but can be carried forward for up to five years.

Contact: Maine Revenue Services, 207-626-8475, www.maine.gov/revenue

Workforce Training

Governor's Training Initiative (GTI)

- Financial training assistance for job creation, retention and competitive retooling by linking Maine's education and training providers to the needs of Maine employers. To be eligible, an employer must provide a starting wage equal to 85% of the average wage for that occupation in the given

labor market area and contribute at least 50% of the premium cost of employee health insurance. (Some small and new businesses are exempt from the second requirement.)

Contact: Maine Department of Labor, 207-623-7982, www.mainecareercenter.com/business

Maine Apprenticeship Program

- On-the-job training and related classroom instruction. A portion of the registration fees for two courses per semester may be reimbursed for successful completion of course work. At the end of the program, the employer has a certified, skilled journey person.

Contact: Maine Department of Labor, 207-623-7990, www.mainecareercenter.com/business

Maine Quality Centers (MQC) Program

- 100% state-funded recruitment and training for qualified businesses that are new or expanding in Maine. This program is offered at no cost to companies or trainees by the state's community colleges.

Contact: Maine Quality Centers, 207-767-5210 or 1-800-491-3121, www.mccs.me.edu/business/mqc.html

Technical Assistance

Maine International Trade Center (MITC)

- Assistance to businesses involved or interested in international trade. Training programs, conferences, counseling and technical assistance are available. The Trade Center also coordinates foreign trade missions to develop export markets for Maine businesses.

Contact: Maine International Trade Center, 207-541-7400. www.mitc.com

Maine Small Business Development

- No cost to potential and existing business owners/managers, provide comprehensive business management assistance, training and information services to Maine's small business community. Maine SBDC business counselors are qualified small business professionals, have diverse educational and business experience and are dedicated to helping Maine's small businesses succeed. Maine SBDC operates a network of service centers and outreach offices located conveniently throughout the state.

Technology Centers

- Technology incubators for startup companies commercializing products and services in Maine's seven targeted technology sectors, provide cost-effective facilities and services, including training and access to business, technical and financial resources. Technology Centers exist for the information technology, composite materials, precision manufacturing, biotechnology, forestry and agriculture, environmental and aquaculture industries.

Contact: Department of Economic and Community Development, Office of Innovation, 207-624-9801, www.techcentersmaine.com

Calais is designated a HUBZone, which gives it benefits from the Small Business Administration (SBA). Businesses gain preferential access to federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone. The company must also maintain a “principal office” in one of these specially designated areas.

Calais is also in the area designated as a Pine Tree Development Zone (PTDZ). This incentive packages a number of higher-value incentives in to one program, including reduced utility rates.

Once the team has confirmed appropriate target industries, then incentives can be selected and highlighted for the potential candidate companies’ ease-of-use.

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Appendix J: Cooperative US Canadian Study

Introduction

CWS selected a group of border regions to examine because they 1) are making strides in bi-national activities and 2) are a smaller city adjacent to a port, similar to Calais. CWS researched these communities and pulled together best practices that can be a source of new ideas for Calais as it moves forward with planning. The regions include:

- Pacific Northwest
- Buffalo-Niagara, US/Niagara, CA
- Sault Ste. Marie (US and Canada)
- Ogdensburg/St. Lawrence County (New York)

For an example of a foreign cross-border region, CWS prepared a summary of the Saar-Lor-Lux region (Germany, France, and Luxembourg).

Executive Summary

There is an opportunity for Calais to consider some of the actions being undertaken in the highlighted communities. CWS would like to highlight the following activities:

- While some communities work with their cross-border counterparts, as of this date, no true joint economic development marketing takes place. Barriers such as competition and different administrative systems hamper the establishment of a cross border economic development region.
- Regions place an emphasis on attracting Canadian companies. With the lower US dollar, more rigorous cross-border requirements, anticipated capacity issues at border crossings, and unpredictable import/export rules, Canadian companies are establishing businesses on the US side.
- Many communities reach out to local alumni and residents to “return.”
- Communities continue to build retail and tourism capacity to meet the growing number of Canadian visitors because of the increase in duty-free amount and the relatively weaker US Dollar. Some communities link economic development and tourism development.

Pacific Northwest

Founded in 1991, the Pacific Northwest Economic Region (PNWER) offers leadership at the state/provincial level in Salem, Olympia, Boise, Helena, Juneau, Edmonton, Regina, Victoria, Yellowknife and Whitehorse, and at the national level in Washington, DC, and Ottawa. The group has focused largely on easing border-crossing issues, port strategies, and promoting a carbon market.

The Pacific Northwest is hailed as the region that is closest to building a true US/Canadian cross-border region. Recent developments, coming out of the 2010 Vancouver Olympics, have linked Washington

and British Columbia. Both states are looking at cross border joint tourism and disaster relief. On tourism, Amtrak Cascadia is now in place and connects Oregon, Washington and British Columbia. They are also considering a Eurorail-type program for the cross border ferry system. They are also planning a joint tourism visa for Chinese visitors (joint US/Canada embassy interviews in China). The motto is "Two Nation Vacation" on the Olympic Peninsula (similar to Maine's). On disaster relief the states are putting in place a commerce resumption strategy. For example in the event of emergency, the states will work together to maintain the flow of port traffic so the port doesn't lose out to other western ports.

The two states are pursuing other initiatives. PNWER is working on temporary visas to allow US workers (from Oregon and Washington) to go to the Alberta oil sands for 6-9 month contracts.

The PNWER mentioned that Canadian companies wish to avoid US/Canadian border delays, so they have established distribution centers across the border. The trend has evolved to moving manufacturing as well. Examples of such companies include:

- **Nature's Path Foods:** production and distribution in Delta, BC; Blaine, WA (just over border); and Sussex, WI
- **IKO** (roofing materials): Sumas, WA (just over border)

Buffalo-Niagara, US/Niagara, CA

In February 2012, members of Ontario's Greater Niagara Chamber of Commerce and New York's Buffalo-Niagara Partnership held a meeting to discuss ways they could work together to enhance business in the bi-national community.

The discussions focused on the recently released Canadian-US Beyond the Border Action Plan and its impact on the Niagara border crossings, the New York State Ballast Water regulations, and the negative impacts of buy American' provisions at the state and federal levels. CWS will speak to a representative from the Canadian side chamber on August 9.

Niagara, CA

Ontario's Greater Niagara Chamber of Commerce believes that small and medium sized enterprises (SMEs) are the economic foundation in communities across region. NEXT Niagara is a regional initiative led by a panel of next generation community leaders (ages 15-35) who want to see Niagara grow as a prosperous community. The Small Business Council of Niagara (Ontario) has two primary functions: to provide input and guidance on issues impacting small business in Niagara, and to work with the Greater Niagara Chamber to provide a suite of services and events designed for small business owners.

Buffalo-Niagara, US

On its website, under news, the economic development corporation highlights three cases of expansions and greenfields by Canadian companies. The organization is targeting the following clusters according to its 2012 Strategic Plan:

- Agribusiness (dairy and food processing)
- Advanced business services (professional services and data centers)
- Advanced manufacturing (cleantech and thermal management)
- Life sciences (dental product manufacturing and dental labs)
- Logistics/distribution (with focus on rail)
- Canadian companies (separate target)
- Tourism (duty free increase and casino)

Sault Ste. Marie (US and Canada)

Both towns in this cross border area are called Sault Ste. Marie. They each have their own economic development agency. Sault Ste. Marie, US, has a population of 14,250 (2011) while Sault Ste. Marie, CA's population is 79,800 (2011). The Canadian side is larger and more prosperous, with healthy steel and paper mill industries. The port on the Canadian side handles the large ships with better rail access while the US side hosts a small port but operates and controls the Soo Locks. The Michigan side has been revived by the introduction of casinos.

On the Michigan side, the population declined about 1% over the past 10 years, less than any other Michigan community. Experts believe educational opportunities attract people from outside the community and then they stay. On the Canada side, the local population grew over the last five years. The community attributes it to their efforts to spur immigration.

Sault Ste. Marie is strategically located at the crossroads of highway, air, and water transportation systems, including

- Sault Ste. Marie International Bridge linking the US and Canada
- Port of Sault Ste. Marie, CA - a deep water sea port
- Strategic location on the northern end of Interstate 75 (I-75), which runs the length of the US to Miami, Florida

Kristen Claus, Executive Director of Michigan's Sault Ste. Marie Economic Development Corporation, spoke at a conference "Living on the Edge: How Michigan's Border Cities are Stepping Up" in March 2012. Kristen spoke about the ongoing cooperation with its Canadian namesake. Cooperation includes joint trade missions, joint brochures, and joint targeting of companies. In March 2012, the two communities prepared a sister city agreement which will be branded "Two Nations: One City." The communities have invited President Obama and Prime Minister Harper to be present at the signing of the agreement, scheduled for mid-August. According to Kristen, it is the first agreement of its kind between the US and Canada. She also mentioned one of the primary obstacles to growth is the bridge backlog (there are only two lanes on the southern side of the Sault Ste. Marie International Bridge).

Michigan's Sault Ste. Marie Economic Development Corporation has developed a SmartZone - the Sault Ste. Marie Advanced Resources and Technology, Inc. - in collaboration with Lake Superior State

University (LSSU) and the Michigan Economic Development Corporation (MEDC). The Sault Ste. Marie SmartZone is one of two in the Upper Peninsula and 15 statewide. SmartZones are technology centers designated to promote resource sharing between universities, industry, research organizations, government, and other community institutions, encouraging technology-based business and jobs. The city broke ground April 24 2012 on a building that will house fledgling industries and serve as a centerpiece for the SmartZone.

Both communities emphasize their quality of life. The Sault Ste. Marie, Ontario, EDC website links to the tourism site. On the US side, tourists are drawn to the Soo Locks, the villages of Bay Mills and Brimley, Monocle Lake, Bay View beach and related campgrounds of Hiawatha National Forest, the Point Iroquois Lighthouse and museum, and the casinos.

Ogdensburg/St. Lawrence County (New York)

Ogdensburg (population 11,200 in 2011) is an interesting community to study because of its strong transportation infrastructure, including:

- Ogdensburg-Prescott International Bridge between the US and Canada
- Port of Ogdensburg: the only port on the St. Lawrence Seaway. It is closer to Northern Europe than other U.S. Ports, making it highly economical for ships to deliver cargo to Ogdensburg. 30,000 metric tons/year move through the port.
- The Ogdensburg Bridge and Port Authority owns a short line railroad. This railroad serves the Port of Ogdensburg and connects with CSX, providing intermodal service for industries of Northern and Central New York, as well as Eastern Ontario, Canada.
- Ogdensburg is about 40 miles from nearest interstate, I-81.

Ogdensburg's population has declined about 10% over the last 10 years. St. Lawrence County's has remained stable over the last 10 years.

Ogdensburg itself does not do a good marketing job. The only mention of site selection on its website is a short site selection video directed at Canadian companies wishing to establish a presence in the US. The video highlights New York State Empire Zone incentives, Foreign Trade zone, and the availability of both shovel ready sites and modern shell buildings. The tagline is "We're right next door." The more robust information is at Saint Lawrence Industrial Development Alliance website.

Similar to Calais, the region has traditionally been dominated by forestry and agriculture.

St. Lawrence County proposes as part of a recent strategic plan to reach out to former St. Lawrence County residents, graduates of local colleges, or those seeking the quality of life offered in the North Country, to attract individuals who might consider relocating an existing business or establishing a new operation within the County. It is called the "Coming Home Initiative." The County also seeks to cross-market economic development with tourism development.

The community also emphasizes its cheap hydroelectric power, through the NY Power Authority. St. Lawrence County is looking to position itself as a player in the cluster of renewable energy by both its own immense hydropower resources and its location in one of the fastest growing wind energy regions in the Northeast. Additionally, both the St. Lawrence Seaway and the Port of Ogdensburg (with its Foreign Trade Zone) have seen increases in activity as new wind towers are shipped in from Europe.

The Ontario East Wood Centre & Eco-Industrial Park, just north of Ogdensburg in Ontario, has recently been established. The goal is to be a best practices center of excellence for wood fiber-based and biomass enterprise that brings together technology, science and entrepreneurship. The center will focus on:

- The development of a forest and biomass based cluster of industrial, business and demonstration projects
- A platform for scientific collaboration, business development, demonstration, piloting, commercialization, exporting and marketing of a wide array of innovative value-added wood and biomass products
- Assistance to the forest industry in creating uses for underutilized, lower value wood in Eastern Ontario and the region
- Participation in the restructuring of the forest industry of the Great Lakes/St. Lawrence forest for the benefit of rural communities

Saar-Lor-Lux Region (Europe)

The Saar-Lor-Lux region, traditionally dominated by coal and steel works, is situated in the heart of Europe and comprises five regions of France, Luxembourg, and Germany. There is cross-border trade and investment as well as labor force mobility (approximately 40% of Luxembourg's workforce commute daily from France, Belgium and Germany). Small and medium sized dominate business in the region. It benefits from a common currency and the absence of border crossings.

Although Saar-Lor-Lux was created many years ago, it does not jointly market the region aside from trade fairs, conferences and industry meetings. Many administrative barriers remain between countries. A blueprint for the future recommended encouragement of bilingualism and a focus on the region as a traffic hub. Some bilingual schools have since been created, but foreign families still prefer to have their children schooled in their native language. In summary, there is less integration than expected in an official cross-border region established decades ago.

Interviews

Pacific Northwest Economic Region (Washington/British Columbia)
Brandon Hardenbrook
Deputy Director

Whatcom Council of Governments

Hugh Conroy
Project Manager, International Mobility & Trade Corridor Project

Western Washington University
Don Alper
Director, Center for Canadian-American Studies
Professor, Department of Political Science

Greater Niagara Chamber of Commerce (St. Catharine's, ON)
Kithio Mwanzia (to come)
Director of Policy and Government Relations

Sault Ste. Marie Economic Development Corporation (Sault Ste. Marie, ON)
Randy Tallon
Director, International Relations\Global Logistics

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Appendix K: Calais Maine Waterfront Revitalization Strategy 2012

Summary

The City of Calais wishes to use Community Development Block Grant (CDBG) funds from the State of Maine within its historic waterfront commercial district and surrounding residential and industrial neighborhoods. Formerly the City's economic heart, the Calais Waterfront is now a faded, secondary, largely vacant retail node that primarily serves local residents, most of whom have low incomes. The U.S. Department of Housing and Urban Development (HUD) promotes the use of CDBG funds to revitalize distressed areas by repairing dilapidated housing, improving public streets and facilities, demolishing blighted structures, providing public services and stimulating local business activity. Calais ultimate aims to marshal CDBG funds into a comprehensive regeneration strategy that pursues activities required to provide decent housing, improve access to services and foster a suitable living environment for low and moderate-income residents in the Waterfront District and its environs.

The Calais Waterfront Revitalization Initiative stems from a long-term collaborative effort by the City, the Maine Office of Community Development (OCD) and a broad range of community stakeholders. Over the past decade, these participants have diligently worked to improve the Calais waterfront. These efforts have yielded many comprehensive plans:

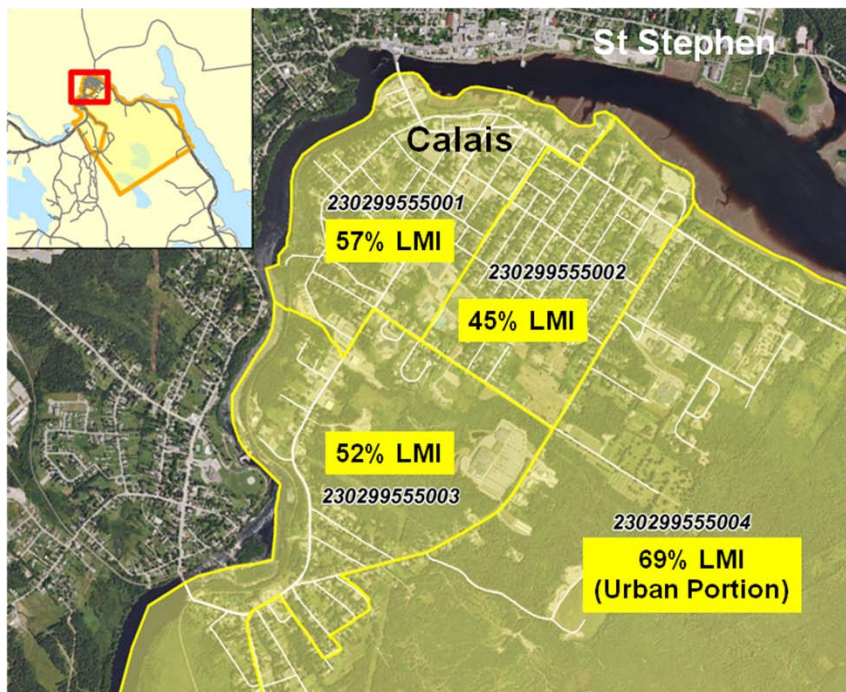
- Waterfront Master Plan (2003)
- Calais Comprehensive Plan (2005)
- Calais Downtown Marketing Plan (2006)
- Calais Retail Market Analysis (2011)

Adoption of the Calais Waterfront Revitalization Initiative will help to implement the goals in these plans by developing complementary strategies for using CDBG resources to improve the lives of local residents, particularly those with low incomes, by increasing business activity, investment and employment, improving neighborhood housing quality and enhancing the livability of the Waterfront for all residents and visitors.

CDBG Benefits

Use of CDBG funds provides the City access to significant amounts of federal grant money allocated to the State of Maine for community development activities that improve living conditions for low and moderate residents. Such funds usually do not have to be repaid to OCD as long as federal and state regulations are met in their use. The City is too small to meet the definition of Entitlement Community, which provides an annual CDBG grant directly from HUD. Instead, Calais must apply to one or more of OCD's various CDBG-funded grant programs that focus on Housing Rehabilitation, Public Infrastructure Improvements, Downtown Revitalization, etc. Current OCD demographics indicated that CDBG funds can be used in three out of the four Census Block Groups that comprise Calais, where a majority (51%+) of residents in these areas had low or moderate incomes in the last Census: 9555001, 955003 and

955004. Group 955001 includes Calais' Waterfront district, while 955003 encompasses most of the Route 1 corridor into the southern end of the City.



The City of Calais has received multiple CDBG grants from OCD since 2000, including:

Year	Program	Grant Amount	Project
2000	DF	\$205,000	WCPA
2000	BA	\$400,000	ICT Group
2002	PF	\$50,000	Acquisition/eliminate slum/blight
2002	CPG	\$10,000	Economic development study
2002	PI	\$402,500	Wastewater facility improvements
2003	DR	\$402,500	Remove vacant buildings
2003	MITF	\$500,000	Downtown acquisition, demolition
2004	CPG	\$10,000	Reuse feasibility study of old high school
2004	TA	\$21,500	TA pass-thru for EMDC Washington County area
2005	CE	\$125,000	Façade Program
2005	CPG	\$10,000	Downtown Plan
2005	TA	\$23,000	Pass-thru for EMDC (Washington)

Year	Program	Grant Amount	Project
2006	PF	\$100,000	Improvements to the Saint Croix fire station
2006	TA	\$25,000	Pass through for WCCOG
2007	CPG	\$9,200	Community center for LMI residents
2007	CE	\$150,000	Downtown streetscape and landscaping improvements
2007	TA	\$19,994	Pass through for WCCOG
2007	PI	\$500,000	Water and sewer line utility replacement
2008	TA	\$20,000	Pass through for WCCOG
2008	PI	\$500,000	Replace/minor repairs to sewer lines
2010	HA	\$250,000	Housing rehab/homes to HUD standards
2012	PI	\$500,000	Clark & School St. water line replacement
2012	CE	\$150,000	Main Street sidewalk /decorative lights

This list shows a heavy emphasis on infrastructure spending with CDBG funds in the City, interspersed with efforts at removing blighted buildings and improving commercial facades, as well as a recent foray into housing rehabilitation.

Possible Revitalization Plan

Goals & Priorities

Neighborhood revitalization priorities and strategies for the Waterfront Revitalization District are based on public input obtained from interviews with important stakeholders in the City and interviews with local business owners and area residents.

Calais' 2005 Comprehensive Plan identifies residents' vision and priority community development needs for the City:

"A summary of results of the Public Opinion Survey indicated that citizens like the small town feel of the community and that you can get around easily and quickly. Citizens appreciate the waterfront and the downtown and see both as the city's biggest asset. They like that Calais is an unhurried, safe community with historic charm, access to recreational trails and the river, and services that support the elderly, children and community.

Respondents indicated relatively high dissatisfaction with city water and sewer services noting sometimes that they are too expensive. Concern was expressed over the need to improve dilapidated housing and support expressed for inspection of rental properties in building codes.

In charted results and written comments there was very strong support to continue improving the waterfront and to seek businesses for both downtown retail and visitor services. Comments pointed to the need for overall economic development including warehousing, light industry and manufacturing. Respondents are generally satisfied with police protection but would like to see greater enforcement of laws to inhibit drug use.

Visions for the future of Calais ranged from extreme pessimism to buoyant optimism. Some see Calais going “downhill” toward abandonment while others see it as a dynamic leader with downtown businesses, an active waterfront and a hub for regional recreation. There was concern that without job opportunities Calais would become a retirement community. Many expressed support for the Unobsky School and the Washington County Community College and for the heritage tourism theme initiated by the construction of the Downeast Heritage Center.”

The priorities and goals described below are derived from these findings. However, the best mix of programs and projects to accomplish these goals will vary with shifting economic and demographic trends. Therefore, objectives and associated strategies and benchmarks for the Waterfront Revitalization District in this plan should be continually refined in annual updates.

High poverty and unemployment levels, substantial commercial vacancies and a large number of recent housing foreclosures in the Waterfront District require that Calais use CDBG funds to improve the lives of local residents by pursuing these goals:

- Expanding economic opportunities for residents with low- or moderate-incomes in the District;
- Providing decent, affordable housing for residents in the District, including those with low- or moderate-incomes; and
- Fostering a suitable living environment for residents with low- or moderate-incomes in the District.

Economic development is the highest priority among these goals, given the low incomes and relatively high unemployment and poverty rates faced by many District residents. Existing municipal programs for revitalizing commercial facades and the Washington County Community College’s technical education programs currently support local businesses and workers in the District, but can be enhanced by new initiatives for filling vacant properties, promoting the local business community, improving commercial facades and signage, and attracting new businesses and homeowners to the neighborhood.

Protecting and providing affordable housing is another crucial priority for Calais’ Waterfront Revitalization Plan. Rehabilitating dilapidated dwellings, demolishing blighted structures with little economic value and boosting homeownership are essential to stabilizing the District’s residential areas and the local housing market, which is relatively depressed compared to the rest of the town. According to Calais Downtown Marketing Plan, attracting artists and associated creative professionals to the waterfront can leverage substantial private capital towards renovating vacant commercial and industrial

space or substandard dwellings into live/work spaces that can ultimately foster increased property investment, retail traffic, entertainment and cultural activity without a large outlay of public funds. The Boston Redevelopment Authority has operated its Artist Space Program for a number of years, linking working artists with subsidized and/or deed-restricted dwellings or live/work spaces, particularly in former industrial properties not conducive to traditional housing development.

Maintaining a suitable living environment in Calais' Waterfront is the final revitalization priority. Over the past decade, several major public infrastructure and streetscape improvement plans have been undertaken in the area. Continual upgrades to local street lighting, sidewalks, roadways, traffic signals and public spaces to make them safer, more efficient and attractive will make the Waterfront's commercial areas more convenient and enjoyable for shoppers and area residents alike, increasing foot traffic that in turn will increase patronage of local businesses and cultural facilities.

Strategies

Strategy 1 – Economic Opportunity

EO-1 – Availability/Accessibility: Support workforce and asset development

- Support and expand programs that provide marketing, advertising and product display assistance and training to District businesses, such as the creation of a *Calais Main Streets Program*.
- Continue to support adult educational activities, including the *remedial education and technical job training programs* offered by the Washington County Community College.

EO-3 – Sustainability: Improve District business areas

- Enhance the appearance of business areas by helping to renovate storefronts and incorporate coherent, effective signage by recapitalizing with CDBG funds the municipal *Commercial Façade Improvement Program*.
- Improve parking and pedestrian access in commercial sectors by using CDBG funds to help *reconstruct substandard sidewalks, install ADA-accessible curb cuts where required and upgrading public spaces* in the Waterfront District.
- Decrease the number of vacant storefronts and other commercial and industrial spaces by *using CDBG funds to acquire and renovate one or more vacant structures in the Waterfront District into affordable live/work space for artists*.

Strategy 2 – Decent Housing

DH-1 – Affordability: Support programs that develop and maintain affordable units

- Provide rehabilitation loans to low/moderate-income homeowners to correct substandard housing conditions, abate lead paint, and install energy efficiency improvements.

- Convert abandoned properties and foreclosed dwellings into affordable housing.
- Provide down payment assistance to low/moderate-income homebuyers, including artists seeking affordable living/working space in the District.

DH-2 – Availability/Accessibility: Develop additional dwellings for underserved groups

- Increase the number of affordable rental dwellings, particularly those sized for large families (5+ members).
- Continue to support efforts to modify dwellings to accommodate residents with disabilities and diversify the City's existing housing stock.

DH-3 – Sustainability: Ensure long-term housing market stabilization

- Assist municipal agencies to maintain property standards and enforce health and building codes.

Strategy 3 – Suitable Living Environment

SL-1 – Availability/Accessibility: Meet needs that enhance living conditions for under-served groups

- *Use CDBG funds to improve roadways and traffic signals* in the District to enhance traffic flow and reduce vehicle congestion using federal and state grant funds.
- *Use CDBG funds to improve access to and along the St. Croix River waterfront*; enhance the pedestrian experience along the waterway.
- *Use CDBG funds to improve accessibility in public facilities*, particularly sidewalks and parking facilities in the Waterfront District, for people with disabilities in compliance with the ADA standards.

SL-2 – Sustainability: Improve community appearance and livability

- *Use CDBG funds to enhance pedestrian visibility and ergonomics*, by installing new street lights and furniture on public right of ways, where required, in the District.
- *Use CDBG funds to improve public green spaces in the District* to enhance opportunities for pedestrians to sit and rest (and spend more time on the Waterfront).
- Establish temporary uses for vacant residential and commercial parcels, such as community gardens, that are beneficial to the public and improve the District's appearance.

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Appendix L: Article from the Bangor Daily News

<http://bangordailynews.com/2012/06/18/news/state/new-study-says-maines-natural-areas-worth-far-more-than-most-people-think/>

New study says Maine's natural areas worth far more than most people think

By [Christopher Cousins](#), BDN Staff

Posted June 18, 2012, at 10:53 p.m.

BRUNSWICK, Maine — Most people have their own criteria for determining the value of nature, ranging from “it’s heaven” to “there are bugs out there,” but a recent study by the Manomet Center for Conservation Science assigns a dollar value.

In Maine, the value of Mother Nature, not counting tourism dollars, natural resource-based businesses or other revenue derived from the outdoors, accounts for more than \$14 billion per year. Many of those values were derived with an eye toward the future, particularly as it relates to things like quality of life and the availability of clean drinking water. For example, recognizing the value of a forest that filters and slows runoff from rain will pay dividends later, according to the study.

“We’re trying to start a conversation about these uncaptured values,” said John Gunn, a forest ecologist and senior program leader with Manomet who is based in the organization’s Brunswick office. “Nature plays a huge role in our economy. When we make decisions in Maine, we need a better way to incorporate the value of natural resources.”

[The study, titled “Valuing Maine’s Natural Capital,”](#) was conducted in collaboration with a Vermont-based consultant group called Spatial Informatics Group, LLC. It measured factors such as scenic beauty, natural flood control capacity, the ability of forests to capture greenhouse gases, wildlife habitat, ability of wetlands to filter water, pollination system, recreation opportunities and underground water tables.

Gunn said respecting and protecting natural environments now — even if that means leaving them untouched in the face of pressure from the real estate market and economic development activities — could pay huge dividends in the future if it prevents super-expensive projects like installing public water filtration systems or repairing wide-scale flood damage.

Study author Dr. Austin Troy agreed.

“We may never know the exact price of our natural resources,” said Troy. “But assigning some value to natural capital is clearly more accurate than assigning none, as is currently the norm.”

The study ranked all of Maine’s natural areas, whether they’re in the wilds of northwestern Maine or in urban centers such as Portland, and came up with dollar values of what those areas contribute to the state per year. Cumberland County’s natural areas ranked the highest, at between \$1,000 and \$2,500

per acre of value per year. Franklin County ranked the lowest at between \$500 and \$550 per acre per year, which is mostly because much of that county is sparsely populated, said Gunn.

Washington and Penobscot counties also ranked high with per-acre, per-year values of between \$700 and \$1,000.

While the \$14 billion in uncounted value researchers identified may not seem like much to some, the study points out that the state derives about \$6.5 billion per year from forest-based manufacturing, recreation and tourism.

“That beauty is skin deep,” states the study. “There is far greater value to Maine’s natural abundance and wildlands than aesthetics and recreation.”

Traditionally, the conversation around the value of the environment, particularly when it involves a group vying to create a conservation easement, is how much the land would be worth for housing or business.

“Doing that calculation begins to capture some of these other values,” said Gunn. “The development values may be limited but some practices might potentially have negative impacts on those values.”

Included in the value of the environment is a forest’s capacity to capture greenhouse gases — which helps fend off the expensive effects of global warming — and natural water filtration systems that help provide one of the necessities of life on Earth.

“What this report shows is that, more than most people realize, society relies on well-functioning natural systems, too,” states the study. “We take [the value of nature] for granted. ... Without that dollar price, nature’s benefits have historically been undervalued or deemed to be zero. The result of that approach isn’t good.”

The study also estimates that about 60 percent of the world’s natural ecosystem benefits have been degraded or used unsustainably over the past 50 years, and the problem will only get worse as the population grows. Receiving the highest per-acre values were coastal and noncoastal wetlands and urban and suburban forests.

One example in the study is Sebago Lake, which provides drinking water that’s clean enough not to be filtered before it is piped to the 200,000 customers of the Portland Water District. The study estimates the EPA’s filtration waiver — based on the cleanliness of Sebago Lake — has saved taxpayers at least \$146 million, which is the approximate cost of a new water filtration plant. But that expense could come home to taxpayers if the watershed upstream of Sebago is degraded too much to provide adequate protection. The study suggests increasing forest sustainability practices and improving buffers along streams and rivers that cost less than half of what a new filtration plant would cost to build.

Gunn said he hopes the study will help people realize their actions today have consequences that will be felt in the future.

“Since I’ve been with Manomet, which is about four years, we’ve started looking at the carbon marketplace and what needs to be in place to get landowners engaged in that marketplace,” he said. “We wanted to take a step back from that and look more broadly at these other values that we know are out there and are being provided by Maine’s nature, and nature everywhere.”

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Appendix M: US Businesses Listings Within 1.75 Miles

This list was generated through Business Analyst Online and includes businesses up to about 1.75 miles away from downtown Calais.

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
45331001	DUSTY ROSE ANTIQUES 22 NORTH ST CALAIS, ME 04619	n/a	0.02 NE	2
61111004	METHODIST CHURCH STUDY 339 MAIN ST CALAIS, ME 04619	n/a	0.03 NW	20
71219004	CALAIS RECREATION DEPT 344 MAIN ST CALAIS, ME 04619	n/a	0.03 NW	1
52211002	BANK OF MAINE 344 MAIN ST CALAIS, ME 04619	n/a	0.03 NW	14
44611009	TREWORGY PHARMACY 333 MAIN ST CALAIS, ME 04619	n/a	0.03 W	14
45399852	MAINELINE STUDIO 387 MAIN ST CALAIS, ME 04619	n/a	0.04 E	3
72251117	BORDER TOWN SUBZ 313 MAIN ST CALAIS, ME 04619	n/a	0.05 W	2
92312003	HEALTH & HUMAN SVC 50 NORTH ST CALAIS, ME 04619	n/a	0.05 SW	33
72251117	OVER A BEEF & BREW 393 MAIN ST CALAIS, ME 04619	n/a	0.05 E	12
45121105	CALAIS BOOKSHOP 405 MAIN ST CALAIS, ME 04619	n/a	0.06 E	1
44211024	CALAIS INTERIOR & APPLIANCES 297 MAIN ST CALAIS, ME 04619	n/a	0.06 W	2
44831012	KENDALL'S FINE JEWELERS 293 MAIN ST CALAIS, ME 04619	n/a	0.07 W	5
72231001	CALAIS MOTOR INN 293 MAIN ST	n/a	0.07 W	20

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
81291021	BEN'S FUZY BUTZ 4 PETS 415 MAIN ST CALAIS, ME 04619	n/a	0.07 E	1
22121002	CALAIS LNG 421 MAIN ST CALAIS, ME 04619	n/a	0.07 E	2
22112202	EASTERN MAINE ELECT CO-OP INC 21 UNION ST CALAIS, ME 04619	n/a	0.07 N	33
81211210	REJUVENATION DAY SPA 283 MAIN ST CALAIS, ME 04619	n/a	0.07 W	1
45331001	ST CROIX VALLEY ANTIQUES 2 MONROE ST CALAIS, ME 04619	n/a	0.08 W	1
81111104	CALAIS TIRE & AUTO SUPPLY 284 MAIN ST CALAIS, ME 04619	n/a	0.08 W	4
62419011	HELMSTADTER COUNSELING SVC 5 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	3
62419011	REGIONAL MEDICAL CTR AT LUBEC 5 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	3
92214002	CORRECTIONS DEPT-JUVENILE SVC 5 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	22
92214002	CORRECTIONS DEPT 5 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	22
62419012	CATHOLIC CHARITIES 5 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	7
72251115	YANCY'S RESTAURANT 9 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	10
72251117	WICKACHEE DINING ROOM 282 MAIN ST CALAIS, ME 04619	n/a	0.08 W	9
56199001	VIP INC 64 NORTH ST CALAIS, ME 04619	n/a	0.08 SW	4

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
72251117	KAREN'S MAIN STREET DINER 439 MAIN ST CALAIS, ME 04619	n/a	0.08 E	5
81311008	SECOND BAPTIST CHURCH 21 CHURCH ST CALAIS, ME 04619	C	0.08 SE	3
92111001	CALAIS CITY CLERK 11 CHURCH ST CALAIS, ME 04619	n/a	0.08 E	1
92113001	CALAIS TAX ASSESSOR 11 CHURCH ST CALAIS, ME 04619	n/a	0.08 E	2
92111001	CITY MANAGER 11 CHURCH ST CALAIS, ME 04619	n/a	0.08 E	7
22131003	CALAIS WATER DEPT 11 CHURCH ST CALAIS, ME 04619	n/a	0.08 E	4
81331904	OSCS DRUG & ALCOHOL 6 LOWELL ST CALAIS, ME 04619	n/a	0.08 SW	1
81391005	ST CROIX VALLEY CHAMBER-CMMRC 39 UNION ST CALAIS, ME 04619	2	0.09 NW	1
56151004	MAINE TOURISM ASSN 39 UNION ST # B CALAIS, ME 04619	n/a	0.09 NW	5
62441003	MAINE INDIAN EDUCATION DAYCARE 39 UNION ST # A CALAIS, ME 04619	n/a	0.09 NW	1
62441003	PASSAMAQUODDY INDIAN HEADSTART 39 UNION ST # A CALAIS, ME 04619	n/a	0.09 NW	1
61111007	MAINE INDIAN EDUCATION 39 UNION ST # A CALAIS, ME 04619	DN	0.09 NW	12
81211202	HAIR SOLUTIONS 65 NORTH ST CALAIS, ME 04619	n/a	0.09 SW	1
81341002	KNIGHTS OF COLUMBUS 2 PARK ST CALAIS, ME 04619	F	0.09 E	2
62132003	HALLOWELL & MAC MANNIS	n/a	0.09 E	11

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	4 PARK ST CALAIS, ME 04619			
51111003	CALAIS ADVERTISER	n/a	0.09 SE	10
	23 CHURCH ST CALAIS, ME 04619			
62441003	PASSAMAQUODDY CHILD DEV CTR	n/a	0.09 NW	6
	39A UNION ST CALAIS, ME 04619			
72251117	SCHOONER	n/a	0.09 E	6
	449 MAIN ST CALAIS, ME 04619			
54111002	FLETCHER & MAHAR	FILNSV	0.09 SW	5
	68 NORTH ST CALAIS, ME 04619			
81211202	HEADLINES HAIR STUDIO	n/a	0.09 E	2
	453 MAIN ST CALAIS, ME 04619			
44821007	BOSTON SHOE SHOP	n/a	0.09 W	3
	261 MAIN ST CALAIS, ME 04619			
51912006	CALAIS FREE LIBRARY	n/a	0.10 E	5
	9 UNION ST CALAIS, ME 04619			
54132003	WASHINGTON COUNTY COUNCIL	n/a	0.10 E	1
	5 CHURCH ST CALAIS, ME 04619			
81221002	MAYS FUNERAL HOME	n/a	0.10 SE	8
	26 CHURCH ST CALAIS, ME 04619			
62149301	DOWNEAST HEALTH SVC INC	M	0.10 W	8
	43 UNION ST CALAIS, ME 04619			
81311008	ST ANNE'S EPISCOPAL CHURCH	L	0.10 S	1
	29 CHURCH ST CALAIS, ME 04619			
52421001	J C MILLIKEN AGENCY INC)	0.10 W	9
	254 MAIN ST CALAIS, ME 04619			
42469061	OXYCARE INC	n/a	0.11 SW	5
	73 NORTH ST CALAIS, ME 04619			
49111001	US POST OFFICE	U	0.11 SW	4
	76 NORTH ST			

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
72251117	TOWNHOUSE RESTAURANT 234 MAIN ST CALAIS, ME 04619	n/a	0.12 W	5
62149301	VA CALAIS CLINIC 50 UNION ST CALAIS, ME 04619	BMS	0.12 W	11
44719005	J D THOMAS INC 476 MAIN ST CALAIS, ME 04619	T	0.12 E	21
81341004	ST CROIX BOWLING CLUB 226 MAIN ST CALAIS, ME 04619	n/a	0.13 W	4
44314103	EASTERN MAINE APPLIANCES 86 NORTH ST CALAIS, ME 04619	n/a	0.13 SW	3
92212002	US BORDER PATROL 67 PARK RD CALAIS, ME 04619	n/a	0.13 E	15
53229921	RENT-A-CENTER 483 MAIN ST CALAIS, ME 04619	R	0.14 E	5
33271002	RIER AUTO PARTS 484 MAIN ST CALAIS, ME 04619	n/a	0.14 E	10
81131028	DEAD RIVER CO 87 1/2 NORTH ST CALAIS, ME 04619	n/a	0.14 SW	2
44512001	CALAIS IRVING CONVENIENCE 87 1/2 NORTH ST CALAIS, ME 04619	n/a	0.14 SW	8
53229921	RENT-A-CENTER 205 MAIN ST CALAIS, ME 04619	R	0.14 W	7
61111007	UNOBSKEY COLLEGE 203 MAIN ST CALAIS, ME 04619	B	0.15 W	1
72251115	JOS 195 MAIN ST CALAIS, ME 04619	n/a	0.15 W	7
81311008	BLESSED KATERI TEKAKWITHA PRSH 17 CALAIS AVE CALAIS, ME 04619	E	0.16 E	5

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
72119101	GREYSTONE BED & BREAKFAST 13 CALAIS AVE CALAIS, ME 04619	n/a	0.16 E	2
44112005	ROGER'S AUTO SALES 494 MAIN ST CALAIS, ME 04619	n/a	0.16 E	3
81311008	FIRST CONGREGATIONAL CHURCH 21 CALAIS AVE CALAIS, ME 04619	3	0.16 SE	1
45322018	CALAIS PRESS 23 WASHINGTON ST CALAIS, ME 04619	n/a	0.16 S	4
53121003	DICENZO REALTY INC 23 WASHINGTON ST CALAIS, ME 04619	n/a	0.16 S	3
72251117	MC DONALD'S 99 NORTH ST CALAIS, ME 04619	K	0.16 SW	50
44131011	VIP PARTS TIRES & SVC 102 NORTH ST CALAIS, ME 04619	n/a	0.17 SW	10
48531002	CITY CAB 56 CHURCH ST CALAIS, ME 04619	n/a	0.17 S	1
81311008	IMMACULATE CONCEPTION CHURCH 31 CALAIS AVE CALAIS, ME 04619	E	0.17 SE	2
54111002	DAN LACASSE LAW OFFICE 27 WASHINGTON ST CALAIS, ME 04619	FGHLNV	0.18 S	2
92811003	ARMY NATIONAL GUARD RECRUITER 22 CALAIS AVE CALAIS, ME 04619	n/a	0.18 SE	8
92113003	US TREASURY DEPT 1 MAIN ST CALAIS, ME 04619	n/a	0.18 E	6
92213003	US JUSTICE DEPT 1 MAIN ST CALAIS, ME 04619	n/a	0.18 E	11
54121301	H&R BLOCK 109 NORTH ST CALAIS, ME 04619	H	0.18 SW	1
62331206	SUNRISE OPPORTUNITIES	n/a	0.20 SE	8

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	36 CALAIS AVE CALAIS, ME 04619			
44611009	RITE AID	F	0.21 W	11
	106 MAIN ST CALAIS, ME 04619			
81111104	O'BRIEN'S QUALITY AUTO CARE	n/a	0.22 E	5
	520 MAIN ST CALAIS, ME 04619			
81231001	NORTH STREET WASH & DRY	n/a	0.23 SW	2
	125 NORTH ST CALAIS, ME 04619			
51213101	STATE CINEMAS	n/a	0.23 W	5
	79 MAIN ST CALAIS, ME 04619			
62331206	UNION VILLAGE ADULT FAMILY	n/a	0.24 W	4
	36 HIGH ST CALAIS, ME 04619			
72251510	DUNKIN' DONUTS	D	0.24 SW	20
	131 NORTH ST CALAIS, ME 04619			
48851006	A N DERINGER INC	n/a	0.24 W	14
	12 WHITNEY ST CALAIS, ME 04619			
92312003	US HEALTH & HUMAN SVC	n/a	0.24 W	33
	12 WHITNEY ST CALAIS, ME 04619			
53223006	VIDEO 2000	n/a	0.24 W	4
	60 MAIN ST CALAIS, ME 04619			
45211201	MARDEN'S SURPLUS & SALVAGE	n/a	0.25 W	43
	61 MAIN ST CALAIS, ME 04619			
71394020	HOWARD FOX MEMORIAL POOL	n/a	0.25 S	5
	54 CALAIS AVE CALAIS, ME 04619			
44531004	DUTY FREE AMERICAS	n/a	0.26 W	17
	40 MAIN ST # 2 CALAIS, ME 04619			
45399878	HARDWICK'S	n/a	0.26 W	17
	40 MAIN ST CALAIS, ME 04619			
92811007	ARMY NATIONAL GUARD RECRUITER	n/a	0.26 S	57
	57 CALAIS AVE			

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
44512001	BEST STOP 37 MAIN ST CALAIS, ME 04619	n/a	0.27 W	4
81311008	JEHOVAH'S WITNESSES 143 NORTH ST CALAIS, ME 04619	N	0.27 SW	7
49311008	AMMER WAREHOUSE INC 14 MAIN ST CALAIS, ME 04619	n/a	0.28 W	6
49311008	AMMEX WAREHOUSE INC 10 MAIN ST CALAIS, ME 04619	n/a	0.28 W	21
92112006	CALAIS CITY SEWAGE PLANT ELM ST CALAIS, ME 04619	n/a	0.29 E	3
71394010	CALAIS COMMUNITY CTR ACADEMY ST CALAIS, ME 04619	n/a	0.29 S	3
23832009	WILSONS CUSTOM PAINTING 58 MONROE ST CALAIS, ME 04619	n/a	0.31 SW	1
54121903	TAMMI J SMITH TAX & ACCTG SVC 166 NORTH ST # A CALAIS, ME 04619	n/a	0.32 SW	3
45299013	FAMILY DOLLAR STORE 172 NORTH ST CALAIS, ME 04619	E	0.34 SW	5
52211001	CARDTRONICS ATM 175 NORTH ST CALAIS, ME 04619	n/a	0.35 SW	0
81211202	HAIR MASTERS 180 NORTH ST CALAIS, ME 04619	3	0.36 SW	18
72251117	KING CHINA 180 NORTH ST CALAIS, ME 04619	n/a	0.36 SW	8
72251115	DOWN EAST PIZZA 183 NORTH ST CALAIS, ME 04619	n/a	0.37 SW	1
44413005	JOHNSON'S TRUE VALUE 188 NORTH ST CALAIS, ME 04619	2	0.38 SW	13

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
23835013	SUNRISE OPPORTUNITIES 19 EATON ST CALAIS, ME 04619	n/a	0.38 E	6
44511003	CALAIS IGA FOODLINER 200 NORTH ST CALAIS, ME 04619	L	0.41 SW	100
54111002	MITCHELL & MITCHELL 603 MAIN ST CALAIS, ME 04619	n/a	0.41 E	4
62331205	MEALS FOR ME 604 MAIN ST CALAIS, ME 04619	n/a	0.42 E	1
72251303	SANDWICH MAN 206 NORTH ST CALAIS, ME 04619	n/a	0.42 SW	4
72251117	SUBWAY 207 NORTH ST CALAIS, ME 04619	R	0.42 SW	13
52211002	MACHIAS SAVINGS BANK 210 NORTH ST CALAIS, ME 04619	n/a	0.43 SW	11
52421001	CLARK INSURANCE 90 GERMAIN ST CALAIS, ME 04619	L	0.45 S	2
53132003	CLARK REAL ESTATE & APPRAISAL 90 GERMAIN ST CALAIS, ME 04619	n/a	0.45 S	1
44611009	RITE AID 223 NORTH ST CALAIS, ME 04619	F	0.47 SW	20
72111002	INTERNATIONAL MOTEL 626 MAIN ST CALAIS, ME 04619	n/a	0.47 E	8
81392006	MAINE STATE FEDERATION 89 LAFAYETTE ST CALAIS, ME 04619	n/a	0.48 S	1
52211002	BANGOR SAVINGS BANK 232 NORTH ST CALAIS, ME 04619	n/a	0.48 SW	6
51511203	WQDY 637 MAIN ST CALAIS, ME 04619	n/a	0.49 E	7
62331206	NORTH ST BRIDGE HOME	n/a	0.51 SW	4

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	241 NORTH ST CALAIS, ME 04619			
72251117	BURGER KING	C	0.54 SW	15
	254 NORTH ST CALAIS, ME 04619			
53212016	U-HAUL NEIGHBORHOOD DEALER	6	0.54 E	2
	658 MAIN ST CALAIS, ME 04619			
71394011	VENUS & APOLLO FITNESS CTR	n/a	0.55 E	1
	12 BARKER ST CALAIS, ME 04619			
62221001	COMMUNITY HEALTH & COUNSELING	n/a	0.55 E	8
	10 BARKER ST CALAIS, ME 04619			
71394011	CURVES	C	0.56 SW	7
	263 NORTH ST CALAIS, ME 04619			
81211202	HAIR I AM	n/a	0.56 SE	1
	78 BARKER ST CALAIS, ME 04619			
45311001	FLOWERS BY JANIE	n/a	0.57 SW	1
	267 NORTH ST CALAIS, ME 04619			
45392002	CAT'S EYE GALLERY	n/a	0.58 SW	2
	272 NORTH ST CALAIS, ME 04619			
42472014	DEAD RIVER CO	n/a	0.58 E	12
	18 SOUTH ST CALAIS, ME 04619			
61111007	CALAIS ELEMENTARY SCHOOL	EKN	0.60 SW	40
	53 GARFIELD ST CALAIS, ME 04619			
62441003	ST CROIX EARLY KINDERGARTEN	n/a	0.60 SW	4
	53 GARFIELD ST CALAIS, ME 04619			
53223009	REDBOX	R	0.60 E	0
	91 SOUTH ST CALAIS, ME 04619			
56172001	BRENDA'S CLEANING	n/a	0.61 S	35
	131 LAFAYETTE ST CALAIS, ME 04619			
81291003	PAWS HUMANE SOCIETY	n/a	0.61 E	2
	84 SOUTH ST			

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
92214002	CORRECTIONS DEPT 88 SOUTH ST CALAIS, ME 04619	n/a	0.61 E	22
44132001	WALMART TIRE & LUBE EXPRESS 88 SOUTH ST CALAIS, ME 04619	n/a	0.61 E	3
92213002	WASHINGTON COUNTY DIST ATTY 88 SOUTH ST CALAIS, ME 04619	n/a	0.61 E	5
44512001	CIRCLE K 691 MAIN ST CALAIS, ME 04619	F	0.62 E	7
52211001	CARDTRONICS ATM 691 MAIN ST CALAIS, ME 04619	n/a	0.62 E	0
62311016	CALAIS ALTERNATIVE CARE HOME 152 SOUTH ST CALAIS, ME 04619	n/a	0.63 SE	93
62331206	REMELIAH HOUSE ADULT FAMILY 10 MAHAR LN CALAIS, ME 04619	n/a	0.64 S	4
81211202	ELIZABETH'S BEAUTY SHOPPE 292 NORTH ST CALAIS, ME 04619	n/a	0.66 SW	1
52213003	DOWNEAST CREDIT UNION 295 NORTH ST CALAIS, ME 04619	n/a	0.68 SW	2
54191001	ACROBAT RESEARCH INC 295 NORTH ST CALAIS, ME 04619	n/a	0.68 SW	5
44413005	CALAIS ACE HOME CTR 295 NORTH ST CALAIS, ME 04619	1	0.68 SW	12
62419011	EASTPORT HEALTHCARE CALAIS CTR 55 FRANKLIN ST CALAIS, ME 04619	n/a	0.68 SE	4
54151104	LORD'S COMPUTER SVC 8 FRANKLIN ST CALAIS, ME 04619	n/a	0.68 E	1
62111107	CALAIS REGIONAL SURGICAL SVC 15 PALMER ST CALAIS, ME 04619	49	0.72 SE	4

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
44412003	SHERWIN-WILLIAMS 305 NORTH ST CALAIS, ME 04619	G	0.73 SW	3
62211002	CALAIS REGIONAL HOSPITAL 24 HOSPITAL LN CALAIS, ME 04619	EHNR	0.74 SE	250
62161001	CALAIS REGIONAL HOSPITAL HOME 24 HOSPITAL LN CALAIS, ME 04619	n/a	0.74 SE	8
62111107	CALAIS REGIONAL MED SVC 18 PALMER ST CALAIS, ME 04619	R	0.74 SE	10
44512001	ON THE RUN 311 NORTH ST CALAIS, ME 04619	R	0.76 SW	7
44719005	CALAIS MOBIL 311 NORTH ST CALAIS, ME 04619	4	0.76 SW	6
92216003	CALAIS FIRE DEPT 312 NORTH ST CALAIS, ME 04619	n/a	0.76 SW	34
23731007	CALAIS CITY PUBLIC WORKS 312 NORTH ST CALAIS, ME 04619	P	0.76 SW	8
92212003	CALAIS POLICE DEPT 312 NORTH ST CALAIS, ME 04619	n/a	0.76 SW	13
52211002	FIRST 319 NORTH ST CALAIS, ME 04619	n/a	0.80 SW	7
92314003	US VETERANS AFFAIRS DEPT 1 PALMER ST CALAIS, ME 04619	n/a	0.80 SE	3
81311008	ST CROIX VALLEY ASSEMBLY-GOD 322 NORTH ST CALAIS, ME 04619	2	0.81 SW	1
62311016	ATLANTIC REHAB & NURSING CTR 32 PALMER ST CALAIS, ME 04619	n/a	0.81 SE	80
42472014	V L TAMMARO OIL CO 325 NORTH ST CALAIS, ME 04619	n/a	0.82 SW	1
52421001	ALLSTATE)BL	0.82 SW	2

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	325 NORTH ST CALAIS, ME 04619			
81331904	DISCOVERY HOUSE	n/a	0.84 SW	15
	13 BEECH ST CALAIS, ME 04619			
23835003	BEEK CARPENTRY	n/a	0.84 SW	1
	21 BEECH ST CALAIS, ME 04619			
62132003	CALAIS FAMILY EYE CARE	n/a	0.84 SW	4
	330 NORTH ST CALAIS, ME 04619			
45411302	J C PENNEY CATALOG CTR	1	0.84 SW	2
	16 BEECH ST CALAIS, ME 04619			
23822025	A & E PLUMBING	n/a	0.84 SW	3
	16 BEECH ST CALAIS, ME 04619			
62419025	WASHINGTON PLACE ASSISTED LVNG	n/a	0.84 SE	24
	40 PALMER ST CALAIS, ME 04619			
62111107	CALAIS REGIONAL MED SVC OB/GYN	n/a	0.85 SE	7
	37 PALMER ST CALAIS, ME 04619			
62139916	CALAIS OB-GYN	n/a	0.85 SE	5
	37 PALMER ST # 2 CALAIS, ME 04619			
81141101	ACE SERVICE CTR	n/a	0.86 SW	2
	334 NORTH ST CALAIS, ME 04619			
81121206	CALAIS COMPUTER PLUS	n/a	0.86 SW	10
	334 NORTH ST CALAIS, ME 04619			
23821007	RIVERSIDE ELECTRIC	n/a	0.86 SW	5
	334 NORTH ST CALAIS, ME 04619			
62161001	CALAIS REGIONAL HOSP HM HEALTH	n/a	0.87 SE	8
	43 PALMER ST CALAIS, ME 04619			
23821007	BORDER ELECTRIC INC	n/a	0.88 SW	30
	337 NORTH ST CALAIS, ME 04619			
45399102	CIGARET SHOPPER	n/a	0.88 SW	2
	338 NORTH ST			

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
44511003	PARADIS SHOP 'N SAVE 361 SOUTH ST CALAIS, ME 04619	n/a	0.90 S	110
61111007	CITY OF CALAIS SUPT OF SCHOOLS 51 PALMER ST CALAIS, ME 04619	n/a	0.90 SE	45
92112007	WASHINGTON COUNTY PSYCHTHRPY 51 PALMER ST CALAIS, ME 04619	n/a	0.90 SE	2
44419044	EBS BUILDING SUPPLIES INC 372 SOUTH ST CALAIS, ME 04619	n/a	0.94 S	12
53121003	DUE EAST REAL ESTATE 353 NORTH ST CALAIS, ME 04619	n/a	0.95 SW	3
44611009	WALMART PHARMACY 379 SOUTH ST CALAIS, ME 04619	J	0.97 S	9
45211101	WALMART 379 SOUTH ST CALAIS, ME 04619	J	0.97 S	120
81292103	WALMART ONE HOUR PHOTO 379 SOUTH ST CALAIS, ME 04619	3	0.97 S	2
81311008	CALAIS UNITED METHODIST CHURCH 849 MAIN ST CALAIS, ME 04619	R	0.97 E	2
92215001	PROBATION & PAROLE 382 SOUTH ST CALAIS, ME 04619	n/a	0.98 S	1
92211006	DISTRICT COURT 382 SOUTH ST # B CALAIS, ME 04619	n/a	0.98 S	3
92612009	MOTOR VEHICLE REGISTRY 376 NORTH ST CALAIS, ME 04619	DV	1.00 SW	2
42345028	COASTAL MEDICAL TECH INC 376 NORTH ST CALAIS, ME 04619	n/a	1.00 SW	3
92112008	ASPIRE DEPT 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	4

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
92112008	FAMILY INDEPENDENCE TANF 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	17
92313004	HUMAN SERVICES ELDER & ADULT 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	1
92313004	HUMAN SERVICES PUBLIC HEALTH 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	2
92313004	HUMAN SERVICES OMB OPERATIONS 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	17
92313004	HUMAN SERVICES DEPT 392 SOUTH ST CALAIS, ME 04619	n/a	1.03 S	20
53111002	CALAIS METHODIST HOMES INC 116 PALMER ST CALAIS, ME 04619	n/a	1.05 E	4
61111007	CALAIS DAY TREATMENT PROGRAM 127 PALMER ST CALAIS, ME 04619	n/a	1.05 E	100
62419011	FAMILY COUNSELING SVC 127 PALMER ST CALAIS, ME 04619	n/a	1.05 E	7
62399002	WASHINGTON COUNTY PSYCHTHRYPY 127 PALMER ST CALAIS, ME 04619	n/a	1.05 E	1
62419012	CALAIS CHILDREN'S PROJECT 127 PALMER ST CALAIS, ME 04619	n/a	1.05 E	5
53113001	CALAIS SELF STORAGE 406 SOUTH ST CALAIS, ME 04619	n/a	1.09 S	2
81131043	CLEAR VIEW CLEANING 26 PLUM TREE LN CALAIS, ME 04619	n/a	1.13 S	1
81211202	DEBBIE'S BEAUTY SHOP 41 HARRISON ST CALAIS, ME 04619	n/a	1.23 S	1
54194002	CALAIS VETERINARY CLINIC 436 NORTH ST CALAIS, ME 04619	S1	1.28 SW	4
45399878	MAENHOUT MONUMENTS	n/a	1.38 E	2

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	24 STEAMBOAT ST CALAIS, ME 04619			
62311001	NEW HORIZONS	n/a	1.39 S	5
	526 SOUTH ST CALAIS, ME 04619			
23891048	BUNNY'S SEPTIC SVC	n/a	1.39 E	2
	25 STEAMBOAT ST CALAIS, ME 04619			
81222002	CALAIS CATHOLIC CEMETERY	n/a	1.39 SW	4
	SOUTH ST CALAIS, ME 04619			
81222002	EVERGREEN CEMETERY	n/a	1.39 SW	4
	SOUTH ST CALAIS, ME 04619			
81311008	SEVENTH-DAY ADVENTIST CHURCH	S	1.44 SW	1
	8 CHAPEL ST CALAIS, ME 04619			
45111055	CALAIS SCREEN PRINTING PLUS	n/a	1.44 SW	3
	472 NORTH ST CALAIS, ME 04619			
52421001	ALLSTATE	B	1.44 SW	3
	472 NORTH ST CALAIS, ME 04619			
52421001	SHERRARD INSURANCE	B	1.44 SW	1
	472 NORTH ST CALAIS, ME 04619			
81211202	HAIR SHANTY	n/a	1.46 SW	2
	474 NORTH ST CALAIS, ME 04619			
99999004	WASHINGTON-HANCOCK COMMUNITY	n/a	1.48 SE	3
	CALAIS, ME 04619			
54151905	AD-BASE SYSTEMS INC	n/a	1.48 SE	3
	CALAIS, ME 04619			
54161802	LIVINGSTON INTERNATIONAL INC	n/a	1.48 SE	5
	31 SMITH ST CALAIS, ME 04619			
56171009	ORKIN	O	1.48 SE	18
	CALAIS, ME 04619			
51111003	ADVOCATE-ST CROIX PTG & PUB	n/a	1.48 SE	30
	PO BOX 777			

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
	CALAIS, ME 04619			
53119003	JOHNSON PROPERTIES INC PO BOX 954 CALAIS, ME 04619	n/a	1.48 SE	2
92112009	ST CROIX INTL HISTORIC SITE RR 1 CALAIS, ME 04619	n/a	1.48 SE	1
54111002	JOE BORNSTEIN LAW OFFICES CALAIS, ME 04619	n/a	1.48 SE	4
62111107	HEALTHWAYS CALAIS, ME 04619	n/a	1.48 SE	8
81222007	WASHINGTON COUNTY CREMATION PO BOX 762 CALAIS, ME 04619	n/a	1.48 SE	2
23611505	FUNDY CONTRACTORS INC 47 SMITH ST CALAIS, ME 04619	n/a	1.48 SE	3
11199803	BRIDGES BROS INC RR 1 CALAIS, ME 04619	n/a	1.48 SE	3
92615004	LABOR DEPARTMENT BENEFIT CLAIM CALAIS, ME 04619	n/a	1.48 SE	12
23731010	CAMERON ASPHALT PAVING 1315 WESTMINSTER ST CALAIS, ME 04619	n/a	1.48 SE	3
54111002	JACKSON & MAC NICHOL CALAIS, ME 04619	n/a	1.48 SE	4
44619903	VOGUE OPTICAL LTD CALAIS, ME 04619	n/a	1.48 SE	2
99999005	CONOLLY GLEN W CALAIS, ME 04619	n/a	1.48 SE	3
51721014	US CELLULAR 483 NORTH ST CALAIS, ME 04619	U	1.49 SW	4
42369026	PCT COMMUNICATIONS 483 NORTH ST CALAIS, ME 04619	n/a	1.49 SW	10

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Number of Employees
42491012	C & E FEEDS 482 NORTH ST CALAIS, ME 04619	n/a	1.49 SW	2
23822025	ANDROC PLUMBING & HEATING 484 NORTH ST CALAIS, ME 04619	n/a	1.49 SW	6
44812010	CABIN FEVER EMBROIDERY 490 NORTH ST CALAIS, ME 04619	n/a	1.53 SW	1
44719005	SHELL 1 BARING ST CALAIS, ME 04619	T	1.56 SW	5
71391002	ST CROIX COUNTRY CLUB 48 RIVER RD CALAIS, ME 04619	X	1.59 E	8
81211202	SCISSORS BY THE SEA OF BEAUTY 89 BOARDMAN ST CALAIS, ME 04619	n/a	1.69 S	2
48531002	GARY'S TAXI 11 SUMMER ST CALAIS, ME 04619	n/a	1.72 SW	1
23821007	BORDER ELECTRIC 63 BARING ST CALAIS, ME 04619	n/a	1.76 SW	4