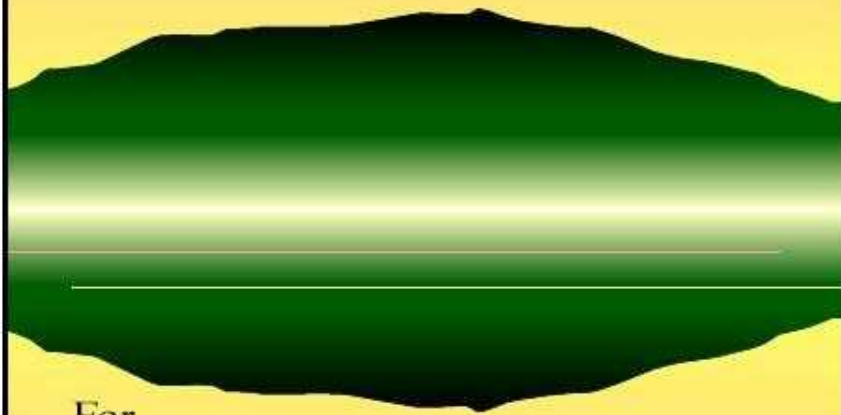


Community Economic Development Strategy



For
Upper Valley
Economic Council



Prepared By
Northern
Maine
Development
Commission

Update 2012

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Upper Valley Economic Council Community Economic Development Strategy

1 INTRODUCTION

1.1 What Is A Community Based Economic Development Strategy?

A Community Based Economic Development Strategy (CEDS) is a process of managing change through determining what is wanted and needed and ensuring that goals are achieved. It is a means of setting priorities for effective use of scarce public resources. There is no consistent definition of strategic planning, perhaps because it is utilized by a wide variety of users for different purposes. In its simplest terms a CEDS can be any activity which provides additional or better jobs and income, given the community's quality of life. A broader definition is *“the process of creating wealth by mobilizing human, financial, physical, and natural resources to produce (generate) marketable goods and services.”*

Successful plans have similar components, but stakeholder commitment is critical to the development and the implementation of the planned actions. Strategic plans usually look at a 10-year time period. The original UVEC CEDS was developed in 2000. As UVEC enters into its second 10-year interval, the original plan must be reviewed to see what course corrections may be in order; to determine if the vision and goals are still relevant; what objectives have been achieved and what new objectives will need to be met in order to achieve the outcomes desired by the current UVEC board and supporting communities.

Community based strategic planning is a process that develops a long-term vision supported by the steps and actions which enable the organization to reach its goals. It is based on the belief that people should control and determine their own lives as much as possible. The communities must be involved and committed to working together. The process of thinking, visualizing, interacting, conceptualizing, decision making and problem solving are more important than the content of the plan itself. If the community is not involved in developing the content of the plan, there is little value to the plan.

The Upper Valley Economic Council (UVEC) member communities accept the inevitability of change. The best way to deal with change is to initiate it. It is agreed that initiating change can influence the future. The UVEC communities have developed this strategic plan and are committed to it. Implementation of the plan will be achieved for the most part through community partnerships. There is a commitment to continual

monitoring and evaluation. Alterations to and even rewriting the plan may be necessary over time, as the plan is dynamic and responsive to changing conditions and priorities. This community based strategic plan ensures a strong economic future for UVEC region.

1.2 Asset-Based CEDS - The Analytical Approach

The asset-based approach empowers and engages local citizens, business and civic leaders to take control and stewardship of their own economic prosperity by identifying and mobilizing indigenous assets, instead of becoming mired in the despair of problems and limitations, or waiting for some government agency to come to the rescue.¹ Simply put, the asset-based approach focuses on the positive; needs-based approach focuses on the negative. The following graphic illustrates the differences between these approaches.

Asset Based Approach to CED	Needs Based Approach to CED
Positive focus, identifies and mobilizes unique talents, skills, and assets as a foundation for growth	Negative focus on problems and needs requiring external resources to address
Community driven development – Empowers people to do things themselves	Development driven by external agencies and resources
Strengthens our confidence in our own capacities and inspires us to take action to control our own destiny	Relies on others and presumes the cavalry from the state of federal government will be the salvation
Collaborative, participatory, and grass roots empowered	Reinforces fragmented, disconnected efforts. Staff operations and goals
Identifies, leverages, and sustains indigenous assets while growing local experts and their capacity	Reliance on outside resources as short-term solutions. Fails to build capacity of local leaders
Leverages assets and builds on strengths to speed growth	Highlights liabilities and ‘gaps’ thereby limiting growth
Benchmarks the current economy, established measurable goals which are business case based	Grant driven with only aspirational goals that have no defined timeframes or measurement of success

Figure 1: Asset v. Needs Approach (Source: ViTAL Economy)

¹ ViTAL Economy Alliance, Mobilize Maine initiative, 2010

2 THE STRATEGIC PLANNING PROCESS

The process involves five phases. As strategic planning is an ongoing, dynamic and responsive process, this document becomes the benchmark from which all future activities and outcomes are measured. The following descriptions indicate the relationship of each of the phases.

2.1 Phase 1 - Program Development

This phase establishes what is to be accomplished and the most appropriate process to achieve the community economic development strategy. The Upper Valley Economic Council applied for and received funding through the Local Business Development Marketing Partnership Program in 1999. That proposal, along with the Regional Comprehensive Economic Development Strategy and the Patten Business Development Plan set out the basis for developing the original strategy. To further reinforce ownership of the Program, a UVEC council member from each represented community was appointed to the Strategic Plan Advisory Committee (SPAC) to provide input and community leadership. Periodic meetings were held and “homework” assignments were given out so that the SPAC members could circulate through their respective communities, discussing the “homework” issues. This was intended to provide a conduit for community feedback that would otherwise be lost from those not attending public meetings.

In 2011, the UVEC member towns of Sherman and Stacyville applied for and received a community planning grant from the Maine Office of Community Development to complete an update of the original plan. UVEC appointed a 7-member Community Development Advisory Committee (CDAC) to oversee and guide the project. The CDAC is responsible for generating community involvement and awareness of the plan update through a variety of outreach methods.

2.2 Phase 2 - Current Situation Audit

An evaluation of UVEC’s current situation and economic issues helped to identify:

- Strengths
- Required improvements
- Opportunities
- Challenges

No evaluation is complete without first engaging the public to understand their opinions on the current and future state of the economic climate, and what they believe needs to be done to improve it. In order to accomplish this, the CDAC created surveys to identify the priorities of the public on economic issues in the UVEC region. The survey process and results will be discussed further in Section 4 of this plan.

Statistical data from US Census 2010 and the periodic American Community Survey has been compiled and analyzed to form a current economic profile of the UVEC member

communities of Sherman and Stacyville, and includes some labor market information from both the Houlton and Millinocket LMA's. Additionally, analysis and findings from the recent Mobilize Northern Maine initiative final report have provided relevant data and potential opportunities that UVEC will incorporate into the strategic action plan.

As mentioned in the introduction, this update employed the Asset-Based approach in revising UVEC's community economic development strategic plan. This required that an Indigenous Resource Asset Mapping (IRAM) exercise be done to identify resources and assets that give the UVEC region a competitive market advantage in developing specific industry sector business opportunities.

2.3 Phase 3 - Strategic Direction - vision, goals and objectives

Directions for the future were chosen to improve the current situation, build on strengths or opportunities and address weaknesses. The Advisory Committee was tasked with creating a vision statement describing what the UVEC region desires to achieve by the year 2017. The vision and the current situation audit are the building blocks for the goals and objectives. Broad goals were set to aid in achieving the vision. Objectives were then developed which are measurable, quantitative statements of what should be achieved to reach the goals. All of these statements (vision, goals and objectives) provide direction, focus efforts and serve as a compass for all future UVEC activity. Using these tools, each UVEC activity is weighed against the goals and objectives to make sure there is a basis for undertaking it. In this way, resources are focused on achieving objectives that will help reach the stated goals. This lends credibility to the organization and should provide community support to continue forward momentum.

2.4 Phase 4 - Action Plans and Implementation

The UVEC board and office staff, with assistance from community members and consultants, has reviewed the original vision, goals and objectives to decide if they still hold true given the current economic profile. Roles and responsibilities, funding and budget estimates and projected cost/benefits are then outlined for each action where possible.

The estimated costs should be periodically evaluated and updated as necessary to reflect current conditions and available funding sources.

2.5 Phase 5 - Monitoring and Evaluation

As the community economic development strategy is implemented, careful monitoring of the process will help ensure the strategy proceeds on target. Once the strategy or activity is completed, the monitoring process should determine if the expected outcomes are accomplished, and also trigger the timing for beginning subsequent activities identified in the plan.

3 UVEC ECONOMIC PROFILE

3.1 Transportation Resources

Route 2	Interstate 95
Route 212	Route 159
Route 11	Route 158

- 20 minute driving distance to the Houlton Regional Airport.
- 1 ½ hour drive to the Aroostook Regional Airport in Presque Isle.
- Maine Northern Railway operates the state-owned line that passes through Sherman-Stacyville.
- The North Entrance of Baxter State Park is located 20 miles from the intersection of Route 11 by way of Route 159 (Shin Pond Road).

Road distances to major cities (from Patten) are as follows:

<u>CITY</u>	<u>MILES</u>
Presque Isle	90
Millinocket	38
Houlton	38
Bangor	87
Augusta	170
Portland	240

Source: Town of Island Falls and Sherman Comprehensive Plans

3.2 Energy Resources

The electrical power needs for the Towns of Mount Chase, Patten, Stacyville, Sherman, Benedicta, Island Falls, Crystal, Hersey, and Moro Plantation is provided by the Maine Public Service Company (MPS) and the Eastern Maine Electric Co-op., Inc. The once “state-of-the-art” Wheelabrator – Sherman co-generator facility in Sherman Station is not operating. It has been purchased by Niagara Worldwide LLC, and is in the process of being liquidated. The facility generated an average of 20 megawatts per day by burning exclusively wood waste such as sawdust, chips, and bark. There are 2 MET towers in place that are currently analyzing wind data for future wind energy projects in the UVEC area.

Source: Town of Island Falls and Sherman Comprehensive Plans

<http://www.niagaraworldwide.com/site/equipment-for-sale/calendar/>

3.3 Telecommunications

The UVEC region is served by Fairpoint Communications with a fiber optic network for toll calls and for local calls. Fairpoint Communications provides the area with touch tone dialing, local calling services and toll calls within Maine; redial; call forwarding; conference calling; 3-way calling; call waiting; busy transfer; screen billing; teen lines

(separate line that no toll calls can be made from); and toll plans. A Point of Presence (POP) switch has been established in Presque Isle, enhancing the region's ability to attract businesses that need competitively priced and dependable telecommunications service. While Fairpoint offers DSL internet service, the Maine Fiber Company recently completed its "Three Ring Binder" project which provides ultra-modern, high capacity fiber optic cable for lease to all qualified users on an equal basis at a reduced cost while increasing accessibility for communities that previously had little or no access to high speed broadband. There are currently 2 buildings in the UVEC region that have fiber directly to them (ON-NET): 30 Houlton Street in Patten, and 800 Station Road in Stacyville. There is a location on Mill Street in Sherman Station that is scheduled to have fiber in the near future (NEAR-NET). Pioneer Wireless also provides wireless broadband ISP to Benedicta, Sherman, Stacyville, Patten, Crystal and Island Falls.

Wireless cellular providers in the area include US Cellular, AT&T, and Verizon Wireless.

Original Source: Town of Island Falls and Sherman Comprehensive Plans, 1998 Overall Economic Development Program Annual Report, revised with data from Maine Fiber Company, Inc.
<http://www.mainefiberco.com/the-network/maps/>

3.4 Education

Regional School Unit (RSU) #50 has combined School Administrative District #25 with Southern Aroostook Community Schools (SACS), now representing Patten, Mount Chase, Sherman, Hersey, Moro Plantation, Crystal, Dyer Brook, Island Falls, Merrill, Oakfield, and Smyrna. The 2011-2012 attending enrollment was 804 students from Pre-K to Grade 12. SACS has a student population of 394, while Katahdin has 410 students.

Katahdin is a four-year high school with an enrollment of 120 students and 19 professional staff. Over seventy nine percent of the students graduate. Sixty four percent are eligible for free or reduced lunch. Many students go on successfully to postsecondary school. The school board consistently supports strong educational programs for students. There is strong parent/community involvement in school activities.

Honors classes in Spanish, physics, anatomy, chemistry, calculus and English are offered, as well as, an alternative program for students having difficulty with the traditional school setting. Vocational offerings are available in conjunction with other area school systems. The RSU #50 school system also continues to offer Adult Education and a variety of courses through the ITV Center. Recreational programs are offered through the schools, such as basketball, baseball, soccer, tennis, and other extracurricular activities.

Post secondary plans of class of 2012

4-year College – 45%; 2-year College – 25.8%

Other schools – (one year technical programs, Job Corps, Cosmetology school, etc.) – 8.5% Works – 20.7%
Total continuing Education Plans (including Vocational Rehab.) – 67.6%

About 83.9% of the 2012 graduate students originally planning to attend actually enroll and 80.6% stayed enrolled for the first year.

3.5 Public Water and Sewer

The UVEC member communities of Sherman and Stacyville have no public sewer or water infrastructure. The neighboring Town of Patten has operated a municipal water department since December 1977. There are two sources of water supply located in different parts of the water system. Each source supplies in excess of 80 gpm.

The Town of Patten also operates a wastewater treatment facility, located on Lovejoy Road. The treatment system has an influent capacity of 30,200 gallons per day [gpd], an effluent capacity of 103,700 [gpd.], and has a 40-year life span. The system was designed to treat 75 lbs. of BOD per day.

3.6 Public Health and Safety

- The UVEC member communities have active volunteer fire departments and work to continually improve service. Patten and Mt. Chase also have volunteer departments.
- Patten has historically contracted with the member towns to provide ambulance services. The Patten Ambulance Service actively implements continuous improvement measures to provide the best possible services.
- Law enforcement is provided by County Sheriff's Department and the Maine State Police.
- Solid waste disposal in Sherman and Stacyville is handled at the Sherman Transfer Station, while Patten and Mt. Chase are members of the Northern Katahdin Valley Waste Disposal District which has a transfer station in Dyer Brook.
- Northwood General Practice is a board-certified family-practice facility in Sherman, providing a variety of medical services to the UVEC region, with admitting privileges at Houlton Regional Hospital.
- Houlton Regional Hospital is licensed for 25 acute beds and 28 skilled nursing / nursing home beds and has a service area of over 18,000. Services are typical of those of an acute hospital and include a 24 hour physician covered emergency room, comprehensive medical / surgical services and multitude of out-patient services including occupational and physical therapy, speech therapy, respiratory therapy, cardiac and pulmonary rehabilitation.
- Millinocket Regional Hospital (MRH) is a 25 bed Critical Access Hospital, which provides vital health care services to Millinocket, East Millinocket, Medway and their surrounding communities.

3.7 Municipal Government

- The UVEC member towns use a town meeting form of government, with an elected Board of Selectpeople.
- Land Use: Sherman and Stacyville have adopted comprehensive plans. Neither community has yet enacted town wide zoning or building codes.

3.8 Employment

Annual Not Seasonally Adjusted Labor Force, Employment and Unemployment Data - UVEC					
Town	Year	Civilian Labor Force	Employed	Unemployed	Unemployment Rate (%)
Maine	2011	697,300	642,000	55,300	7.9
Sherman	2011	382	330	52	13.6
Stacyville	2011	158	134	24	15.2
Sherman	2010	395	346	49	12.4
Stacyville	2010	163	130	33	20.2
Sherman	2009	404	345	59	14.6
Stacyville	2009	167	130	37	22.2
Sherman	2008	403	368	35	8.7
Stacyville	2008	157	138	19	12.1
Sherman	2007	396	367	29	7.3
Stacyville	2007	157	137	20	12.7
Sherman	2006	397	369	28	7.1
Stacyville	2006	152	136	16	10.5
Sherman	2005	393	369	24	6.1
Stacyville	2005	161	137	24	14.9
Sherman	2004	390	363	27	6.9
Stacyville	2004	157	135	22	14
Sherman	2003	406	366	40	9.9
Stacyville	2003	164	137	27	16.5
Sherman	2002	396	370	26	6.6
Stacyville	2002	157	140	17	10.8
Sherman	2001	387	366	21	5.4
Stacyville	2001	150	138	12	8
Source: Maine Department of Labor, Center for Workforce Research and Information					

Figure 2: 10-year employment picture – UVEC region

Figure 2 illustrates all too well how the economic climate has deteriorated in the UVEC region since 2001. In that time, the area has lost no fewer than 4 major employers and

seen others downsize operations to remain viable. Employers such as Sherman Lumber, Calley & Currier, Porter's Woodworking, Wheelabrator-Sherman, and National Starch employed between 10 and 50 area workers each. At the same time, many people in the UVEC area lost their jobs as Great Northern Paper experienced closures, downsizing, reopening under new ownership, etc.

2011 Monthly Labor Force, Employment and Unemployment Data* - UVEC						
Town	Year	Period	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Sherman	2011	December	400	346	54	13.5
Stacyville	2011	December	153	130	23	15
Sherman	2011	November	388	345	43	11.1
Stacyville	2011	November	155	129	26	16.8
Sherman	2011	October	394	341	53	13.5
Stacyville	2011	October	151	128	23	15.2
Sherman	2011	September	404	343	61	15.1
Stacyville	2011	September	151	129	22	14.6
Sherman	2011	August	405	344	61	15.1
Stacyville	2011	August	152	129	23	15.1
Sherman	2011	July	398	334	64	16.1
Stacyville	2011	July	138	126	12	8.7
Sherman	2011	June	407	347	60	14.7
Stacyville	2011	June	154	130	24	15.6
Sherman	2011	May	410	343	67	16.3
Stacyville	2011	May	161	129	32	19.9
Sherman	2011	April	390	340	50	12.8
Stacyville	2011	April	162	128	34	21
Sherman	2011	March	378	341	37	9.8
Stacyville	2011	March	146	128	18	12.3
Sherman	2011	February	377	339	38	10.1
Stacyville	2011	February	152	127	25	16.4
Sherman	2011	January	381	341	40	10.5
Stacyville	2011	January	148	128	20	13.5
*Not Seasonally Adjusted					Average =	14.3
Source: Maine Department of Labor, Center for Workforce Research and Information						

Figure 3: 2011 monthly comparison of employment - UVEC region

Figure 3 provides a month by month look at employment/unemployment swings in 2011. These upswings and downturns can be so problematic in creating and sustaining economic vitality in the UVEC region, but are symptomatic of the natural resource-based economy that continues to be the cornerstone of the area, even as it struggles.

Figure 4 compares the 2 principal labor market areas that affect the UVEC region – Houlton and Millinocket LMA’s – with all of Maine for selected years, to show how these major business disruptions have impacted the area. Overall, 2009 saw high unemployment statewide and in the UVEC region. However, the state as a whole recovered a bit in 2011 as did the Houlton LMA, but Millinocket experienced the second worst year for unemployment since 2000. The average unemployment for Sherman-Stacyville in 2011 was 14.3%, while the combined average of the Houlton-Millinocket LMA’s was 13.9% for the same year.

Average Annual Labor Force Statistics for Maine & Labor Market Areas							
Labor Market Area	Local Area Unemployment Statistics	Annual 2001	Annual 2007*	Annual 2008*	Annual 2009*	Annual 2010	Annual 2011
Houlton	Civilian Labor Force	8,198	8,479	8,480	8,475	8,514	8,495
	Employed	7,815	7,887	7,831	7,496	7,574	7,653
	Unemployed	383	592	649	979	940	842
	Unemployment Rate	4.7	7.0	7.7	11.6	11.0	9.9
Millinocket	Civilian Labor Force	4,887	3,922	3,913	3,895	3,869	3,792
	Employed	4,610	3,572	3,537	3,288	3,287	3,116
	Unemployed	277	350	376	607	582	676
	Unemployment Rate	5.7	8.9	9.6	15.6	15.0	17.8
Maine	Civilian Labor Force	675,981	699,206	702,862	698,401	700,568	704,078
	Employed	650,699	666,305	665,057	641,189	643,244	651,038
	Unemployed	25,282	32,901	37,805	57,212	57,324	53,040
	Unemployment Rate	3.7	4.7	5.4	8.2	8.2	7.5
Source: Maine Department of Labor, Center for Workforce Research and Information							

Figure 4: Houlton & Millinocket Labor Market Area Comparison with Maine, selected years

The challenge for the UVEC region is to continue to generate new business activity and job creation through strategically using the local resources and assets that are unique and attractive to industry sectors that need them. At the same time, workforce training and educational institutions can build a quality workforce ready to fill job openings for those industry sector businesses that are successfully recruited to grow here. There needs to be a concentrated effort to diversify away from the mature and dominant industries in favor of more high-value and high-skill opportunities that are identified through the analytical approach to community based economic development.

4 CURRENT SITUATION

4.1 Analytical Approach

Aroostook County recently went through a process called Mobilize Northern Maine (MNM) as part of a statewide, regionally lead industry cluster identification and development initiative. The outcome of the MNM process was to uncover regional business opportunities in those industry clusters in which northern Maine held an indigenous competitive advantage, and exhibited market attractiveness.

Aroostook leadership conducted industry cluster potential analysis and prioritization and selected *IT Operations Centers* and *Renewable Energy* clusters, each high in *Competitive Advantage* and *Market Attractiveness*. The size of the bubble represents the level of probability for this cluster to help achieve the regions goals.

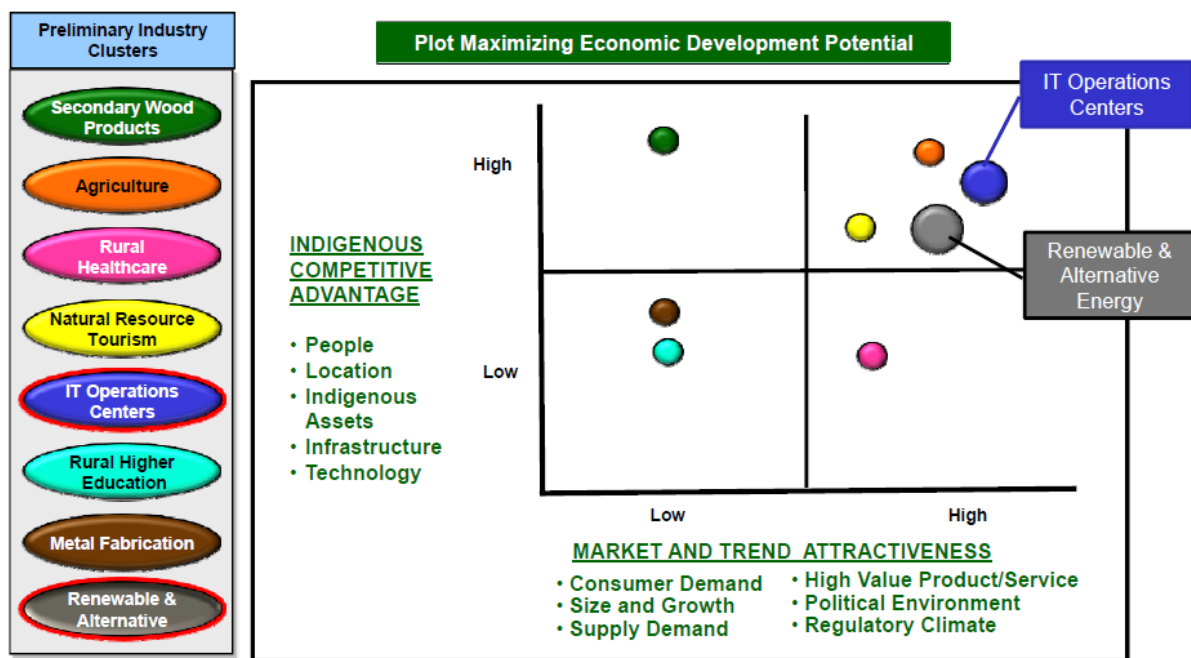


Figure 5: Plotting Economic Development Potential of Industry Clusters *source: ViTAL Economy*

As shown in figure 5, the key elements in assessing indigenous competitive advantage included:

- People
- Location
- Indigenous Assets
- Infrastructure
- Technology

Market and Trend Attractiveness Assessment was based on:

- Consumer Demand
- Size and Growth
- Supply Demand
- High Value Product/Service

- Political Environment
- Regulatory Climate

From this analysis, 2 industry clusters were identified:

- Information Technology Operations Centers
- Renewable and Alternative Energy

The UVEC region includes southern Aroostook and northern Penobscot Counties, including the communities around Sherman and Stacyville (Patten, Mt. Chase, Island Falls, Crystal, Silver Ridge, and Herseytown Twp). This area possesses most of the same resources found throughout the rest of Aroostook County. Therefore, it stands to reason that the largest opportunities would be found in these same 2 industry clusters. However, there also may be other unique opportunities available here that should be explored. For that reason, the CDAC conducted its own indigenous resource asset mapping exercise to identify any other unique niche opportunities as well as assets that could play well with the larger regional strategies focused on the 2 targeted clusters.

The CDAC also felt that the Millinocket Labor Market Area (LMA) should be the primary source for workforce data, but could be inclusive of the Houlton LMA when it makes sense to do so.

4.2 Indigenous Resource Asset Mapping

The CDAC was given the task of identifying unique indigenous resources for consideration in the overall economic development plan for UVEC.

Indigenous Assets listed by the CDAC included:

4.2.1 *Railroad and capacity for new business attraction efforts*

- **Category:** Infrastructure
- **Industry:** Secondary Wood Products/Agriculture/Natural Resource Tourism/Metal Fabrication, and Renewable Energy
- **Leverage** – by working collaboratively with Maine Northern Railway representatives to make them aware of the business opportunities targeted by UVEC an understanding what the railroad can do to assist in business attraction from an infrastructure angle.
- **Value:** additional business growth and job creation; potential for passenger excursions in the future.
- **Benefits** area workforce; Maine Northern Railway
- **Missing** memorandum of understanding with MNR; any marketing materials, status updates on improvements, etc.

4.2.2 *Expertise in wood products/processing industry that exists in the region*

- **Category:** Human/skills/knowledge

- **Leverage** – by creating a mentoring program to help foster new business markets from existing skills (tooling, lumber grading, hand crafted products) to create new value added business development;
- **Value:** keeps historic/regionally important skills intact and creates new businesses with decent paying jobs; takes advantage of local expertise.
- **Benefits** existing businesses like Golden Ridge Wood Products that have capacity (large building, existing workforce, market contacts, and business acumen, pallet businesses that have equipment, experience).
- **Missing** seed capital; incubator system to grow the business.

4.2.3 Home grown talent

- **Category:** Human skills/knowledge (many people that no longer live here, but love the area became successful elsewhere).
- **Leverage** – enlist them to be ambassadors for UVEC region; give them copies of the CEDS strategies/assets/opportunities so they can become a referral resource
- **Value:** free marketing network for business attraction and B2B activity; testimonial/aspiration builder for young adult population
- **Benefits** the fostering of business relationships outside of the region and state; could lead to B2B, new business expansion/relocation, capital investment, tax base increase and additional jobs
- **Missing** linkage to alumni association; annual campaign to court “ambassadors”

4.2.4 Farmers Market

- **Category:** Natural
- **Contact:** Mike/Jane Ricci, 634 Grindstone Road, Stacyville
- **Leverage** – enlist assistance from Dept. of Ag.; local growers; tourism-based businesses; and site owner.
- **Value:** provide additional source of income for growers; community supported agriculture (CSA) could be safe food resource for elderly/low income. Tourism as an attraction with local flavor, culture woven in.
- **Benefits** the local community and visitors; agricultural industry base.
- **Missing** linkage to advertising and organizational leadership to run the market, such as a chamber of commerce (perhaps this is a role that UVEC could take on initially until market got established).

4.2.5 Fallow Farmland

- **Category:** Natural
- **Leverage** – enlist assistance from Dept. of Ag.; local growers; and land owners; University Cooperative Extension Service; Natural Resource Conservation Service; work already done in commercial wind energy development.

- **Value:** keeping farmland in production as opposed to reverting back to forest; find alternative crop that can be produced inexpensively and have a positive cash return; become a part of the burgeoning renewable energy cluster, and supply local and export markets with renewable fuel resource.
- **Benefits** the local community and agricultural industry base.
- **Missing:**
 - Niche feed stock market(s) for rotation crop(s).
 - the proof of concept and marketability research outcomes from University that show local farmers can profitably grow the right grass varieties for pellet production;
 - There is a grass pellet market (residential or commercial) either locally or outside that will sustain production so that farmers can realize an adequate return on the required investment.
 - There is an affordable combustion appliance that can efficiently burn the grass pellets.

4.2.6 *Sherman Industrial Parcel*

- **Category:** Infrastructure
- **Leverage** – 50 acres with 3-phase power; location in close proximity to I-95 and other transportation corridors; Aroostook Partnership for Progress marketing contacts; backing from federal delegation and state agencies; future near-net fiber optic in Sherman Station.
- **Value:** pre-approved Greenfield location, ready to develop for industrial or commercial uses.
- **Benefits** the local community and region through increased tax base, public relations and job creation.
- **Missing:** reinvigorated economic climate, effective and targeted business attraction/expansion efforts, and offsets for transportation and energy costs.

4.3 Public Opinion

As mentioned in Section 2, the CDAC created surveys to identify the priorities and opinions of the public on economic issues in the UVEC region. The three distinct audiences that the CDAC wanted to engage were the residents, businesses, and the junior-senior high school students.

4.3.1 *Resident Survey*

The resident survey was quite brief and was aimed at the current available and/or employed workforce, but also learned from the low-moderate income residents (including unemployed and the “working poor”). The primary focus of the survey was to determine what the respondents felt were the biggest obstacles to successfully finding a job; the reasons why unemployment in the UVEC region was so high; what industries or businesses would be most successful here; and which industries or businesses they’d most like to work in. By gaining some insight in these issues, UVEC could develop some goals and strategies to validate the responses and take actions to improve the employment situation. For example, if the response indicated that there was little interest in working in

a certain industry, it might temper the level of effort in attracting businesses in that industry sector, or it might mean that some public awareness efforts first needed to occur to change the perception of what those jobs were actually like.

1. **Are you currently working?** 63% of respondents were not working; 22% had part-time work.
2. **If you are not working, why?** 35% of respondents indicated they were unable to work; the second highest percentage had no response, which is likely and indication they may mostly be retired. The 3rd highest percentage indicated that available jobs were too far away. This is likely to mean that if they were offered these positions, they may not be lucrative enough to pay for travel, lodging or relocation. It could also mean that people simply did not choose to leave their roots...possibly because they owned their homes or housing costs were more manageable here, or because there was a support system here that could not be duplicated elsewhere.
3. **What do you think is the greatest cause of high unemployment in the area?** 55% feel that the lack of jobs in general is the main cause of unemployment in the area, followed by 45% that believe distance to where jobs are is the greatest cause. Either way, job creation is a primary issue and one that UVEC needs to really focus on. Raising the median income level (33%) needs to be tied to job creation strategies. High transportation costs (30% response) could actually be interpreted 2 ways: as related to commuting to work, or as related to cost of doing business...either way, anything that can reduce transportation costs, whether it be a ride share program or public transportation network to increasing cost effective rail service, trans-load alternatives, or warehousing/distribution, should be a considered possible solutions toward lessening the impact of high transportation costs.
4. **In your opinion, which of the following industries have the best chance of generating good jobs in the Upper Valley region?** 47% of the responses were for agriculture as having the greatest chance for success; 33% of responses were for traditional forest products, with renewable energy coming in 3rd at 28% and healthcare-related businesses 4th at 22%. These responses somewhat align with the findings from Vital Economy's Mobilize Northern Maine asset mapping initiative, which found that in considering indigenous competitive advantage compared to market/trend attractiveness, northern Maine's best chance at reaching economic development goals would come from growing the renewable /alternative energy and information technology clusters, though close behind these 2 clusters were natural resource tourism and agriculture.
5. **What industry would you most like to work in, providing you had the opportunity to receive proper training?** In contrast to the findings from the last question about which industries would have the best chance of generating good jobs in the UVEC region (see figure 3), the majority (28%) chose manufacturing,

with healthcare a close second. Agriculture – the most popular business choice was 3rd as an employment choice at 18%, while tourism and retail were tied for 4th most popular choice at 17%. Interestingly, traditional forest products and renewable energy were selected as the 2nd and 3rd best chance for generating good jobs but only 8% of the respondents wanted to work in either industry.

4.3.2 Area Business Survey

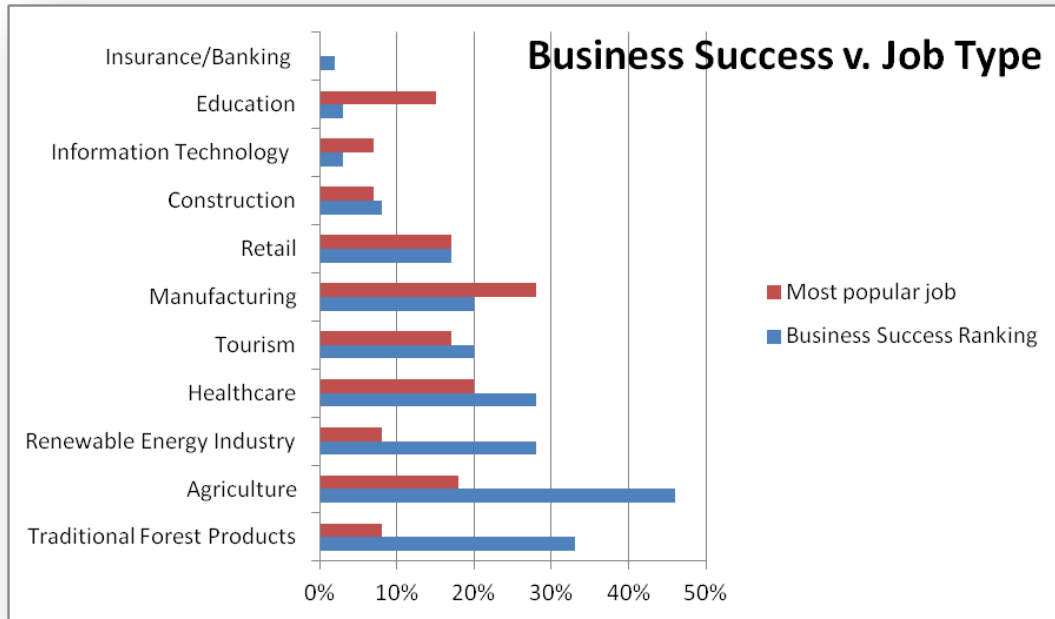


Figure 6: Business Success v. Jobs Desired

The area business survey was a bit more detailed with the purpose of finding out how local employers felt about the quality and quantity of the workforce (training needs); general business issues (regulatory climate); specific business issues including energy, transportation, and taxation (environment and infrastructure); and areas where they needed technical assistance (exporting, marketing, productivity, etc.). The entire survey summary is included in Appendix D. The following is a recapitulation of the major findings and conclusions from the survey results.

Business Profile

The survey was sent to 40 selected local area businesses representing a good cross section of industry sectors. Eleven surveys were completed and returned for a response rate of 28%. The industry sector breakdown on responders was 54% retail; 27% tourism; 1 wood products and 1 commercial business. Most of the responders employed between 1 and 10 workers, while 1 responder employed between 25 and 50 workers.

Workforce

There were no major issues with regard to workforce availability and quality. The majority of responders indicated good or average availability in most labor classifications as shown in Figure 7.

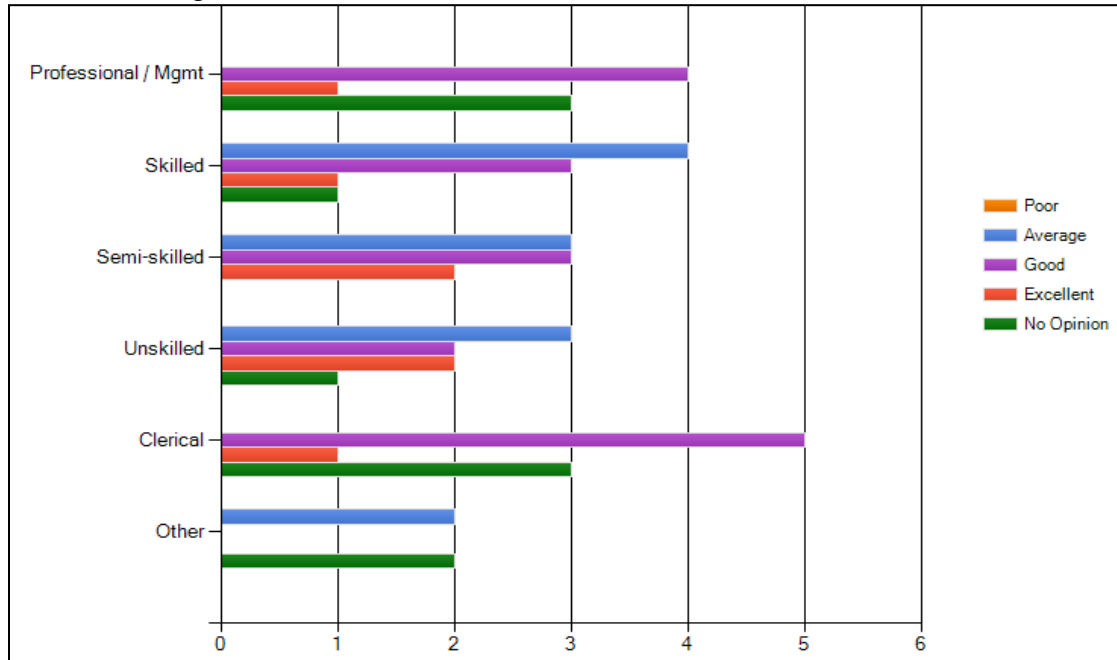


Figure 7: Workforce Availability by Classification

Likewise labor quality was not cited as a major issue. Figure 8 shows the quality of professional/management, clerical, and unskilled were rated good, while skilled and semi-skilled positions were considered average.

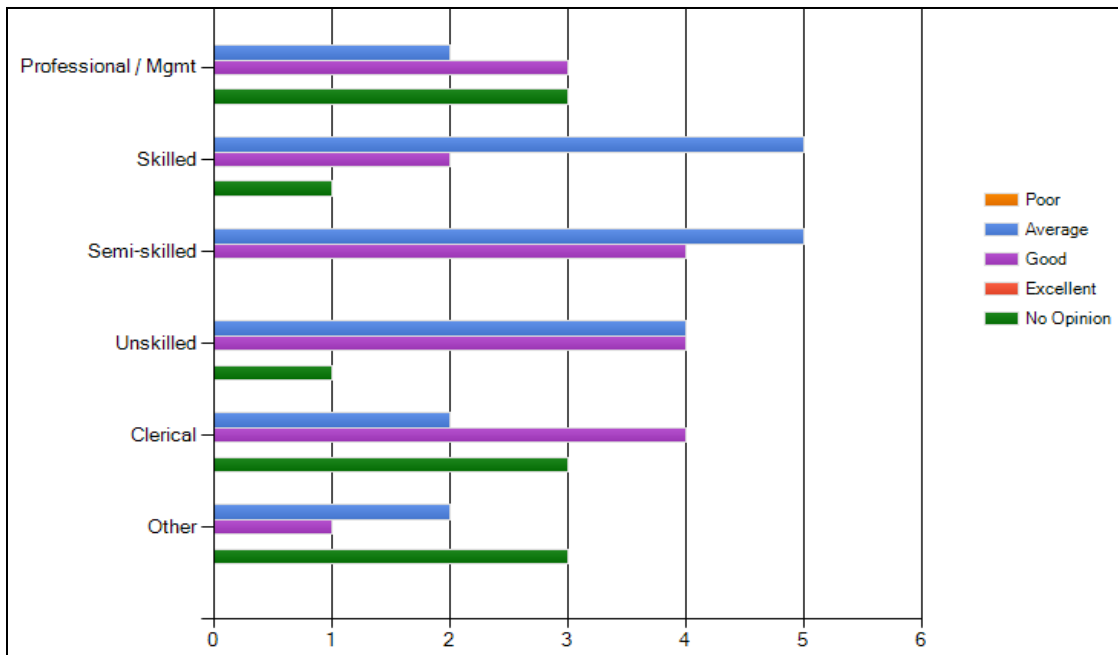


Figure 8: Workforce Quality by Classification

When asked if there were any problems in recruiting workers to fill positions, 72% responded no, but the 3 yes responders attributed difficulty in recruiting to skills not adequate or meeting job requirements. This would indicate that some level of job readiness training might be beneficial, while more advanced pre-hire training programs could also be needed. A majority of the responders expect employment levels to remain stable over the next 3 years, while none anticipated any job losses at their business.

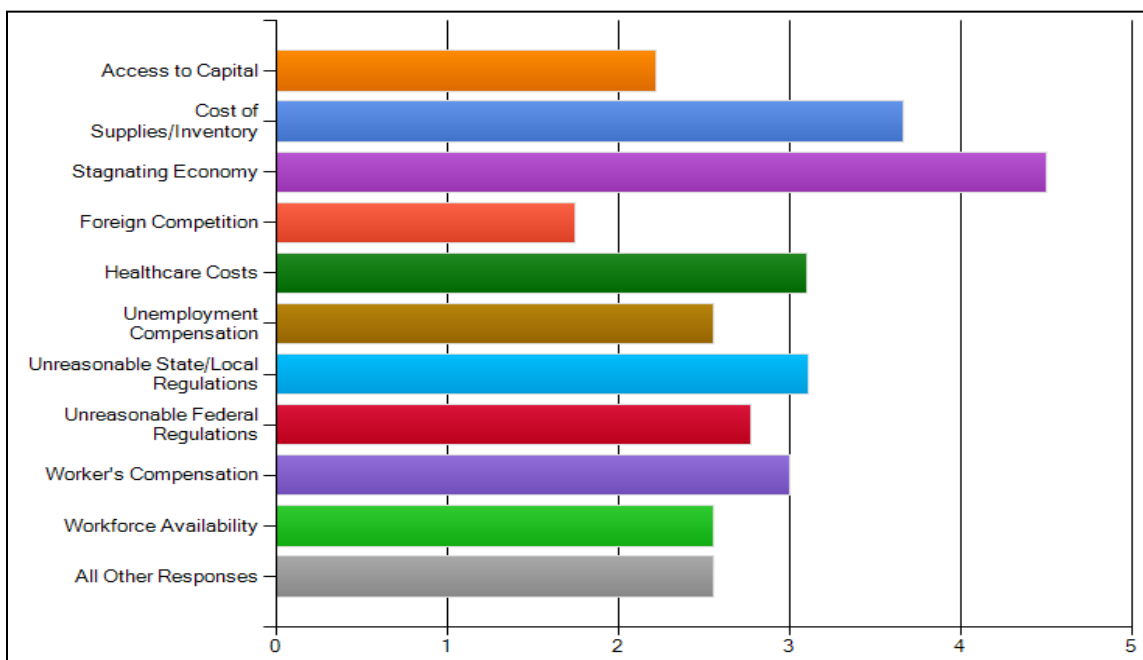


Figure 9: Rating Business Issues and Obstacles

General Business Issues

Figure 9 shows how the responders rated a list of business issues/obstacles that they face today, one being least critical and five being most critical. The stagnating economy was rated the most critical by 73%, followed by cost of supplies, unreasonable state and local regulation, and healthcare costs. The only one of the four issues/obstacles for which UVEC can reasonably consider actions to improve would be unreasonable state and local regulation, but only after determining which regulations are presenting the most challenge and why, and if this is pervasive or specific to a few businesses (9 of 11 responders answered this question; 2 responders rated it a “5” - most critical, while 3 rated it a “3”)

Detailed Business Issues

Three topics were selected on which to gain additional detail from the respondents – Energy, Transportation, and Taxation – because these were areas that UVEC could actually affect change and help the business community.

- ❖ Energy – 91% cited the high cost of heating oil as the most critical energy issue, followed by electricity costs, propane and cost of converting to more affordable energy systems.

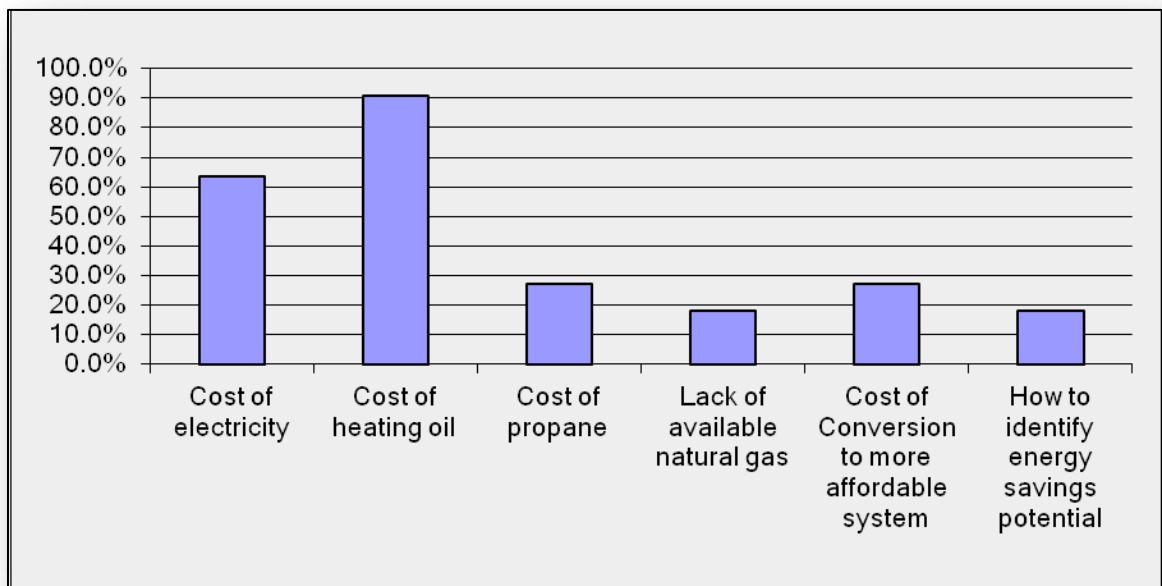


Figure 10: Critical Energy Issues

- UVEC can develop strategies to assist local businesses in using resources such as Efficiency Maine’s Business Program <http://www.efficiencymaine.com/at-work/business-programs/cash-incentives>
- UVEC could sponsor local energy fairs where vendors and businesses could discuss conversion technologies, return on investment from energy savings, and ways to finance them the project.

- Question 18 asked responders if they needed any assistance with 7 business issues listed, to which 4 indicated a need for energy conservation and retrofit. This presents UVEC with an opportunity to do some good follow up activity in finding the resources to assist these businesses.
- UVEC can also assist the residents of the region by providing information on home owner assistance programs from Efficiency Maine including PACE and Power Saver Loan programs <http://www.efficiencymaine.com/pace>
- ❖ Transportation – Truck freight costs were rated most critical to the majority of responders, most of whom are retail businesses that do not/would not use rail transportation. Infrastructure is also a critical concern for 44% of responders.

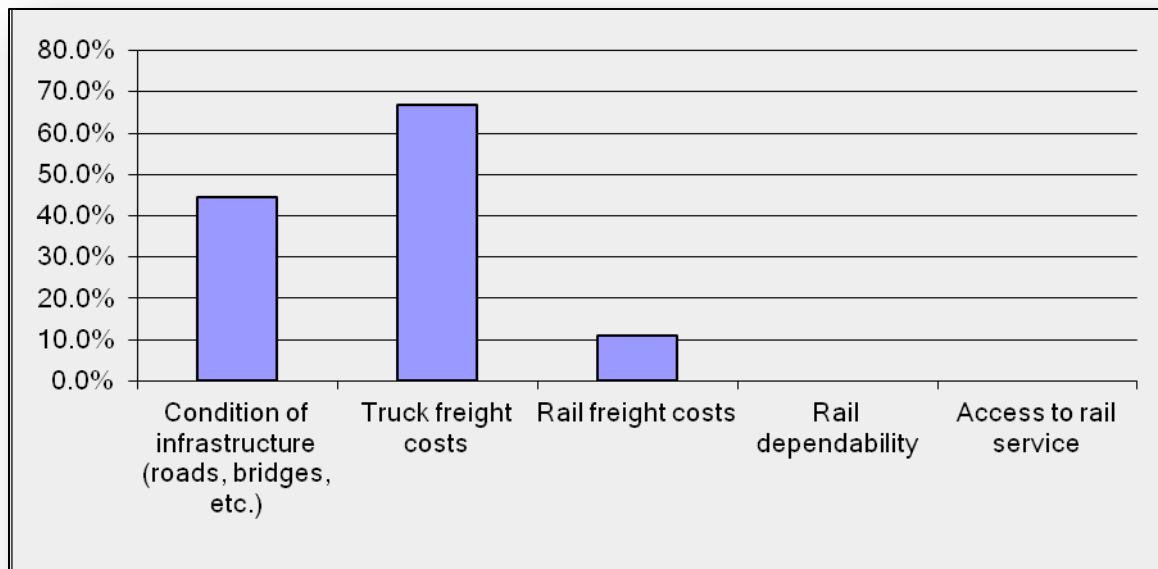


Figure 11: Critical Transportation Issues

- UVEC can work with Maine DOT officials, federal and state legislators and regional planning commission to ensure that highway infrastructure projects in the region are given the level attention necessary to secure funding. As project dollars become increasingly competitive, this will become an extremely important function of UVEC.
- Freight costs are more difficult to keep in line as they are driven by fuel, labor, equipment, and insurance costs. However, UVEC can consult local experts and continue to seek out ways to help educate businesses on truck freight strategies to help hold down freight costs. Some potential factors that could have a positive impact on freight costs as well as local employment opportunity include:
 - Consolidation facilities
 - Additional truck drivers/driver training and certification initiatives
 - <http://www.exfreight.com/trucking-freight-rates.html>
- Question 17 on the survey asked responders if it would significantly help their business to have major suppliers located closer to their place of business, to which 6 of 10 responded “yes”. A follow with those responders might yield some potential business attraction/expansion in determining if there were any of those

suppliers that would consider relocating all or a portion of their business to the Upper Valley.

- ❖ **Taxation** – 9 of the 11 businesses surveyed responded to this question, with 89% rating local property taxes as the most critical taxation issue, while federal and state taxes on business income tied for second. Complexity of tax regulation was a close third.
 - UVEC might consider working with the towns to develop an informational piece to better explain the factors that drive local mil rates and valuation in order to temper the perception of local tax structure. For an example, go to http://www.hampdenmaine.gov/index.asp?Type=B_BASIC&SEC=%7B35BD7468-7611-44DB-A08E-4284328E4064%7D
 - UVEC can also hold multi-community forums to discuss municipal tax issues and develop strategic actions that could help the local towns improve their tax structures through inter-local agreements for services, bulk purchasing, revaluation, or other efficiencies.
- ❖ **Further Assistance/Business Visit** – In answering question 20, only 1 of 10 responders requested a visit by a UVEC Economic Development Team Member for further assistance. UVEC has at its disposal many agencies and organizations that possess expertise in a variety of areas, from business finance to workforce training to marketing. Despite the low interest, any opportunity to leverage these agency experts and respond as a “Team” should be jumped at so that all area businesses better understand UVEC’s importance in bringing resources to them.

4.3.3 Student Survey

Maybe the most interesting exercise was learning how school age respondents felt about the UVEC region; their thoughts on staying or returning here to live and work; the types of industries they felt would be successful here, and in which industries they’d most like to work; and if they had three wishes for the region, what they would be. For UVEC, there is an opportunity to collaborate with RSU #50 and begin to build and nurture the aspirations of the young adults who upon graduation, will either go on to a higher education or seek to enter the workforce with or without some form of apprenticeship training. By getting involved early, programs can be designed to help manage expectations, showcase local career opportunities, inspire entrepreneurial endeavors, and even link this future workforce with successful alumni to encourage a sense of hometown pride while mentoring them to increase their chance of success in their career choices.

A total of 77 student surveys were returned; approximately 12 of those were incomplete, in most of those cases the 3 wishes question was left blank.

1. Do you plan to attend college after high school graduation? (77 responses)

The 88% of responders intending to go on to college compares well with the statistics provided by RSU#50, which indicated that 84% of the 2012 graduating class intended to go to college, and 81% stayed enrolled for the first year.

2. What course of study are you interested in/will you be taking? (75 responses)

There is a high degree of interest in the health sciences as a course for post-secondary study with business, liberal arts and engineering following in that order. Education and Natural Sciences tied at 10%. This would indicate a reasonable mix of strong yet varied career choices.

3. If you do not plan to go to college, do you intend to (check all that apply...11 responses)

Unfortunately (but not surprisingly) for those choosing not to go to college, the top response was to relocate in order to find job opportunities. On the positive side, the second most popular choice was to start a business, presumably in the UVEC region. Business startup can be complicated and may require substantial capital...these aspiring entrepreneurs will likely need some business assistance services, creating an opportunity for UVEC as a resource for them to turn to.

4. If you are leaving the area to go to college, would you be interested in coming back to live and work if there were job opportunities in your field of study? (75 responses)

It is somewhat encouraging that even though only 50% of those intending to go on to college also intend to return, if even half of those responding 'maybe' could be recruited back to the area by new job growth, it would tip the scales to an impressive 64% retained and educated workforce. The key to attracting those post secondary graduates back to the Upper Valley to live is by making sure there are job opportunities in their field of study.

5. If you answered "No" or "Maybe" to #4, which of the following would you consider the main reason for not wanting to live and work here? (41 responses)

When those not intending to or unsure if they would return to the area after college were asked what the main reason for not returning to live and work in the UVEC region would be, the most popular response (58%) was a general lack of employment opportunities. The second most popular response (46%) was a lack of jobs here in my field, followed by no social or night life (39%). Unfortunately, leisure time entertainment is not likely to be profitable if the majority of patrons are not employed and making a decent income, so job opportunities have to be a number one priority for UVEC.

6. If you answered "Yes" to Question #4, which of the following best describe your reason why? (34)

For those that did intend to return to the area, the importance of friends and family, outdoor recreation, safe and affordable lifestyle, and the closeness of small community living were the most popular reasons to return to the UVEC region. These attributes should be a major focal point in recruiting business expansions and relocations, even though there will be some objection from the segment of the population looking for more fast paced and exciting leisure time activities. Testimonials from the school-age constituency could be a good marketing tool.

7. If they could be developed in the Katahdin region, what types of industries or job opportunities would be most interesting to people 18 – 25 of age? (77)

Healthcare jobs were the most popular choice for 31% of responders, followed by Traditional Forest Products Industry (26%) and Tourism/Hospitality (22%). Agriculture, Renewable Energy, Manufacturing and Information Technology all fell closely together in the 19%-17% range. There were some written responses, but with the exception of music, all could fall within manufacturing, construction or health-related industries. This should be welcome news for Katahdin Valley Health Center, Green Valley Association, and North Woods General Practice, but the opportunities within these 3 entities will only provide limited employment. Additional healthcare jobs in the UVEC region need to be created in order to satisfy the interest in this occupational field. Traditional forest industry jobs will fluctuate with market demand and Canadian competition. Some additional capacity for harvest and chipping could develop if the biomass energy industry continues to grow, but sawmill/stud mill and veneer markets are depressed and will likely be unchanged in the next several years. The region has a competitive advantage with an ample wood basket and experienced workforce.

The recently designated Katahdin Woods and Waters Scenic Byway may help to stimulate the tourism/hospitality industry, as well as other nature-based business opportunities such as guiding, cycling, and outdoor excursions. The challenge will be to market UVEC region as a 4-season tourist destination so that jobs in this industry can be sustained year round.

8. What industry would you most like to work in, providing you had the opportunity to receive proper training: (77)

As is often the case, there appears to be some disconnect between what people perceive as jobs that would be desired and what they themselves would prefer to do for a living. In this case the top 2 – Healthcare and Traditional Forest Products Industry – are in alignment with the previous question's responses, but only 6% of responders preferred to work in Tourism/Hospitality compared to 22% that felt this would be an interesting career choice for 18-25 year olds.

Renewable Energy, Information Technology, and Construction all fell sharply in popularity as well. One reason for this is the addition of the Education industry occupation in this question, which garnered 12% of the responders. Since it is difficult to “develop” the job market for K-12 educators under a state education system, and it is likely not feasible to create a center for higher education in the region, that field was not an available choice in question 7. Nonetheless, education is very necessary and viable (though limited) career option for a segment of the workforce returning to the region.

9. If you had 3 wishes for the Upper Katahdin Valley region, what would they be? (77)

The table below captures in descending order, the most popular general themes of the responses that students offered as their 3 wishes for the region, followed by the number of responses and percentage of responders answering in that particular theme.

General Theme	#	%
<i>More/Better/closer Jobs /jobs for teens</i>	31	40
<i>More entertainment / cultural events/things to do/teen activities/family activities</i>	20	26
<i>More businesses/ money/retain businesses, jobs/more development</i>	15	19
<i>More opportunities</i>	12	16
<i>More shops/restaurants/McDonalds/Subway/Walmart</i>	11	14
<i>A better school, one that is accredited/better education/a university</i>	9	12

It should first be noted that only 62 of 77 responders listed even one wish, while only 49 listed a second wish, and 43 listed a third. Clearly the number one wish for a large number of the responders (40%) was for jobs. The aggregated responses here included more jobs, better jobs, closer jobs, and jobs for teenagers. The second most popular wish (26%) was for more things to do...this included comments ranging from more family entertainment to nightlife for young adults. The third most popular wish (19%) fell in the category of business development and general development, presumably community-based. Also in this category were wishes for business and job retention.

There were also a number of wishes for more retail choices, particularly chain stores and restaurants such as Wal-Mart and Subway. Although popular with the youth of today, they may need to know that franchise establishments may actually be counter-productive to keeping money in the community and also the fact that the small population and low per capita income of the region would make any consideration for franchise retail or restaurant stores unfeasible.

Also, there were 9 wishes having to do with improved education. These comments indicated a desire for both facility and instructional improvements, and even one wish for a university in the region.

As mentioned earlier, there is clearly a role for UVEC to play if they can work with school guidance and administration to develop a program to inform and introduce students to some realities as well as opportunities that can certainly impact the overall plan for economic and community development in the Upper Valley.

4.4 Strengths

- Water resources – Shin Pond, Fish and Molunkus Streams – Class B rating, Seboeis and East Branch Penobscot Rivers (west of Patten/Stacyville) – Class AA rating, and Patten Water District.

- Natural areas – Mount Chase, Shin Pond, Shin Falls, Mt. Katahdin vista, Baxter State Park north entrance.
- Historical exhibits – Lumberman’s Museum, “Old Zak”
- State designated Katahdin Woods & Waters Scenic Byway, managed by the Katahdin Partnership, in which UVEC is a member.
- Festivals – Stacyville Strawberry Festival; Sherman Old Home Days
- Recreation – Hunting, fishing, hiking, camping, boating, snowmobiling, cross-country skiing, bird watching.
- Agriculture/Forestry – prime soils for crop and animal raising; prime woodland for primary or secondary wood processing.
- Artisans and craftsperson’s – candle makers, small wood items, custom flies, etc.
- Education – RSU #50 consolidation; pre-k to grade 12, adult ed., ITV center, newly renovated facilities.
- Quality of life- a strong sense of local community, low crime rate, general friendliness and plenty of green space.
- Industrial land- Industrial Park site in Sherman; G.E Goding lot, corner of Aroostook Rd. and Rte. 158; Sherman Lumber property; former Anderson Flooring veneer mill and B&A property in Patten.
- Manufacturing industries – woods products, metal fabrication
- UVEC’s Economic Development Revolving Loan Fund, obtained with a \$40,000 grant from USDA, and matching \$3,000 grant from Machias Savings Bank.
- UVEC’s community service projects, including:
 - Food Pantry
 - Thanksgiving/Christmas Baskets
 - Website promotion, Business Guide and Even Calendar
 - Multi-use Trail Mapping

4.5 Required Improvements

- Promotion: Stronger coordinated promotion is required to showcase business, tourism and recreational opportunities.
- Regional *pride*: The sense of community pride is too locally focused. There is a need to reduce competition within the region and work together as a whole. Take steps to rebuild trust between communities.
- Transportation: The region is very dependent on road transportation. There historically has been a lack of highway maintenance to adequately address the toll that heavy axle loading places on roads in the region, though increased weight limits on I-95 should alleviate that problem to a large extent.
- Communication: Business links to fiber optic lines, redundant or advanced telecommunications have improved, which should help attract the back office and IT industries or software design companies. Wireless communication

infrastructure can stand to be improved to enable 4G and future technological advances.

- Accommodations: There is a lack of public accommodations within the region to support recreation/tourism promotion.
- Wages: For many sectors, wages are lower than those paid outside the region, creating both disparity and opportunity. A balance must be struck if UVEC is to both attract business and slow out-migration.
- Retail: Shopping and retail opportunities tailored to the specific needs of the region are limited.
- Land Use Planning: Although both Sherman and Stacyville now have adopted town-wide comprehensive plans, and there is a planned area for commercial and industrial development, no local land use ordinance has been enacted. Therefore, the comprehensive plans will eventually be deemed inconsistent possibly making towns ineligible for participation in state funded grant and loan programs. See Chapter 776 of the Public Laws of Maine.

4.6 Opportunities

- Lifestyle: The region's wholesome lifestyle should be marketed to those areas that are experiencing negative effects of growth explosions, such as high crime rates, increased traffic congestion, long commutes, affordable housing, etc.
- Eco-tourism: This type of tourism, which includes bird watching, should be developed. Bird watching is forecast to grow at the highest rate of any *Canadian* recreational activity and may experience the same popularity in this country. The “Thousand Acre Bog” in Sherman/Crystal could present opportunities to attract naturalists as well.
- Agriculture: encouraging value-added products more diversification, and agri-science ventures, could provide opportunity. “Organically grown” is currently in demand and cooperatives could be formed to meet the increased volume demand.
- Although former Wheelabrator-Sherman co-gen facility is being liquidated, there may be an opportunity to collaborate with current owner Niagara Worldwide LLC to market the location for other industrial reuse.
- Amish settlements: an influx of Amish landowners offers a rather unique opportunity for tourism and possibly other services such as freight transportation.
- Recreation: Recreational opportunities are underutilized. Sailing, power boating and fishing opportunities could be expanded. Foster close ties to IF&W, as well as outdoor recreational groups to improve fish and game stocks.
- Attractions: Marketing is needed. Upscale tourism should be developed. Care must be taken to maintain the current image and not over sell or commercialize. Katahdin Woods & Waters Scenic Byway should play an important role in marketing the region.

- Accommodations: Accommodations for tourists should be expanded and enhanced in order to back up marketing efforts, especially for the snowmobiling industry.
- Bicycling: Cycling paths should be promoted and further established, possibly taking advantage of snowmobile trail system.
- Retirement: Lifestyle retirement communities should be developed to accompany the increasing average age of Maine residents.
- Investment: Matching local investment with local entrepreneurs to maximize commercialization of products developed by the talented and resourceful population of the region.
- Home based business: This activity could be marketed and promoted for telecommuting as an alternative to relocation.
- Telecommuting: Develop a strategy for promoting this opportunity to businesses that have or are developing telecommuting policy within their organizations.
- Ecommerce/eBusiness: Develop marketing strategies that utilize the World Wide Web to showcase and promote locally crafted products, bridging the distance to existing and untapped markets, both local and global. Additionally, a social media presence and strategy should be considered to provide consistent and timely communication with the public.
- Continue to backfill and expand services that were once provided by the defunct Northern Katahdin Valley Chamber of Commerce.
- Student Awareness Program: Collaborate with RSU #50 guidance department and school administrators to create a program to make students aware of workforce business workforce forecasts, employer needs and business start-up assistance programs to help them stay or return to the area after graduation and post-secondary education.

4.7 Challenges

- Out *migration*: Educated youth tend to leave the region. The loss of students has impacted RSU #50 because the State's School Subsidy Program funds school districts based on enrollment figures. The decrease in State funding means that local towns must increase taxes to support the school district. Opportunities must be created to provide jobs and wages comparable to outside regions to keep those families in RSU #50.
- Skilled *labor force*: It is difficult to retain a skilled labor force without local opportunities to produce income with their skills. However, it is essential that UVEC continue to support the development of training opportunities for targeted industries by local educational outreach, businesses, and government.
- Environment: Effective protection of the natural environment and resources is necessary to ensure they continue to be a marketable resource to the region. However, a balance must be struck between prudent environmental stewardship and enabling economic development.

- The Katahdin Partnership and Katahdin Woods & Waters Scenic Byway must reach self-sustainability in the wake of dwindling federal support for the National Scenic Byway program in order to successfully implement strategic actions identified in the corridor management plan.
- New *economy*: The new global economy requires changes in our economy and the way we think about marketing products and services. Collaboration is more important than ever.
- Training and workshops for existing and start up businesses: opportunities are not widely utilized by the business community. Finding new ways to make this information available and accessible, increasing participation by those that can benefit from it is an ongoing challenge that must be met to increase business resiliency to tough economic environment.

4.8 Summary Statement of UVEC's Current Situation

- The traditional natural resource based industries such as wood processing and agriculture continue to struggle. There have been many business closures since 2000 and relatively few business start ups. UVEC will need to carefully weigh efforts to attract or grow these traditional industries versus seeking business opportunities in industries with better market attractiveness.
- The UVEC region continues to lose population; many young people seek careers elsewhere upon graduating high school or college. A majority of them would stay here if there were job opportunities available.
- There is a high level of interest in pursuing careers in the healthcare, engineering, and education sectors, but far less interest in forest products and agriculture. There is an opportunity for UVEC to make an impact on the career choices and educational goals of the school age population.
- Commuting distances to good jobs is becoming increasingly more of a deterrent as gas prices continue to rise. The need for better local opportunities is reaching the critical stage.
- UVEC has created a modest level of financial sustainability through the Food Pantry program, and continues to build additional community and business services such as revolving loans, business guides and website listings. Opportunities exist in providing services once available from the local Chamber of Commerce, implementing Scenic Byway plan, and raising student awareness of employment opportunities in the region to stem outmigration.
- Challenges exist in stemming outmigration, increasing participation in business workshops and training programs, sustaining Katahdin Woods and Waters Byway initiatives, retaining existing businesses, and increasing new business development.

5 VISION

The following vision is part of an ongoing dynamic process. It is an image in words that combine all of the desired attributes of the future community while providing direction and inspiring commitment. This vision is UVEC's preferred forecast starting from today. It provides the benchmark for future activity, but it is only a starting point. It should be revisited, assessed and changed when appropriate.

5.1 Vision Statement

UVEC maintains, within its member communities, the best possible environment for local investment and entrepreneurial activity leading to new and better jobs. UVEC fosters pride and confidence from residents, businesses and municipal leaders by focusing on the positive attributes of the area. UVEC promotes existing business expansion, while marketing the area to those new industries that are ecologically sustainable, and compliment the valued aspects of the local lifestyle while expanding the tax base to provide a sustainable level of services to the residents and taxpayers. UVEC utilizes the area's strategic location as the north entrance to Baxter State Park, its unique natural resources, scenic vistas and industrious workforce in its efforts to preserve, protect and improve opportunities for young and old through strategically planned and thoughtfully implemented economic development.

6 GOALS AND OBJECTIVES

6.1 GOALS

Goals are built on the current situation audit and vision for the UVEC region's future. These broad yet comprehensive statements provide a framework for the strategic plan. Goals take advantage of the region's strengths and opportunities while addressing challenges and required improvements.

The following goals focus on three broad areas of concern. These goals are general expressions of desired end conditions:

Goal #1: Help retain existing jobs and create new employment opportunity in Sherman, Stacyville, and the UVEC Region

Goal #2: Encourage sustainable economic and community development that builds resilient and more vibrant communities in the UVEC Region.

Goal #3: Promote a balance of small business development and tourism in the Upper Valley while safeguarding the integrity of the local culture and the natural environment

6.2 OBJECTIVES

Objectives are more specific, measurable statements of what should be achieved to reach each goal. Each objective is an essential step in achieving the goals. Objectives are practical and more easily implemented. They are the basis for specific actions.

Goal #1: Help to retain existing jobs and create new employment opportunity in Sherman, Stacyville and the UVEC region.

Objectives:

1.1 Assist business and industry to work with education institutions to identify, develop and deliver training programs that are appropriate for present and future employment or self-employment in the UVEC region.

1.1.1 Work with RSU #50 to raise student awareness of local and regional career opportunities and business needs.

1.1.2 Facilitate better communication between local businesses, RSU #50 and higher education to prepare both college and non-college bound students to fill positions, or start businesses locally.

1.2 Align business attraction and expansion efforts to match desired employment and skills of the local workforce.

1.2.1 Work with RSU #50 and other agencies to survey current and future workforce for type of desired careers and skill sets.

1.3 Continue to offer an array of effective business assistance tools and resources to address critical business issues

1.3.1 Continue to grow the UVEC RLF program

1.3.2 Maintain and update website; create a media strategy to increase business client and community use

1.3.3 Work with local businesses, communities and schools to find the best methods to increase participation in business training and skill building

Goal #2: *Encourage sustainable economic and community development that builds resilient and more vibrant communities in the UVEC region.*

Objectives:

2.1 Use Indigenous competitive advantage and market attractiveness to maximize potential for primary industry sector business growth efforts.

2.2 Continue efforts to market the Sherman Industrial Parcel and other prime industrial locations.

2.3 Proactively work with state and federal agencies to improve transportation and other forms of infrastructure to businesses in the UVEC region.

2.4 Develop and maintain a communications network that enables and promotes the free flow of information and consultation within the region and state.

2.5 Foster a vibrant agricultural industry through support in diversification and marketing of local products.

Goal #3: *Promote a balance of small business development and tourism in the Upper Valley while safeguarding the integrity of the local culture and natural environment.*

Objectives:

3.1 Augment efforts to increase the level of tourism activity and tourist expenditure by enhancing tourist facilities, services and attraction.

7 ACTION PLANS AND IMPLEMENTATION

There were many ideas received through community consultation during the draft strategy and the action plan workshops. Through prioritization and discussion, the following are the actions that the Strategic Plan Advisory Committee felt progress needs to be made. In some instances, the actions are already in progress and are ongoing. Other actions or details may be listed at the bottom of the table and these may be acted upon in the future.

The following pages contain the Action and Implementation Plan in tabular format. The goals are plainly listed above the section of the table containing the corresponding objectives and activities needed to achieve that goal. The columns of the table have the following defined headings.

“Lead Agency / partners /responsibilities” contains an activity description and organizations, groups or individuals that are likely to be of assistance in undertaking that activity.

“Time Frame” is the expected time to complete the individual action under an *objective*. It may also represent a deadline for carrying out an activity adding a sense of urgency toward completion. Times should be adjusted to reflect actual progress.

“Costs” are hard to predict but very important. In many cases no additional funding is necessary or only nominal costs for meetings and mailings will be incurred. Where the use of a consultant is likely, an estimate of that cost has been stated. Partnerships or cost sharing is advocated. Self-sufficiency is a goal for many of the actions.

“Expected results” are simply the anticipated outcomes of each individual action and they help define progress toward fulfilling the corresponding *objective*.

The “priority level” column lets UVEC assign a priority an action, in no particular ranking order. The Strategic Plan Advisory Committee reviewed the priority levels on all of the activities discussed at the workshops.

- *Level 1* actions are of the highest priority and need immediate attention.
- *Level 2* actions may take a little longer to accomplish or cannot be started right away.
- *Level 3* actions are those that we would like to accomplish, but have to leave until later due to availability of resources or the expectation that these actions will take a long time to occur.

GOAL #1: Help create and retain jobs in the Sherman, Stacyville and the upper Katahdin Valley region.

1.1 Assist business and industry to work with education institutions to identify, develop and deliver training programs that are appropriate for present and future employment or self-employment in the UVEC region.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
1.1.1 Work with RSU #50 to raise student awareness of local and regional career opportunities and business needs. UVEC - APP	2013-2014	\$?	To create a system that businesses use, and which increases quantity and quality of local workforce for those industry sectors.	1
1.1.2 Facilitate better communication between local businesses, RSU #50 and higher education to prepare both college and non-college bound students to fill positions, or start businesses locally. UVEC – LWIB; HHEC	2014-2015 ongoing	No additional resources.	Create data for visuals to show effectiveness. Enable adjustments to planned activities for more efficient use of resources.	2

1.2 Align business attraction and expansion efforts to match desired employment and skills of the local workforce.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
1.2.1 Work with RSU #50 and other agencies to survey current and future workforce for type of desired careers and skill sets.	2014-ongoing	?	Create a real-time assessment of the direction that workforce skill sets are likely to take; allows time to take appropriate actions in developing course offerings, or in repositioning current programs.	2

1.3 Continue to offer an array of effective business assistance tools and resources to address critical business issues

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
1.3.1 Continue to grow the UVEC RLF program UVEC - USDA RD, FAME, Machias Savings Bank, NMDC	2013 ongoing	Staff time;	Keep pool of funds available; reinvest loan repayments with new small businesses	1

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
<p>1.3.2 Maintain and update website; create a media strategy to increase business client and community use.</p> <p>UVEC – NMDC (on request), ACT, APP</p>	2013 ongoing	?	UVEC continues to provide free Business Guide listing to businesses from Sherman-Stacyville; fee for service to other businesses supports the website presence. Web services help increase the number of hits, pages viewed; site is more widely visited; good PR for UVEC.	1
<p>1.3.3 Work with local businesses, communities and schools to find the best methods to increase participation in business training and skill building</p> <p>UVEC – Local/State Workforce Investment Board; Maine Small Business Development Centers; NMDC; RSU#50; Houlton Higher Ed. Center</p>	2013 ongoing	?	Trainings and workshops are more widely attended by local business representatives and entrepreneurs; businesses able to apply what they learn to become better at what they don't do well. Better business retention and resiliency.	1

GOAL #2: Encourage sustainable economic and community development that builds resilient and more vibrant communities in the UVEC region.

2.1 Use Indigenous competitive advantage and market attractiveness to maximize potential for primary industry sector business growth efforts. .

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
2.1.1 Work with Maine Northern Railway representatives to use rail infrastructure in business attraction efforts UVEC – MNR, MDOT, NMDC, APP	2013	?	Create a relationship with MNR; MOU stating mutual business development goals; location of assets that UVEC feels they can most effectively leverage through other public-private resources; understanding of what MNR can do to assist UVEC in marketing assets and business attraction. Determine potential for event-oriented passenger rail excursions.	1
2.1.2 Leverage expertise in wood products/processing industry that exists in the region UVEC – workforce, training, business attraction, and economic development partners	2013 - Ongoing	< \$1000 annually	Utilize available local wood products industry knowledge base in business attraction marketing for new, more viable businesses that desire those skill sets. Assemble a mentoring group based on the “SCORE” model to help young entrepreneurs/start ups in succeeding in forest-based business development.	2
2.1.3 Create a “UVEC Ambassador” program to network with successful former residents & alumni. UVEC – Katahdin High School	2014 - Ongoing	Minimal additional resources	Many successful graduates still have local roots; enlist them as a resource for B2B and business attraction/expansion efforts. Also foster mentoring program for young adults or business start ups using “Ambassadors” expertise.	2
2.1.4 Develop robust Farmers Market UVEC – ME Dept. of Ag.; USDA; MCF; Friends of Aroostook	2013-2014	<\$2,500; Annual fees?	Showcase locally grown foods and agriculture to benefit the community as well as business activity. Potential to grow a Community Supported Agriculture (CSA) program to augment UVEC Food Pantry services.	2

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
2.1.5 Create better farmland optimization; utilize fallow fields for new crops Dept. of Ag.; UMaine Coop Ext.; NRCS; local land owners/growers	2013 - 2014	?	Keep productive farmland producing; support for burgeoning renewable energy cluster, specifically biomass fuel (grass, grain) and wind energy.	1

2.2 *Continue efforts to market the Sherman Industrial Parcel and other prime industrial locations.*

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
2.2.1 Develop and maintain accurate informational listings for electronic distribution to various site location marketing entities UVEC – APP; ME & Co.; DECD	2013	No additional resources req'd	Secure anchor tenant for Sherman parcel; reuse of Stacyville industrial sites.	1
2.2.2 Develop and maintain a list of potential programs and resources for industrial development and business attraction/expansion projects UVEC – NMDC, DECD, USDA	2013 - Ongoing	No additional resources req'd	Proactive preparation to assist any prospect or client in closing a deal to locate or expand in the region. Up-to-date information, description, point of contact, limits, eligibility requirements, etc.; site specific programs are valuable in negotiations.	2

2.3 Proactively work with state and federal agencies to improve transportation and other forms of infrastructure to businesses in the UVEC region.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
2.3.1 Continue to liaison with organizations and agencies involved in long range planning to ensure local initiatives are addressed. UVEC – NMDC, RPO, MDOT, LEAD, State delegation	2013 - Ongoing	No additional resources.	Timely attention to infrastructure before major problems arise. Create a voice for local business concerns. UVEC representation on committees such as Regional Planning Organization (RPO), LEAD	1
2.3.2 Encourage and enable enhanced telecommunications upgrade by area service providers. UVEC – Maine Fiber Company, Fairpoint	2013-ongoing	Service provider to provide estimate	Take advantage of dark fiber installed by Maine Fiber Company to join the market as a potential location for IT firms, software designers, internet support services, and call centers. Added benefit for business and education.	2

2.4 Maintain a communications network with partners and stakeholders to continue the free flow of information and consultation within the region and the state.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
2.4.1 Continue to liaise with area economic development committees, administrators and others. UVEC – SADC, NMDC, DECD, ACT, local municipal officials.	Ongoing	No additional resources	Better service to community businesses More collaboration through communication. Increased professionalism – staff and council is informed of activities through circulation and sharing of agendas, minutes and announcements.	1
2.4.2 Analyze adequacy and effectiveness of UVEC's public relations tools, reports to stakeholders in the region, Board of Selectpeople of individual member communities, etc., in building recognition for UVEC UVEC – Board of Directors; media consultant if desired	2013-2014	? (<\$1,000 for 6-8 hrs. consultant time)	Better information dissemination and allows communities to feel connected to development activity. Allows for fresher feedback from community stakeholders and business leaders. Generates renewed interest and participation in UVEC initiatives; builds volunteer pool.	2

2.5 Foster a vibrant agricultural industry through support in diversification and marketing of local products.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	
<p>2.5.1 Actively research, promote and support value-added and agri-science opportunities for local commercialization.</p> <p>UVEC – Maine Potato Board, Maine Department of Agriculture, UMaine Coop. Extension Service.</p>	2013-2014	Staff time	<p>Feasibility study for use as a marketing/business attraction tool.</p> <p>Develop non-traditional uses for local agricultural resources leading to new products/markets. (activities can springboard from companies such as Seed Pro)</p>	2

Goal #3: Promote a balance of small business development and tourism in the Upper Valley while safeguarding the integrity of the local culture and the natural environment.

3.1 Augment efforts to increase the level of tourism activity and tourist expenditure by enhancing tourist facilities, services and attractions.

Lead Agency / Partners / Responsibilities	Time Frame	Est. Costs	Expected Results	Priority Level
3.1.1 Consider ways that UVEC can backfill functions that were once the role of the Northern Katahdin Valley Chamber of Commerce. UVEC – Katahdin Partnership, Municipalities, businesses	2013-2014	Unknown	Greater presence in promoting the various activities and attractions of the region. Pool existing individual resources together for the benefit of all.	2
3.1.2 Continue to support and coordinate efforts with external tourism organizations such as ACT and the Katahdin Partnership to maximize effective tourism development in the UVEC region. UVEC – MOT, MTA, ACT, KP, Maine Highlands	2001	Nominal – possible member fees	Ensure that UVEC is listed in all appropriate tourism directories. Keep informed of all tourism initiatives and programs and coordinate with UVEC members.	1
3.1.3 Pursue local representation on the Baxter State Park Advisory Board. UVEC – State legislative representatives	2013 – ongoing	No additional resources	Affect meaningful changes that are beneficial to the park <i>and</i> the region. Influence the decisions made at Board level to reflect regional objectives; discourage initiatives having negative regional impact.	2
3.1.6 Gather tourism data and information from the Upper Katahdin Valley region. UVEC – MOT, Katahdin Partnership	Ongoing	No additional resources	Forms the statistical basis on which to base future tourism decisions. Benchmark to measure progress. <i>(Note: This is a strategy within the Katahdin Woods and Waters Byway Corridor Management and Partnership Plan)</i>	1

8 Appendices

- 8.1 Appendix A – Demographic Profiles of Sherman and Stacyville, US Census Bureau**
- 8.2 Appendix B – Economic Profiles of Sherman and Stacyville, US Census Bureau**
- 8.3 Appendix C – New England Unemployment Rates Map, February 2011 to January 2012, Bureau of Labor Statistics**
- 8.4 Appendix D – Area Business Survey and List of Survey Recipients, Resident Survey, and Student Survey**

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DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.**Geography: Sherman town, Aroostook County, Maine**

Subject	Number	Percent
SEX AND AGE		
Total population	848	100.0
Under 5 years	39	4.6
5 to 9 years	38	4.5
10 to 14 years	51	6.0
15 to 19 years	47	5.5
20 to 24 years	29	3.4
25 to 29 years	43	5.1
30 to 34 years	32	3.8
35 to 39 years	52	6.1
40 to 44 years	54	6.4
45 to 49 years	59	7.0
50 to 54 years	73	8.6
55 to 59 years	82	9.7
60 to 64 years	86	10.1
65 to 69 years	72	8.5
70 to 74 years	30	3.5
75 to 79 years	26	3.1
80 to 84 years	15	1.8
85 years and over	20	2.4
Median age (years)	48.8	(X)
16 years and over	712	84.0
18 years and over	687	81.0
21 years and over	670	79.0
62 years and over	219	25.8
65 years and over	163	19.2
Male population	424	50.0
Under 5 years	19	2.2
5 to 9 years	15	1.8
10 to 14 years	29	3.4
15 to 19 years	22	2.6
20 to 24 years	14	1.7
25 to 29 years	23	2.7
30 to 34 years	16	1.9
35 to 39 years	26	3.1
40 to 44 years	29	3.4
45 to 49 years	31	3.7
50 to 54 years	39	4.6
55 to 59 years	34	4.0
60 to 64 years	47	5.5
65 to 69 years	38	4.5
70 to 74 years	14	1.7
75 to 79 years	16	1.9
80 to 84 years	3	0.4
85 years and over	9	1.1

Subject	Number	Percent
Median age (years)	48.8	(X)
16 years and over	357	42.1
18 years and over	344	40.6
21 years and over	338	39.9
62 years and over	112	13.2
65 years and over	80	9.4
Female population	424	50.0
Under 5 years	20	2.4
5 to 9 years	23	2.7
10 to 14 years	22	2.6
15 to 19 years	25	2.9
20 to 24 years	15	1.8
25 to 29 years	20	2.4
30 to 34 years	16	1.9
35 to 39 years	26	3.1
40 to 44 years	25	2.9
45 to 49 years	28	3.3
50 to 54 years	34	4.0
55 to 59 years	48	5.7
60 to 64 years	39	4.6
65 to 69 years	34	4.0
70 to 74 years	16	1.9
75 to 79 years	10	1.2
80 to 84 years	12	1.4
85 years and over	11	1.3
Median age (years)	48.8	(X)
16 years and over	355	41.9
18 years and over	343	40.4
21 years and over	332	39.2
62 years and over	107	12.6
65 years and over	83	9.8
RACE		
Total population	848	100.0
One Race	840	99.1
White	830	97.9
Black or African American	0	0.0
American Indian and Alaska Native	10	1.2
Asian	0	0.0
Asian Indian	0	0.0
Chinese	0	0.0
Filipino	0	0.0
Japanese	0	0.0
Korean	0	0.0
Vietnamese	0	0.0
Other Asian [1]	0	0.0
Native Hawaiian and Other Pacific Islander	0	0.0
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoan	0	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	0	0.0
Two or More Races	8	0.9
White; American Indian and Alaska Native [3]	6	0.7
White; Asian [3]	0	0.0
White; Black or African American [3]	0	0.0
White; Some Other Race [3]	0	0.0
Race alone or in combination with one or more other races: [4]		
White	836	98.6
Black or African American	2	0.2
American Indian and Alaska Native	18	2.1

Subject	Number	Percent
Asian	1	0.1
Native Hawaiian and Other Pacific Islander	1	0.1
Some Other Race	1	0.1
HISPANIC OR LATINO		
Total population	848	100.0
Hispanic or Latino (of any race)	0	0.0
Mexican	0	0.0
Puerto Rican	0	0.0
Cuban	0	0.0
Other Hispanic or Latino [5]	0	0.0
Not Hispanic or Latino	848	100.0
HISPANIC OR LATINO AND RACE		
Total population	848	100.0
Hispanic or Latino	0	0.0
White alone	0	0.0
Black or African American alone	0	0.0
American Indian and Alaska Native alone	0	0.0
Asian alone	0	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	0	0.0
Two or More Races	0	0.0
Not Hispanic or Latino	848	100.0
White alone	830	97.9
Black or African American alone	0	0.0
American Indian and Alaska Native alone	10	1.2
Asian alone	0	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	0	0.0
Two or More Races	8	0.9
RELATIONSHIP		
Total population	848	100.0
In households	848	100.0
Householder	363	42.8
Spouse [6]	200	23.6
Child	210	24.8
Own child under 18 years	147	17.3
Other relatives	26	3.1
Under 18 years	8	0.9
65 years and over	7	0.8
Nonrelatives	49	5.8
Under 18 years	6	0.7
65 years and over	6	0.7
Unmarried partner	33	3.9
In group quarters	0	0.0
Institutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
Noninstitutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
HOUSEHOLDS BY TYPE		
Total households	363	100.0
Family households (families) [7]	247	68.0
With own children under 18 years	77	21.2
Husband-wife family	200	55.1
With own children under 18 years	47	12.9
Male householder, no wife present	16	4.4
With own children under 18 years	11	3.0
Female householder, no husband present	31	8.5
With own children under 18 years	19	5.2

Subject	Number	Percent
Nonfamily households [7]	116	32.0
Householder living alone	95	26.2
Male	50	13.8
65 years and over	15	4.1
Female	45	12.4
65 years and over	28	7.7
Households with individuals under 18 years	83	22.9
Households with individuals 65 years and over	123	33.9
Average household size	2.34	(X)
Average family size [7]	2.77	(X)
HOUSING OCCUPANCY		
Total housing units	452	100.0
Occupied housing units	363	80.3
Vacant housing units	89	19.7
For rent	1	0.2
Rented, not occupied	0	0.0
For sale only	12	2.7
Sold, not occupied	3	0.7
For seasonal, recreational, or occasional use	38	8.4
All other vacants	35	7.7
Homeowner vacancy rate (percent) [8]	3.6	(X)
Rental vacancy rate (percent) [9]	2.1	(X)
HOUSING TENURE		
Occupied housing units	363	100.0
Owner-occupied housing units	316	87.1
Population in owner-occupied housing units	757	(X)
Average household size of owner-occupied units	2.40	(X)
Renter-occupied housing units	47	12.9
Population in renter-occupied housing units	91	(X)
Average household size of renter-occupied units	1.94	(X)

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.



NEW MEXICO

OKLAHOMA

ARKANSAS

TENNESSEE

NORTH CAROLINA

SOUTH CAROLINA

DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.**Geography: Stacyville town, Penobscot County, Maine**

Subject	Number	Percent
SEX AND AGE		
Total population	396	100.0
Under 5 years	24	6.1
5 to 9 years	28	7.1
10 to 14 years	30	7.6
15 to 19 years	24	6.1
20 to 24 years	20	5.1
25 to 29 years	16	4.0
30 to 34 years	19	4.8
35 to 39 years	26	6.6
40 to 44 years	27	6.8
45 to 49 years	19	4.8
50 to 54 years	44	11.1
55 to 59 years	36	9.1
60 to 64 years	23	5.8
65 to 69 years	19	4.8
70 to 74 years	16	4.0
75 to 79 years	16	4.0
80 to 84 years	5	1.3
85 years and over	4	1.0
Median age (years)	42.0	(X)
16 years and over	310	78.3
18 years and over	300	75.8
21 years and over	284	71.7
62 years and over	69	17.4
65 years and over	60	15.2
Male population	217	54.8
Under 5 years	15	3.8
5 to 9 years	17	4.3
10 to 14 years	15	3.8
15 to 19 years	14	3.5
20 to 24 years	10	2.5
25 to 29 years	7	1.8
30 to 34 years	10	2.5
35 to 39 years	16	4.0
40 to 44 years	17	4.3
45 to 49 years	6	1.5
50 to 54 years	24	6.1
55 to 59 years	21	5.3
60 to 64 years	15	3.8
65 to 69 years	8	2.0
70 to 74 years	8	2.0
75 to 79 years	8	2.0
80 to 84 years	3	0.8
85 years and over	3	0.8

Subject	Number	Percent
Median age (years)	41.1	(X)
16 years and over	169	42.7
18 years and over	164	41.4
21 years and over	154	38.9
62 years and over	36	9.1
65 years and over	30	7.6
Female population	179	45.2
Under 5 years	9	2.3
5 to 9 years	11	2.8
10 to 14 years	15	3.8
15 to 19 years	10	2.5
20 to 24 years	10	2.5
25 to 29 years	9	2.3
30 to 34 years	9	2.3
35 to 39 years	10	2.5
40 to 44 years	10	2.5
45 to 49 years	13	3.3
50 to 54 years	20	5.1
55 to 59 years	15	3.8
60 to 64 years	8	2.0
65 to 69 years	11	2.8
70 to 74 years	8	2.0
75 to 79 years	8	2.0
80 to 84 years	2	0.5
85 years and over	1	0.3
Median age (years)	43.5	(X)
16 years and over	141	35.6
18 years and over	136	34.3
21 years and over	130	32.8
62 years and over	33	8.3
65 years and over	30	7.6
RACE		
Total population	396	100.0
One Race	388	98.0
White	382	96.5
Black or African American	1	0.3
American Indian and Alaska Native	3	0.8
Asian	1	0.3
Asian Indian	0	0.0
Chinese	0	0.0
Filipino	0	0.0
Japanese	0	0.0
Korean	1	0.3
Vietnamese	0	0.0
Other Asian [1]	0	0.0
Native Hawaiian and Other Pacific Islander	0	0.0
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoan	0	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	1	0.3
Two or More Races	8	2.0
White; American Indian and Alaska Native [3]	6	1.5
White; Asian [3]	0	0.0
White; Black or African American [3]	2	0.5
White; Some Other Race [3]	0	0.0
Race alone or in combination with one or more other races: [4]		
White	390	98.5
Black or African American	3	0.8
American Indian and Alaska Native	9	2.3

Subject	Number	Percent
Asian	1	0.3
Native Hawaiian and Other Pacific Islander	0	0.0
Some Other Race	1	0.3
HISPANIC OR LATINO		
Total population	396	100.0
Hispanic or Latino (of any race)	3	0.8
Mexican	0	0.0
Puerto Rican	3	0.8
Cuban	0	0.0
Other Hispanic or Latino [5]	0	0.0
Not Hispanic or Latino	393	99.2
HISPANIC OR LATINO AND RACE		
Total population	396	100.0
Hispanic or Latino	3	0.8
White alone	2	0.5
Black or African American alone	0	0.0
American Indian and Alaska Native alone	0	0.0
Asian alone	0	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	1	0.3
Two or More Races	0	0.0
Not Hispanic or Latino	393	99.2
White alone	380	96.0
Black or African American alone	1	0.3
American Indian and Alaska Native alone	3	0.8
Asian alone	1	0.3
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	0	0.0
Two or More Races	8	2.0
RELATIONSHIP		
Total population	396	100.0
In households	396	100.0
Householder	162	40.9
Spouse [6]	78	19.7
Child	111	28.0
Own child under 18 years	78	19.7
Other relatives	21	5.3
Under 18 years	14	3.5
65 years and over	1	0.3
Nonrelatives	24	6.1
Under 18 years	4	1.0
65 years and over	1	0.3
Unmarried partner	14	3.5
In group quarters	0	0.0
Institutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
Noninstitutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
HOUSEHOLDS BY TYPE		
Total households	162	100.0
Family households (families) [7]	107	66.0
With own children under 18 years	42	25.9
Husband-wife family	78	48.1
With own children under 18 years	23	14.2
Male householder, no wife present	11	6.8
With own children under 18 years	9	5.6
Female householder, no husband present	18	11.1
With own children under 18 years	10	6.2

Subject	Number	Percent
Nonfamily households [7]	55	34.0
Householder living alone	44	27.2
Male	33	20.4
65 years and over	8	4.9
Female	11	6.8
65 years and over	7	4.3
Households with individuals under 18 years	51	31.5
Households with individuals 65 years and over	44	27.2
Average household size	2.44	(X)
Average family size [7]	2.96	(X)
HOUSING OCCUPANCY		
Total housing units	224	100.0
Occupied housing units	162	72.3
Vacant housing units	62	27.7
For rent	1	0.4
Rented, not occupied	0	0.0
For sale only	6	2.7
Sold, not occupied	2	0.9
For seasonal, recreational, or occasional use	33	14.7
All other vacants	20	8.9
Homeowner vacancy rate (percent) [8]	4.2	(X)
Rental vacancy rate (percent) [9]	3.7	(X)
HOUSING TENURE		
Occupied housing units	162	100.0
Owner-occupied housing units	136	84.0
Population in owner-occupied housing units	329	(X)
Average household size of owner-occupied units	2.42	(X)
Renter-occupied housing units	26	16.0
Population in renter-occupied housing units	67	(X)
Average household size of renter-occupied units	2.58	(X)

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

DP03

SELECTED ECONOMIC CHARACTERISTICS

2006-2010 American Community Survey 5-Year Estimates

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Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, for 2010, the 2010 Census provides the official counts of the population and housing units for the nation, states, counties, cities and towns. For 2006 to 2009, the Population Estimates Program provides intercensal estimates of the population for the nation, states, and counties.

Subject	Sherman town, Aroostook County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
EMPLOYMENT STATUS				
Population 16 years and over	718	+/-82	718	(X)
In labor force	324	+/-59	45.1%	+/-6.4
Civilian labor force	321	+/-60	44.7%	+/-6.5
Employed	279	+/-55	38.9%	+/-6.2
Unemployed	42	+/-23	5.8%	+/-3.2
Armed Forces	3	+/-5	0.4%	+/-0.7
Not in labor force	394	+/-65	54.9%	+/-6.4
Civilian labor force	321	+/-60	321	(X)
Percent Unemployed	(X)	(X)	13.1%	+/-6.8
Females 16 years and over	367	+/-49	367	(X)
In labor force	124	+/-32	33.8%	+/-8.1
Civilian labor force	124	+/-32	33.8%	+/-8.1
Employed	112	+/-30	30.5%	+/-7.5
Own children under 6 years	57	+/-30	57	(X)
All parents in family in labor force	42	+/-27	73.7%	+/-20.5
Own children 6 to 17 years	101	+/-40	101	(X)
All parents in family in labor force	40	+/-25	39.6%	+/-19.8
COMMUTING TO WORK				
Workers 16 years and over	265	+/-52	265	(X)
Car, truck, or van -- drove alone	209	+/-45	78.9%	+/-9.4
Car, truck, or van -- carpooled	31	+/-17	11.7%	+/-6.1
Public transportation (excluding taxicab)	0	+/-104	0.0%	+/-9.0
Walked	6	+/-9	2.3%	+/-3.3
Other means	0	+/-104	0.0%	+/-9.0
Worked at home	19	+/-17	7.2%	+/-5.9
Mean travel time to work (minutes)	32.4	+/-7.7	(X)	(X)
OCCUPATION				
Civilian employed population 16 years and over	279	+/-55	279	(X)
Management, business, science, and arts occupations	73	+/-36	26.2%	+/-10.6
Service occupations	42	+/-18	15.1%	+/-6.5
Sales and office occupations	48	+/-18	17.2%	+/-5.9

Subject	Sherman town, Aroostook County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
Natural resources, construction, and maintenance occupations	28	+/-17	10.0%	+/-5.3
Production, transportation, and material moving occupations	88	+/-28	31.5%	+/-8.2
INDUSTRY				
Civilian employed population 16 years and over	279	+/-55	279	(X)
Agriculture, forestry, fishing and hunting, and mining	23	+/-15	8.2%	+/-5.1
Construction	14	+/-11	5.0%	+/-3.8
Manufacturing	35	+/-24	12.5%	+/-7.7
Wholesale trade	13	+/-13	4.7%	+/-4.7
Retail trade	37	+/-20	13.3%	+/-6.8
Transportation and warehousing, and utilities	42	+/-22	15.1%	+/-7.2
Information	5	+/-7	1.8%	+/-2.5
Finance and insurance, and real estate and rental and leasing	12	+/-11	4.3%	+/-3.6
Professional, scientific, and management, and administrative and waste management services	11	+/-9	3.9%	+/-3.3
Educational services, and health care and social assistance	59	+/-30	21.1%	+/-9.8
Arts, entertainment, and recreation, and accommodation and food services	12	+/-9	4.3%	+/-3.2
Other services, except public administration	7	+/-8	2.5%	+/-2.6
Public administration	9	+/-9	3.2%	+/-3.1
CLASS OF WORKER				
Civilian employed population 16 years and over	279	+/-55	279	(X)
Private wage and salary workers	183	+/-45	65.6%	+/-10.2
Government workers	44	+/-29	15.8%	+/-9.5
Self-employed in own not incorporated business workers	48	+/-22	17.2%	+/-6.8
Unpaid family workers	4	+/-6	1.4%	+/-2.1
INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)				
Total households	380	+/-47	380	(X)
Less than \$10,000	18	+/-14	4.7%	+/-3.6
\$10,000 to \$14,999	36	+/-20	9.5%	+/-4.9
\$15,000 to \$24,999	72	+/-38	18.9%	+/-9.3
\$25,000 to \$34,999	55	+/-33	14.5%	+/-8.0
\$35,000 to \$49,999	100	+/-33	26.3%	+/-8.2
\$50,000 to \$74,999	76	+/-26	20.0%	+/-6.6
\$75,000 to \$99,999	20	+/-16	5.3%	+/-4.1
\$100,000 to \$149,999	3	+/-4	0.8%	+/-1.1
\$150,000 to \$199,999	0	+/-104	0.0%	+/-6.4
\$200,000 or more	0	+/-104	0.0%	+/-6.4
Median household income (dollars)	36,500	+/-5,934	(X)	(X)
Mean household income (dollars)	37,471	+/-4,125	(X)	(X)
With earnings	245	+/-46	64.5%	+/-9.6
Mean earnings (dollars)	36,034	+/-5,414	(X)	(X)
With Social Security	177	+/-34	46.6%	+/-8.2
Mean Social Security income (dollars)	13,894	+/-1,486	(X)	(X)
With retirement income	135	+/-43	35.5%	+/-9.9
Mean retirement income (dollars)	11,853	+/-2,319	(X)	(X)
With Supplemental Security Income	21	+/-16	5.5%	+/-4.2
Mean Supplemental Security Income (dollars)	4,719	+/-1,932	(X)	(X)
With cash public assistance income	30	+/-19	7.9%	+/-5.1
Mean cash public assistance income (dollars)	1,460	+/-630	(X)	(X)
With Food Stamp/SNAP benefits in the past 12 months	71	+/-26	18.7%	+/-6.7
Families	272	+/-46	272	(X)
Less than \$10,000	8	+/-11	2.9%	+/-4.1
\$10,000 to \$14,999	11	+/-11	4.0%	+/-3.9
\$15,000 to \$24,999	34	+/-18	12.5%	+/-6.7
\$25,000 to \$34,999	37	+/-30	13.6%	+/-9.9

Subject	Sherman town, Aroostook County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
\$35,000 to \$49,999	88	+/-30	32.4%	+/-10.2
\$50,000 to \$74,999	71	+/-26	26.1%	+/-8.5
\$75,000 to \$99,999	20	+/-16	7.4%	+/-5.6
\$100,000 to \$149,999	3	+/-4	1.1%	+/-1.5
\$150,000 to \$199,999	0	+/-104	0.0%	+/-8.8
\$200,000 or more	0	+/-104	0.0%	+/-8.8
Median family income (dollars)	40,250	+/-5,094	(X)	(X)
Mean family income (dollars)	43,902	+/-4,404	(X)	(X)
Per capita income (dollars)	16,863	+/-1,908	(X)	(X)
Nonfamily households	108	+/-36	108	(X)
Median nonfamily income (dollars)	16,532	+/-1,397	(X)	(X)
Mean nonfamily income (dollars)	20,885	+/-4,171	(X)	(X)
Median earnings for workers (dollars)	21,339	+/-6,407	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	44,286	+/-10,275	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	25,417	+/-4,314	(X)	(X)
HEALTH INSURANCE COVERAGE				
Civilian noninstitutionalized population	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Civilian noninstitutionalized population under 18 years	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Civilian noninstitutionalized population 18 to 64 years	(X)	(X)	(X)	(X)
In labor force:	(X)	(X)	(X)	(X)
Employed:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Unemployed:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Not in labor force:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL				
All families	(X)	(X)	8.8%	+/-6.5
With related children under 18 years	(X)	(X)	16.5%	+/-13.5
With related children under 5 years only	(X)	(X)	0.0%	+/-69.5
Married couple families	(X)	(X)	8.3%	+/-6.6
With related children under 18 years	(X)	(X)	15.0%	+/-14.6
With related children under 5 years only	(X)	(X)	0.0%	+/-100.0
Families with female householder, no husband present	(X)	(X)	28.6%	+/-39.4
With related children under 18 years	(X)	(X)	100.0%	+/-100.0
With related children under 5 years only	(X)	(X)	-	**
All people	(X)	(X)	13.0%	+/-7.2
Under 18 years	(X)	(X)	18.6%	+/-14.7
Related children under 18 years	(X)	(X)	18.6%	+/-14.7
Related children under 5 years	(X)	(X)	25.5%	+/-28.5

Subject	Sherman town, Aroostook County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
Related children 5 to 17 years	(X)	(X)	15.8%	+/-13.5
18 years and over	(X)	(X)	11.7%	+/-6.2
18 to 64 years	(X)	(X)	14.2%	+/-7.8
65 years and over	(X)	(X)	2.1%	+/-3.2
People in families	(X)	(X)	11.0%	+/-7.7
Unrelated individuals 15 years and over	(X)	(X)	24.0%	+/-12.4

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

There were changes in the edit between 2009 and 2010 regarding Supplemental Security Income (SSI) and Social Security. The changes in the edit loosened restrictions on disability requirements for receipt of SSI resulting in an increase in the total number of SSI recipients in the American Community Survey. The changes also loosened restrictions on possible reported monthly amounts in Social Security income resulting in higher Social Security aggregate amounts. These results more closely match administrative counts compiled by the Social Security Administration.

Workers include members of the Armed Forces and civilians who were at work last week.

Industry codes are 4-digit codes and are based on the North American Industry Classification System 2007. The Industry categories adhere to the guidelines issued in Clarification Memorandum No. 2, "NAICS Alternate Aggregation Structure for Use By U.S. Statistical Agencies," issued by the Office of Management and Budget.

Occupation codes are 4-digit codes and are based on the Standard Occupational Classification (SOC) 2010. The 2010 Census occupation codes were updated in accordance with the 2010 revision of the SOC. To allow for the creation of 2006-2010 and 2008-2010 tables, occupation data in the multiyear files (2006-2010 and 2008-2010) were recoded to 2010 Census occupation codes. We recommend using caution when comparing data coded using 2010 Census occupation codes with data coded using previous Census occupation codes. For more information on the Census occupation code changes, please visit our website at <http://www.census.gov/hhes/www/ioindex/>.

While the 2006-2010 American Community Survey (ACS) data generally reflect the December 2009 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2000 data. Boundaries for urban areas have not been updated since Census 2000. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2006-2010 American Community Survey

Explanation of Symbols:

1. An '***' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '****' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.



DP03

SELECTED ECONOMIC CHARACTERISTICS

2006-2010 American Community Survey 5-Year Estimates

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Subject	Stacyville town, Penobscot County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
EMPLOYMENT STATUS				
Population 16 years and over	335	+/-71	335	(X)
In labor force	143	+/-32	42.7%	+/-9.9
Civilian labor force	143	+/-32	42.7%	+/-9.9
Employed	113	+/-31	33.7%	+/-8.9
Unemployed	30	+/-15	9.0%	+/-4.8
Armed Forces	0	+/-104	0.0%	+/-7.2
Not in labor force	192	+/-63	57.3%	+/-9.9
Civilian labor force	143	+/-32	143	(X)
Percent Unemployed	(X)	(X)	21.0%	+/-10.0
Females 16 years and over	169	+/-38	169	(X)
In labor force	76	+/-21	45.0%	+/-11.4
Civilian labor force	76	+/-21	45.0%	+/-11.4
Employed	59	+/-20	34.9%	+/-11.4
Own children under 6 years	21	+/-14	21	(X)
All parents in family in labor force	11	+/-9	52.4%	+/-36.5
Own children 6 to 17 years	97	+/-37	97	(X)
All parents in family in labor force	49	+/-23	50.5%	+/-20.0
COMMUTING TO WORK				
Workers 16 years and over	107	+/-28	107	(X)
Car, truck, or van -- drove alone	82	+/-24	76.6%	+/-12.2
Car, truck, or van -- carpooled	13	+/-10	12.1%	+/-8.4
Public transportation (excluding taxicab)	0	+/-104	0.0%	+/-20.7
Walked	3	+/-4	2.8%	+/-4.2
Other means	0	+/-104	0.0%	+/-20.7
Worked at home	9	+/-9	8.4%	+/-7.7
Mean travel time to work (minutes)	28.2	+/-6.2	(X)	(X)
OCCUPATION				
Civilian employed population 16 years and over	113	+/-31	113	(X)
Management, business, science, and arts occupations	39	+/-17	34.5%	+/-11.1
Service occupations	17	+/-11	15.0%	+/-9.2
Sales and office occupations	22	+/-12	19.5%	+/-9.3

Subject	Stacyville town, Penobscot County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
Natural resources, construction, and maintenance occupations	19	+/-12	16.8%	+/-9.2
Production, transportation, and material moving occupations	16	+/-11	14.2%	+/-9.0
INDUSTRY				
Civilian employed population 16 years and over	113	+/-31	113	(X)
Agriculture, forestry, fishing and hunting, and mining	9	+/-9	8.0%	+/-7.1
Construction	8	+/-9	7.1%	+/-7.6
Manufacturing	12	+/-9	10.6%	+/-7.8
Wholesale trade	4	+/-4	3.5%	+/-3.9
Retail trade	7	+/-7	6.2%	+/-5.9
Transportation and warehousing, and utilities	18	+/-12	15.9%	+/-10.0
Information	2	+/-3	1.8%	+/-2.9
Finance and insurance, and real estate and rental and leasing	6	+/-6	5.3%	+/-5.0
Professional, scientific, and management, and administrative and waste management services	2	+/-3	1.8%	+/-2.8
Educational services, and health care and social assistance	29	+/-16	25.7%	+/-12.6
Arts, entertainment, and recreation, and accommodation and food services	12	+/-10	10.6%	+/-7.5
Other services, except public administration	1	+/-3	0.9%	+/-2.9
Public administration	3	+/-4	2.7%	+/-4.0
CLASS OF WORKER				
Civilian employed population 16 years and over	113	+/-31	113	(X)
Private wage and salary workers	75	+/-27	66.4%	+/-13.0
Government workers	29	+/-13	25.7%	+/-11.0
Self-employed in own not incorporated business workers	9	+/-7	8.0%	+/-6.3
Unpaid family workers	0	+/-104	0.0%	+/-19.7
INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)				
Total households	156	+/-27	156	(X)
Less than \$10,000	18	+/-11	11.5%	+/-6.6
\$10,000 to \$14,999	20	+/-11	12.8%	+/-7.2
\$15,000 to \$24,999	37	+/-16	23.7%	+/-9.3
\$25,000 to \$34,999	27	+/-13	17.3%	+/-8.0
\$35,000 to \$49,999	17	+/-11	10.9%	+/-6.8
\$50,000 to \$74,999	18	+/-11	11.5%	+/-7.3
\$75,000 to \$99,999	11	+/-8	7.1%	+/-5.4
\$100,000 to \$149,999	8	+/-8	5.1%	+/-5.2
\$150,000 to \$199,999	0	+/-104	0.0%	+/-14.8
\$200,000 or more	0	+/-104	0.0%	+/-14.8
Median household income (dollars)	25,625	+/-3,750	(X)	(X)
Mean household income (dollars)	36,067	+/-6,715	(X)	(X)
With earnings	89	+/-20	57.1%	+/-10.4
Mean earnings (dollars)	39,933	+/-11,266	(X)	(X)
With Social Security	83	+/-21	53.2%	+/-9.8
Mean Social Security income (dollars)	12,616	+/-1,658	(X)	(X)
With retirement income	36	+/-16	23.1%	+/-9.7
Mean retirement income (dollars)	15,492	+/-5,436	(X)	(X)
With Supplemental Security Income	10	+/-9	6.4%	+/-5.2
Mean Supplemental Security Income (dollars)	5,790	+/-2,687	(X)	(X)
With cash public assistance income	33	+/-17	21.2%	+/-10.5
Mean cash public assistance income (dollars)	1,612	+/-892	(X)	(X)
With Food Stamp/SNAP benefits in the past 12 months	62	+/-22	39.7%	+/-11.5
Families	114	+/-25	114	(X)
Less than \$10,000	3	+/-5	2.6%	+/-4.7
\$10,000 to \$14,999	15	+/-10	13.2%	+/-8.7
\$15,000 to \$24,999	29	+/-15	25.4%	+/-10.8
\$25,000 to \$34,999	24	+/-11	21.1%	+/-9.9

Subject	Stacyville town, Penobscot County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
\$35,000 to \$49,999	8	+/-8	7.0%	+/-7.0
\$50,000 to \$74,999	16	+/-11	14.0%	+/-9.4
\$75,000 to \$99,999	11	+/-8	9.6%	+/-7.3
\$100,000 to \$149,999	8	+/-8	7.0%	+/-7.0
\$150,000 to \$199,999	0	+/-104	0.0%	+/-19.6
\$200,000 or more	0	+/-104	0.0%	+/-19.6
Median family income (dollars)	28,750	+/-7,150	(X)	(X)
Mean family income (dollars)	41,708	+/-8,508	(X)	(X)
Per capita income (dollars)	12,430	+/-2,447	(X)	(X)
Nonfamily households	42	+/-15	42	(X)
Median nonfamily income (dollars)	15,833	+/-10,828	(X)	(X)
Mean nonfamily income (dollars)	20,471	+/-6,051	(X)	(X)
Median earnings for workers (dollars)	20,469	+/-6,137	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	44,063	+/-2,286	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	28,333	+/-16,812	(X)	(X)
HEALTH INSURANCE COVERAGE				
Civilian noninstitutionalized population	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Civilian noninstitutionalized population under 18 years	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Civilian noninstitutionalized population 18 to 64 years	(X)	(X)	(X)	(X)
In labor force:	(X)	(X)	(X)	(X)
Employed:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Unemployed:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
Not in labor force:	(X)	(X)	(X)	(X)
With health insurance coverage	(X)	(X)	(X)	(X)
With private health insurance	(X)	(X)	(X)	(X)
With public coverage	(X)	(X)	(X)	(X)
No health insurance coverage	(X)	(X)	(X)	(X)
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL				
All families	(X)	(X)	35.1%	+/-13.2
With related children under 18 years	(X)	(X)	52.8%	+/-18.4
With related children under 5 years only	(X)	(X)	100.0%	+/-100.0
Married couple families	(X)	(X)	30.0%	+/-15.8
With related children under 18 years	(X)	(X)	46.6%	+/-21.5
With related children under 5 years only	(X)	(X)	-	**
Families with female householder, no husband present	(X)	(X)	42.9%	+/-38.3
With related children under 18 years	(X)	(X)	57.1%	+/-57.1
With related children under 5 years only	(X)	(X)	-	**
All people	(X)	(X)	48.8%	+/-13.7
Under 18 years	(X)	(X)	64.7%	+/-17.9
Related children under 18 years	(X)	(X)	64.7%	+/-17.9
Related children under 5 years	(X)	(X)	77.8%	+/-35.9

Subject	Stacyville town, Penobscot County, Maine			
	Estimate	Estimate Margin of Error	Percent	Percent Margin of Error
Related children 5 to 17 years	(X)	(X)	62.9%	+/-17.8
18 years and over	(X)	(X)	40.7%	+/-12.2
18 to 64 years	(X)	(X)	40.1%	+/-13.4
65 years and over	(X)	(X)	42.1%	+/-18.6
People in families	(X)	(X)	48.0%	+/-15.4
Unrelated individuals 15 years and over	(X)	(X)	55.1%	+/-19.1

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

There were changes in the edit between 2009 and 2010 regarding Supplemental Security Income (SSI) and Social Security. The changes in the edit loosened restrictions on disability requirements for receipt of SSI resulting in an increase in the total number of SSI recipients in the American Community Survey. The changes also loosened restrictions on possible reported monthly amounts in Social Security income resulting in higher Social Security aggregate amounts. These results more closely match administrative counts compiled by the Social Security Administration.

Workers include members of the Armed Forces and civilians who were at work last week.

Industry codes are 4-digit codes and are based on the North American Industry Classification System 2007. The Industry categories adhere to the guidelines issued in Clarification Memorandum No. 2, "NAICS Alternate Aggregation Structure for Use By U.S. Statistical Agencies," issued by the Office of Management and Budget.

Occupation codes are 4-digit codes and are based on the Standard Occupational Classification (SOC) 2010. The 2010 Census occupation codes were updated in accordance with the 2010 revision of the SOC. To allow for the creation of 2006-2010 and 2008-2010 tables, occupation data in the multiyear files (2006-2010 and 2008-2010) were recoded to 2010 Census occupation codes. We recommend using caution when comparing data coded using 2010 Census occupation codes with data coded using previous Census occupation codes. For more information on the Census occupation code changes, please visit our website at <http://www.census.gov/hhes/www/ioindex/>.

While the 2006-2010 American Community Survey (ACS) data generally reflect the December 2009 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2000 data. Boundaries for urban areas have not been updated since Census 2000. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2006-2010 American Community Survey

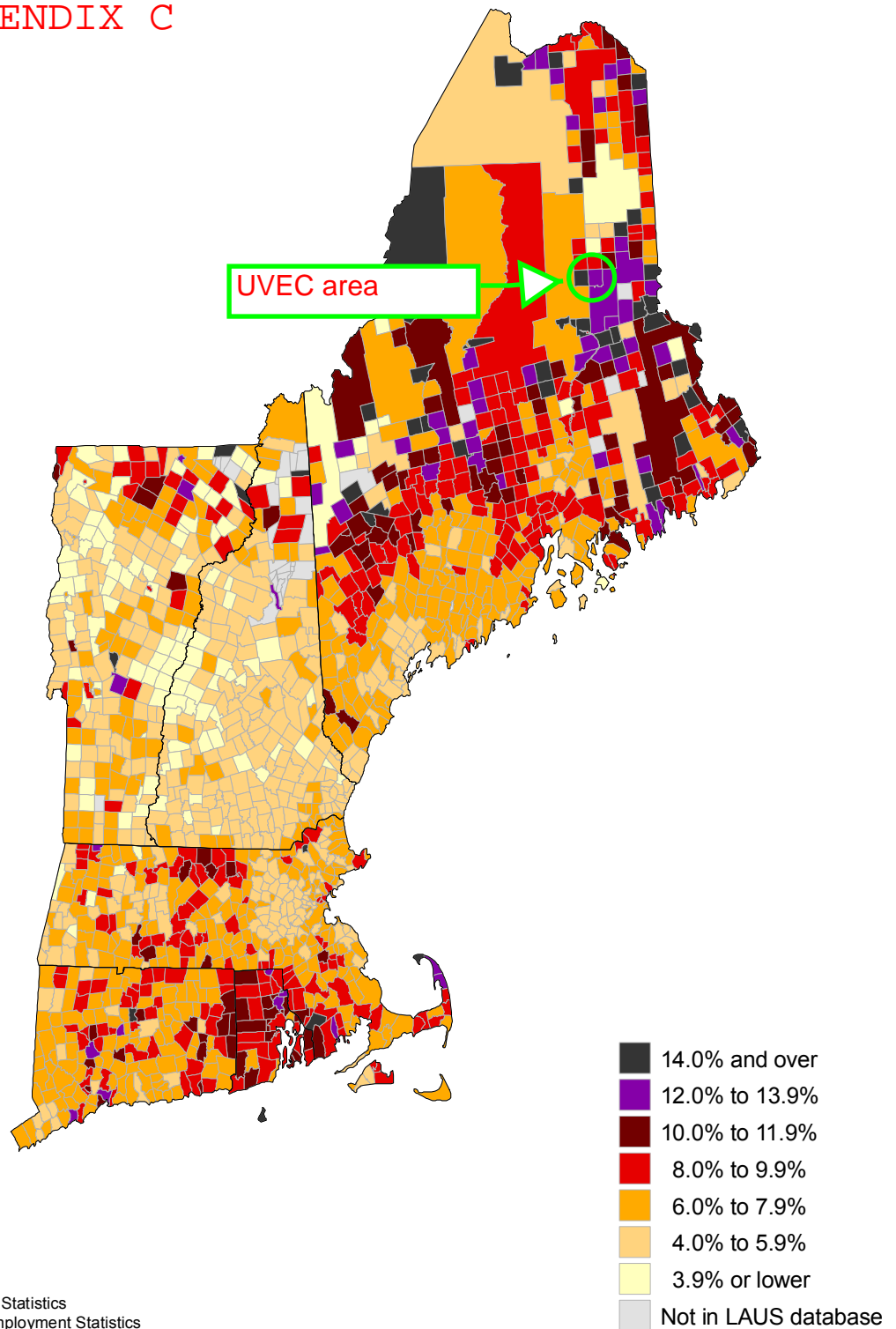
Explanation of Symbols:

1. An '***' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '****' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Unemployment rates in New England by Minor Civil Division, February 2011 – January 2012 averages

(U.S. rate = 8.9 percent)

8.3-APPENDIX C



SOURCE: Bureau of Labor Statistics
Local Area Unemployment Statistics

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8.4 – APPENDIX D



BUSINESS PROBLEMS AND PRIORITIES SURVEY - CONFIDENTIAL

Date: October 3, 2012

Dear Business Owner/Operator,

Thank you for taking the time to respond to this brief confidential survey. There are just 20 questions most of which only require you to select the response of your choice. It should take you less than 5 minutes to complete and we've enclosed a self-addressed stamped envelope for you to mail it back to us. If you prefer, you can complete the survey online by going to the following web address.

<https://www.surveymonkey.com/s/UVEC2012>

Since much of Northern Maine's future development depends on the ability of its existing businesses to thrive and expand, it is important for us to better understand what you – the business community – see as your greatest problems and priority issues as you strive to make your businesses successful.

The purpose of this survey is for the Upper Valley Economic Council (UVEC) to learn more about your plans and needs so that we can focus our efforts on things that matter to you. Your responses will help the UVEC economic development team identify ways that we can support your company's growth and success in this region we call home.

Rest assured that you and your business identity will remain confidential as we report out the survey's findings to region.

If you have any questions or concerns, please call or email **Jeff Packard at UVEC, (207) 365-7631** or uvec@fairpoint.net

Thank you for your participation.

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Business Problems and Priorities Survey

General Information on Your Business

This helps us relate your answers to your particular industry and location.

1. Company Profile

Name of person responding to this survey	<input type="text"/>
Company:	<input type="text"/>
Address:	<input type="text"/>
Address 2:	<input type="text"/>
City/Town:	<input type="text"/>
State:	<input type="text"/>
ZIP:	<input type="text"/>
Headquarter Location	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

2. What is your primary activity?

- | | |
|---|-------------------------------------|
| <input type="radio"/> Commercial | <input type="radio"/> Manufacturing |
| <input type="radio"/> Construction | <input type="radio"/> Retail |
| <input type="radio"/> Farming | <input type="radio"/> Tourism |
| <input type="radio"/> Healthcare | <input type="radio"/> Wood Products |
| <input type="radio"/> Insurance/Banking | |

3. Is your current location and/or facility meeting your needs?

- ☐ Yes
- ☐ No

4. If you answered no to question 3 please identify the issues. Check all that may apply.

- ☐ Building is too small
- ☐ Building is too old
- ☐ Building cannot be expanded
- ☐ Not enough additional land to expand
- ☐ Need better transportation access

Other (please specify)

Business Problems and Priorities Survey

Employment and Training

5. How many people currently work at this location?

	0-10	11-24	25-50	51-100	101-250	251-500	501+
Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Consider the following labor availability in the following classifications. Please select the option that best represents your opinion of the labor availability for each class.

	Poor	Average	Good	Excellent	No Opinion
Professional / Mgmt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Semi-skilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unskilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clerical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Consider the following labor skill classes and select the one that best represents your opinion of the quality of the basic skills possessed by new employees

	Poor	Average	Good	Excellent	No Opinion
Professional / Mgmt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Semi-skilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unskilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Within the next three years do you anticipate your employment to

	Decrease	Remain Stable	Increase
Employment Levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business Problems and Priorities Survey

Workforce and Ranking Critical Business Issues

9. If your employment levels will increase or decrease please indicate by how many and why

10. Do you have difficulty recruiting new employees

☐ Yes

☐ No

11. If recruiting personnel is difficult, what factors contribute to these difficulties? check all that apply

☐ Labor Supply shortage

☐ Skills not adequate/do not match job requirements

☐ Compensation/Benefits are lower than what applicants desire

Other (please specify)

12. Please rate the following issues/obstacles facing your company today. One being the least critical and five being the most critical.

	One (least critical)	Two	Three	Four	Five (most critical)
Access to Capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of Supplies/Inventory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stagnating Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foreign Competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare Costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unemployment Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unreasonable State/Local Regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unreasonable Federal Regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worker's Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business Problems and Priorities Survey

Detailed Business Issues

These issues can be problems but in many different ways depending on your particular business.

13. With regard to **ENERGY**, please select the choices below that represent critical problems for your business.

☐ Cost of electricity

☐ Lack of available natural gas

☐ Cost of heating oil

☐ Cost of Conversion to more affordable system

☐ Cost of propane

☐ How to identify energy savings potential

Other (please specify)

14. With regard to **TRANSPORTATION**, please select the following choices that represent critical problems for your business.

☐ Condition of infrastructure (roads, bridges, etc.)

☐ Rail dependability

☐ Truck freight costs

☐ Access to rail service

☐ Rail freight costs

Other (please specify)

15. With regard to **TAXATION**, please select the following choices that represent critical problems for your business.

☐ Federal taxes on business income

☐ Property taxes

☐ State taxes on business income

☐ Complexity of tax laws

Other (please specify)

16. If your business depends on one or more major suppliers, would it be significantly beneficial to have any of those suppliers or the products they provide located closer to your facility?

☐ Yes

☐ No

17. If you answered "yes" to Question 16, please identify the supplier or product.

Business Problems and Priorities Survey

You're almost finished.....

18. Please select from the following list any business issues that you would like to have assistance with.

- | | | |
|---|---|---|
| <input type="checkbox"/> Importing/Exporting | <input type="checkbox"/> How to handle competition from internet business | <input type="checkbox"/> How to do business with the Government |
| <input type="checkbox"/> Marketing strategies for your products or services | <input type="checkbox"/> Energy conservation and retrofitting | |
| <input type="checkbox"/> Using Facebook or other Social Media for your business | <input type="checkbox"/> LEAN manufacturing techniques | |

Other (please specify)


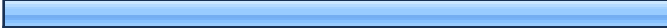


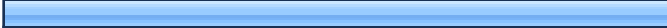
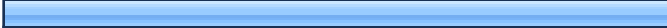

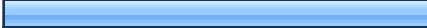
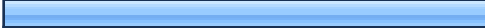

19. If we have not identified other critical problems or priorities that concern you, would you please list them for us in the space below?

20. Would you like to have a UVEC Economic Development Team member schedule a visit with you at your convenience to help you with any of these or other business problems you may be having?





- ☐ Yes
- ☐ No

Thank You

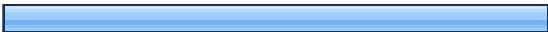

1. Company Profile

		Response Percent	Response Count
Name of person responding to this survey		100.0%	11
Company:		100.0%	11
Address:		100.0%	11
Address 2:		36.4%	4
City/Town:		100.0%	11
State:		100.0%	11
ZIP:		100.0%	11
Headquarter Location		63.6%	7
Email Address:		72.7%	8
Phone Number:		100.0%	11
answered question			11
skipped question			0

2. What is your primary activity?

		Response Percent	Response Count
Commercial		9.1%	1
Construction		0.0%	0
Farming		0.0%	0
Healthcare		0.0%	0
Insurance/Banking		0.0%	0
Manufacturing		0.0%	0
Retail		54.5%	6
Tourism		27.3%	3
Wood Products		9.1%	1
answered question			11
skipped question			0

3. Is your current location and/or facility meeting your needs?

		Response Percent	Response Count
Yes		81.8%	9
No		18.2%	2
answered question			11
skipped question			0

4. If you answered no to question 3 please identify the issues. Check all that may apply.

	Response Percent	Response Count
Building is too small	0.0%	0
Building is too old	100.0%	1
Building cannot be expanded	0.0%	0
Not enough additional land to expand	0.0%	0
Need better transportation access	0.0%	0
Other (please specify)		1
answered question		1
skipped question		10

5. How many people currently work at this location?

	0-10	11-24	25-50	51-100	101-250	251-500	501+	Response Count
Employees	90.0% (9)	0.0% (0)	10.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	10
answered question								10
skipped question								1

6. Consider the following labor availability in the following classifications. Please select the option that best represents your opinion of the labor availability for each class.

	Poor	Average	Good	Excellent	No Opinion	Response Count
Professional / Mgmt	11.1% (1)	0.0% (0)	44.4% (4)	11.1% (1)	33.3% (3)	9
Skilled	10.0% (1)	40.0% (4)	30.0% (3)	10.0% (1)	10.0% (1)	10
Semi-skilled	11.1% (1)	33.3% (3)	33.3% (3)	22.2% (2)	0.0% (0)	9
Unskilled	11.1% (1)	33.3% (3)	22.2% (2)	22.2% (2)	11.1% (1)	9
Clerical	10.0% (1)	0.0% (0)	50.0% (5)	10.0% (1)	30.0% (3)	10
Other	0.0% (0)	50.0% (2)	0.0% (0)	0.0% (0)	50.0% (2)	4
answered question						11
skipped question						0

7. Consider the following labor skill classes and select the one that best represents your opinion of the quality of the basic skills possessed by new employees

	Poor	Average	Good	Excellent	No Opinion	Response Count
Professional / Mgmt	11.1% (1)	22.2% (2)	33.3% (3)	0.0% (0)	33.3% (3)	9
Skilled	11.1% (1)	55.6% (5)	22.2% (2)	0.0% (0)	11.1% (1)	9
Semi-skilled	10.0% (1)	50.0% (5)	40.0% (4)	0.0% (0)	0.0% (0)	10
Unskilled	10.0% (1)	40.0% (4)	40.0% (4)	0.0% (0)	10.0% (1)	10
Clerical	10.0% (1)	20.0% (2)	40.0% (4)	0.0% (0)	30.0% (3)	10
Other	0.0% (0)	33.3% (2)	16.7% (1)	0.0% (0)	50.0% (3)	6
answered question						10
skipped question						1



8. Within the next three years do you anticipate your employment to

	Decrease	Remain Stable	Increase	Response Count
Employment Levels	0.0% (0)	72.7% (8)	27.3% (3)	11
answered question				11
skipped question				0

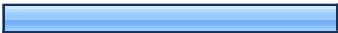


9. If your employment levels will increase or decrease please indicate by how many and why

	Response Count
	3
answered question	3
skipped question	8

10. Do you have difficulty recruiting new employees

		Response Percent	Response Count
Yes		27.3%	3
No		72.7%	8
answered question			11
skipped question			0

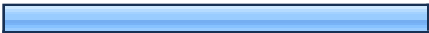



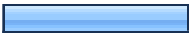

11. If recruiting personnel is difficult, what factors contribute to these difficulties? check all that apply

		Response Percent	Response Count
Labor Supply shortage		50.0%	2
Skills not adequate/do not match job requirements		75.0%	3
Compensation/Benefits are lower than what applicants desire		50.0%	2
Other (please specify)			2
		answered question	4
		skipped question	7




12. Please rate the following issues/obstacles facing your company today. One being the least critical and five being the most critical.

	One (least critical)	Two	Three	Four	Five (most critical)	Rating Average	Response Count
Access to Capital	33.3% (3)	22.2% (2)	33.3% (3)	11.1% (1)	0.0% (0)	2.22	9
Cost of Supplies/Inventory	0.0% (0)	30.0% (3)	10.0% (1)	40.0% (4)	20.0% (2)	3.50	10
Stagnating Economy	9.1% (1)	9.1% (1)	9.1% (1)	0.0% (0)	72.7% (8)	4.18	11
Foreign Competition	50.0% (4)	37.5% (3)	0.0% (0)	12.5% (1)	0.0% (0)	1.75	8
Healthcare Costs	40.0% (4)	0.0% (0)	10.0% (1)	10.0% (1)	40.0% (4)	3.10	10
Unemployment Compensation	30.0% (3)	20.0% (2)	30.0% (3)	0.0% (0)	20.0% (2)	2.60	10
Unreasonable State/Local Regulations	11.1% (1)	22.2% (2)	33.3% (3)	11.1% (1)	22.2% (2)	3.11	9
Unreasonable Federal Regulations	20.0% (2)	10.0% (1)	50.0% (5)	10.0% (1)	10.0% (1)	2.80	10
Worker's Compensation	22.2% (2)	22.2% (2)	11.1% (1)	22.2% (2)	22.2% (2)	3.00	9
Workforce Availability	20.0% (2)	20.0% (2)	30.0% (3)	30.0% (3)	0.0% (0)	2.70	10
Workforce Quality	20.0% (2)	20.0% (2)	30.0% (3)	20.0% (2)	10.0% (1)	2.80	10
answered question							11
skipped question							0


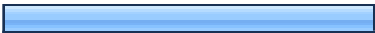


13. With regard to ENERGY, please select the choices below that represent critical problems for your business.

		Response Percent	Response Count
Cost of electricity		63.6%	7
Cost of heating oil		90.9%	10
Cost of propane		27.3%	3
Lack of available natural gas		18.2%	2
Cost of Conversion to more affordable system		27.3%	3
How to identify energy savings potential		18.2%	2
Other (please specify)			0
answered question			11
skipped question			0



14. With regard to TRANSPORTATION, please select the following choices that represent critical problems for your business.

		Response Percent	Response Count
Condition of infrastructure (roads, bridges, etc.)		44.4%	4
Truck freight costs		66.7%	6
Rail freight costs		11.1%	1
Rail dependability		0.0%	0
Access to rail service		0.0%	0
	Other (please specify)		0
answered question			9
skipped question			2

15. With regard to TAXATION, please select the following choices that represent critical problems for your business.

		Response Percent	Response Count
Federal taxes on business income		55.6%	5
State taxes on business income		55.6%	5
Property taxes		88.9%	8
Complexity of tax laws		33.3%	3
	Other (please specify)		0
answered question			9
skipped question			2





16. If your business depends on one or more major suppliers, would it be significantly beneficial to have any of those suppliers or the products they provide located closer to your facility?

		Response Percent	Response Count
Yes		60.0%	6
No		40.0%	4
		answered question	10
		skipped question	1

17. If you answered "yes" to Question 16, please identify the supplier or product.

		Response Count
		5
answered question		5
skipped question		6



18. Please select from the following list any business issues that you would like to have assistance with.

		Response Percent	Response Count
Importing/Exporting		0.0%	0
Marketing strategies for your products or services		50.0%	2
Using Facebook or other Social Media for your business		25.0%	1
How to handle competition from internet business		50.0%	2
Energy conservation and retrofitting		100.0%	4
LEAN manufacturing techniques		0.0%	0
How to do business with the Government		0.0%	0
Other (please specify)			2
answered question			4
skipped question			7

19. If we have not identified other critical problems or priorities that concern you, would you please list them for us in the space below?

	Response Count
	0
answered question	0
skipped question	11

20. Would you like to have a UVEC Economic Development Team member schedule a visit with you at your convenience to help you with any of these or other business problems you may be having?

		Response Percent	Response Count
Yes		10.0%	1
No		90.0%	9
answered question			10
skipped question			1

Prefix	First name	Last name	Business	Address	City	State	Zip
Mr.	Al	Grayhawk	Awabaghi Territories	296 Island Falls Road	Sherman	ME	04776
Mr.	Scott	Bates	Bates Fuel	384 Station Road	Stacyville	ME	04777
Mr.	Bruce	Bradeen	Bradeen Wood Products	P.O. Box 25	Stacyville	ME	04777
Ms.	Maureen	Qualey	Briar Patch Flowers & Gifts	20 Main Street	Island Falls	ME	04747
Mr.	John	Cummings	Cumming's Farm	416 Kelly Hill Road	Stacyville	ME	04777
Ms.	Debbie	Perkins	Debbie's Deli & Pizza	2 Founders Street	Patten	ME	04765
Mr.	Ron	Dennis	Dennis Computer Sales & Service	940 Station Road	Stacyville	ME	04777
Ms.	Debbie	Berry	East Mill Federal Credit Union	P.O. Box 481, 4 Church Street	Patten	ME	04765
Mr.	Peter	Ellis	Ellis Family Market	5 Main Street	Patten	ME	04765
Ms.	Carol	Curtis	F.A. Peabody Company	16 Station Road	Sherman	ME	04776
Mr.	Peter	Qualey	F.H. Qualey & Sons, Inc.	P.O. Box 177	Sherman	ME	04776
Mr.	Mike	Eash	Forestry Management	P.O. Box 19	Sherman	ME	04776
Mr.	Frank	Cox	Golden Ridge Farms	1053 Island Falls Road	Sherman	ME	04776
Mr.	Donald	McKellar	Golden Ridge Wood Products	P.O. Box 310	Sherman	ME	04776
Mr.	Todd	Hayes	Hayes's Garage	640 Kelly Hill Road	Stacyville	ME	04777
Mr.	Richard	Huntley	Huntley's Machine Shop	102 Benedicta Road	Sherman	ME	04776
Mr.	Brian	Johnston	J&J Flies	1111 Station Road	Stacyville	ME	04777
Mr.	John	Qualey	JMQ, Inc.	276 Silver Ridge Road	Sherman	ME	04776
Mr.	Joseph	Pokorny	J.P. Handyman Service	151 Cold Brook Road	Sherman	ME	04776
Mr.	Ken	Delano	Katahdin North Enterprises	P.O. Box 407	Stacyville	ME	04777
Ms.	Emily	Hosford	Katahdin Trust Company	P.O. Box 450	Patten	ME	04765
Mr.	Durward	Humpheries	Katahdin Valley Health Center	PO Box 500	Patten	ME	04765
Mr.	David	Robinson	Katahdin Valley Wheelers	P.O. Box 40	Stacyville	ME	04777
Mr.	Stuart	Kelly	Kelly's Shell Station	98 Maine Street	Sherman	ME	04776
Mr.	Gary	Long	L&L Logging	624 Island Falls Road	Sherman	ME	04776
Mr.	Jeff	Mitchell	Mitchell's Auto Body	63 Gallison Road	Sherman	ME	04776
Ms.	Debbie	Long	Molunkus Valley Sno-Drifters	P.O. Box 323	Sherman	ME	04776
Mr.	Vernal	Blakely	Molunkus Valley Order of Eastern Star	P.O. Box 15	Sherman	ME	04776
Ms.	Myong	Cullens	Myong's Greenhouse	607 Station Road	Stacyville	ME	04777
Dr.	Martin	Hyrnick	North Woods General Practice	226 Main Street	Sherman	ME	04776
Mr.	Joel	Fitzpatrick	Patten Drug Company	124 Main Street	Patten	ME	04765
Mr.	Tom	Qualey	Qualey Ranch, Inc.	22 Station Road	Sherman	ME	04776
Mr.	Robert	Heath	Wholesale Bakery Dealer	82 Gallison Road	Sherman	ME	04776
Mr.	Herb	Fithian	Sherman Thriftway	3 Woodbridge Corner Road	Sherman	ME	04776
Mr.	Terry	Hill	Shin Pond Village	1489 Shin Pond Road	Mt. Chase	ME	04765
Mr.	Phil	Knowles	The Flying Cow	267 Benedicta Road	Sherman	ME	04776
Mr.	Alvin	Theriault	Theriault Flies	1135 Station Road	Stacyville	ME	04777
Mr.	Tom	Qualey	Three Oak Farms	Main Street	Benedicta	ME	04733
Mr.	Wally	Mitchell	Wally's Garage	P.O. Box 65	Sherman	ME	04776
Mr.	Galen	Desrosier		746 Golden Ridge Road	Sherman	ME	04776

UPPER VALLEY ECONOMIC COUNCIL – Resident Survey

1. **Are you currently working :** (Please put an X in the box next to your choice)
☐ full-time ☐ part-time ☐ not working
2. **If you are not working, which of the following best describes why:**

<input type="checkbox"/> No Jobs Matching My Skills	<input type="checkbox"/> Can't Find Job That Pays Enough
<input type="checkbox"/> Available Jobs Too Far Away	<input type="checkbox"/> No Employers Are Hiring
<input type="checkbox"/> Unable to Work	
3. **What do you think is the greatest cause of high unemployment in the Sherman-Stacyville area?**

<input type="checkbox"/> High energy costs	<input type="checkbox"/> High Transportation costs
<input type="checkbox"/> Lack of Quality Workforce	<input type="checkbox"/> Distance to where jobs are
<input type="checkbox"/> Lack of Good Child Daycare	<input type="checkbox"/> Jobs Don't Match Workforce Skills
<input type="checkbox"/> Available Jobs Don't Pay Living Wage	<input type="checkbox"/> Lack of Job Opportunities Generally
<input type="checkbox"/> Unstable Economy Overall	
4. **In your opinion, which of the following industries have the best chance of generating good jobs in the Upper Valley region:**

<input type="checkbox"/> Traditional Forest Products Industry (wood harvesting; sawmills; other value added wood processing)	
<input type="checkbox"/> Renewable Energy Industry (Biomass; wood chips; pellet manufacturing; biomass energy generation; commercial wind farm)	
<input type="checkbox"/> Agriculture (food crops; beef cattle/pork; organically grown produce; processing)	
<input type="checkbox"/> Manufacturing (CNC machining, etc.)	
<input type="checkbox"/> Healthcare (clinics; nursing homes; etc.)	
<input type="checkbox"/> Construction	<input type="checkbox"/> Information Technology
<input type="checkbox"/> Tourism (lodging; eateries; outdoor recreation-based businesses; etc.)	
<input type="checkbox"/> Retail	<input type="checkbox"/> Insurance / Banking
5. **What industry would you most like to work in, providing you had the opportunity to receive proper training:**

<input type="checkbox"/> Traditional Forest Products Industry	<input type="checkbox"/> Renewable Energy Industry
<input type="checkbox"/> Agriculture	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Healthcare	<input type="checkbox"/> Construction
<input type="checkbox"/> Tourism	<input type="checkbox"/> Retail
<input type="checkbox"/> Insurance / Banking	<input type="checkbox"/> Information Technology
<input type="checkbox"/> Education	
6. **On the back of this survey, please add any comments or suggestions that you have that would help business development and job creation in the Upper Valley region. *THANK YOU!***

UPPER VALLEY ECONOMIC COUNCIL – Resident Survey Summary

Estimated # of surveys distributed: 100+/- # of surveys returned: 60 Est. **60% return rate**
 64 surveys were distributed on 5/8/2012 to food pantry clients; an unknown number was also left at town office.

1. Are you currently working : (Please put an X in the box next to your choice)

Fulltime	9	
Part-time	13	
Not working	38	

Analysis: 63% of respondents were not working; 22% had part-time work.

2. If you are not working, which of the following best describes why:

No Jobs Matching My Skills	3	
Available Jobs Too Far Away	10	
Can't Find Job That Pays Enough	2	
No Employers Are Hiring	3	
Unable to Work	21	
Retired (not an original choice)	11	Assumed – no response
Homemaker (not orig.choice)	1	

Analysis: 35% of respondents indicated they were unable to work; the second highest percentage had no response, which is likely an indication they may mostly be retired. The 3rd highest percentage indicated that available jobs were too far away. This is likely to mean that if they were offered these positions, they may not be lucrative enough to pay for travel, lodging or relocation. It could also mean that people simply did not choose to leave their roots...possibly because they owned their homes or housing costs were more manageable here, or because there was a support system here that could not be duplicated elsewhere.

3. What do you think is the greatest cause of high unemployment in the Sherman-Stacyville area?

High energy costs	12	
Lack of Quality Workforce	4	
Lack of Good Child Daycare	2	
Available Jobs Don't Pay Living Wage	20	
High Transportation costs	18	
Distance to where jobs are	27	
Jobs Don't Match Workforce Skills	6	
Lack of Job Opportunities Generally	33	
Unstable Economy Overall	11	

Analysis: 55% feel that the lack of jobs in general is the main cause of unemployment in the area, followed by 45% that believe distance to where jobs are is the greatest cause. Either way, job creation is a primary issue and one that UVEC needs to really focus on. Raising the median

income level (33%) needs to be tied to job creation strategies. High transportation costs (30% response) could actually be interpreted 2 ways: as related to commuting to work, or as related to cost of doing business...either way, anything that can reduce transportation costs, whether it be a ride share program or public transportation network to increasing cost effective rail service, trans-load alternatives, or warehousing/distribution, should be a considered possible solutions toward lessening the impact of high transportation costs.

4. In your opinion, which of the following industries have the best chance of generating good jobs in the Upper Valley region:

Traditional Forest Products Industry	20	
Renewable Energy Industry	17	
Agriculture	28	
Manufacturing	12	
Healthcare	13	
Construction	5	
Information Technology	2	
Tourism	12	
Retail	10	
Insurance / Banking	1	
No response	4	

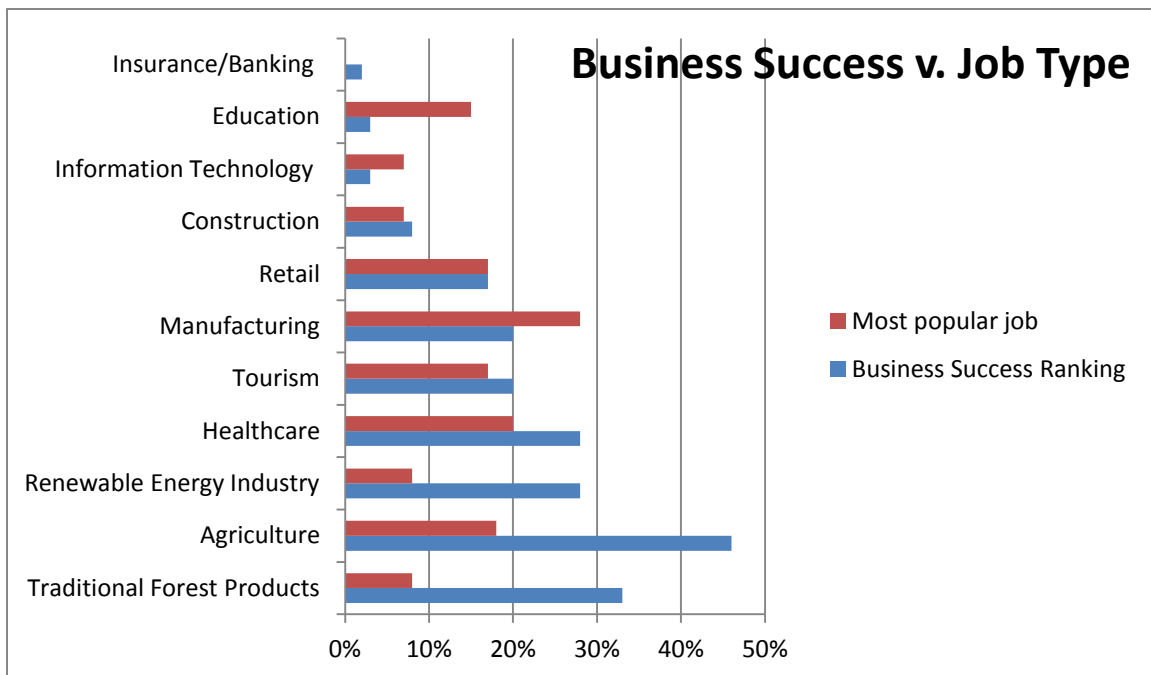
Analysis: This question allowed for multiple selections, but an overwhelming 47% of the responses were for agriculture as having the greatest chance for success; 33% of responses were for traditional forest products, with renewable energy coming in 3rd at 28% and healthcare-related businesses 4th at 22%. These responses somewhat align with the findings from Vital Economy's Mobilize Northern Maine asset mapping initiative, which found that in considering indigenous competitive advantage compared to market/trend attractiveness, northern Maine's best chance at reaching economic development goals would come from growing the renewable /alternative energy and information technology clusters, though close behind these 2 clusters were natural resource tourism and agriculture.

5. What industry would you most like to work in, providing you had the opportunity to receive proper training:

Traditional Forest Products Industry	5	
Agriculture	11	
Healthcare	12	Drug abuse counseling; dental
Tourism	10	
Insurance / Banking	0	
Education	9	
Renewable Energy Industry	5	
Manufacturing	17	
Construction	4	
Retail	10	
Information Technology	4	

Other/No response	4	2 were unable to work; 1 for horse therapy
-------------------	---	--

Analysis: In contrast to the findings from the last question about which industries would have the best chance of generating good jobs in the UVEC region, when asked what industry they'd most like to work in, the majority (28%) chose manufacturing, with healthcare a close second. Agriculture – the most popular business choice was 3rd as an employment choice at 18%, while tourism and retail were tied for 4th most popular choice at 17%. Interestingly, traditional forest products and renewable energy were selected as the 2nd and 3rd best chance for generating good jobs but only 8% of the respondents wanted to work in either industry.



6. On the back of this survey, please add any comments or suggestions that you have that would help business development and job creation in the Upper Valley region. *THANK YOU!*

The following is a verbatim transcript of the comments received from the only 2 respondents that included comments.

- Bus shuttles between towns ...ex: Sherman to Lincoln for available jobs
- Free technological education so that jobs are kept in US rather than hire people from “away” to do these jobs (these people send the money they make back to their country). The money would stay in the US.
- Bring back factories!! The box factory is gone, Sherman Lumber is gone as well as factories and mills in other towns.
- Make day care available, payable by DHHS for women that want to get jobs or education so they can eventually get work.

- Subsidize fuel for travel to work.
- You should include people that are retired and disabled.
- *If something doesn't change soon, more families will be in dire straits!*
- *We need to bring in small businesses that are willing to train our youth. Some adults depend on government programs as a lifestyle.*
- *Many people do not want to work because of food stamps and health care provided by the state.*
- *Recently moved to the area...lack of people with the will to work is shocking....have tried to hire tradesmen /odd job laborers...either overpriced or don't return to complete the job.*
- *Reopen power plant in Stacyville; Bring in Super Walmart; Offer free or low-cost land to businesses that want to set up in the area, or tax breaks.*

UPPER VALLEY ECONOMIC COUNCIL – Student Survey

- 1. Do you plan to attend college after high school graduation?** (Please put an X in the box next to your choice)
- ☐ Yes ☐ No ☐ not sure
- 2. What course of study are you interested in/will you be taking?**
- | | |
|--|---|
| <input type="checkbox"/> Business | <input type="checkbox"/> Education/Human Development |
| <input type="checkbox"/> Health –related | <input type="checkbox"/> Liberal Arts/Sciences |
| <input type="checkbox"/> Engineering | <input type="checkbox"/> Natural Sciences, Forestry/Agriculture |
- 3. If you do not plan to go to college, do you intend to** (check all that apply):
- | | |
|--|--|
| <input type="checkbox"/> Stay and find work locally | <input type="checkbox"/> Relocate to find more job opportunities |
| <input type="checkbox"/> Start your own business | <input type="checkbox"/> work in construction, forestry or agriculture |
| <input type="checkbox"/> Work in a retail store | <input type="checkbox"/> Drive truck/haul freight |
| <input type="checkbox"/> Other (please specify): _____ | |
- 4. If you are leaving the area to go to college, would you be interested in coming back to live and work if there were job opportunities in your field of study?**
- ☐ Yes ☐ No ☐ Maybe
- 5. If you answered “No” or “Maybe” to #4, which of the following would you consider the main reason for not wanting to live and work here?**
- | | |
|---|--|
| <input type="checkbox"/> Commuting distance to where jobs are | <input type="checkbox"/> Cost of Living too high |
| <input type="checkbox"/> No jobs here in my field of study | <input type="checkbox"/> Available Jobs Don’t Pay Enough |
| <input type="checkbox"/> Lack of Job Opportunities Generally | <input type="checkbox"/> Don’t like the climate |
| <input type="checkbox"/> No social/night life, or amusements | <input type="checkbox"/> Lack of cultural events, museums, art |
| <input type="checkbox"/> Other (please specify): _____ | |
- 6. If you answered “Yes” to Question #4, which of the following best describe your reason why?**
- | | |
|--|---|
| <input type="checkbox"/> Lots of job opportunity in my field | <input type="checkbox"/> Safe and inexpensive place to live |
| <input type="checkbox"/> Friends and family are here | <input type="checkbox"/> close knit community/small town values |
| <input type="checkbox"/> Love the outdoors, hunting/fishing | <input type="checkbox"/> Family business here |
| <input type="checkbox"/> Other (please specify): _____ | |
- 7. If they could be developed in the Katahdin region, what types of industries or job opportunities would be most interesting to people 18 – 25 of age?**
- ☐ Traditional Forest Products Industry (wood harvesting; sawmills; other value added wood processing)
- ☐ Renewable Energy Industry (Biomass; wood chips; pellet manufacturing; biomass energy generation; commercial wind farm)
- ☐ Agriculture (food crops; beef cattle/pork; organically grown produce; processing)
- (Continued on reverse side of page)**

- ☐ Manufacturing (CNC machining, etc.)
 ☐ Information Technology
☐ Healthcare (clinics; nursing homes; etc.)
 ☐ Construction
☐ Tourism/hospitality (lodging; eateries; outdoor recreation-based businesses; etc.)
☐ Retail
 ☐ Insurance / Banking
☐ Other (please specify): _____

8. What industry would you most like to work in, providing you had the opportunity to receive proper training:

- ☐ Traditional Forest Products Industry
 ☐ Renewable Energy Industry

☐ Agriculture
 ☐ Manufacturing

☐ Healthcare
 ☐ Construction

☐ Tourism
 ☐ Retail

☐ Insurance / Banking
 ☐ Information Technology

☐ Education

9. If you had 3 wishes for the Upper Katahdin Valley region, what would they be?

1. _____
2. _____
3. _____

10. Please add any comments or suggestions that you have about business development and job creation in the Upper Valley region. *THANK YOU!*

This image shows a single sheet of white paper with horizontal blue or grey ruling lines, typical of notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

###

UPPER VALLEY ECONOMIC COUNCIL – *Student Survey Summary*

In early June 2012, this student survey was distributed with the help of Debi Marquis of school guidance department, to grades 8-11 at the Katahdin Jr./Sr. High School in RSU #50. Ms. Marquis collected and returned the survey responses to NMDC by mail.

The survey was developed by the Upper Valley Economic Council with assistance from NMDC. The purpose of the survey was to gain some insight into how teenagers looked at the region from the viewpoint of lifestyle and job opportunity to learn what measures could be taken to improve facets of desirability so that younger, educated people could return to the region and join the workforce with a realistic expectation of gainful employment and reasonably good starting income.

The survey also provided feedback on what employment industry sectors seemed most popular among those students planning to go to college, as well as those not planning to go to college. Students were also asked for any comments or suggestions about business development and job creation in the UVEC region. Only about 14 students responded with comments.

Finally, the survey gave students a chance to tell us what their 3 wishes would be for the upper Katahdin Valley. This was a wide open question that would allow them unhindered response options.

A total of 77 surveys were returned; approximately 12 of those were incomplete, in most of those cases the 3 wishes question was left blank.

The following pages contain the survey question as it appeared to the students, followed by a modified answer block allowing a numerical tally of the number and percentage of responses, with a narrative analysis of the responses below to provide context.

- 1. Do you plan to attend college after high school graduation?** (Please put an X in the box next to your choice) out of 77 responses

Yes	%	No	%	not sure	%
68	88%	2	2.5%	7	9%

Analysis: The 88% of responders intending to go on to college compares well with the statistics provided by RSU#50, which indicated that 84% of the 2012 graduating class intended to go to college, and 81% stayed enrolled for the first year.

- 2. What course of study are you interested in/will you be taking?** Out of 75 responses

	#	%		#	%
Business	17	23%	Education/Human Development	10	13%
Health –related	25	33%	Liberal Arts/Sciences	14	19%
Engineering	13	17%	Natural Sciences, Forestry/Agriculture	10	13%

Analysis: There is a high degree of interest in the health sciences as a course for post-secondary study with business, liberal arts and engineering following in that order. Education and Natural Sciences tied at 10%. This would indicate a reasonable mix of strong yet varied career choices.

3. If you do not plan to go to college, do you intend to (check all that apply): out of 11

	#	%		#	%
Stay and find work locally	4	36	Relocate to find more job opportunities	11	100
Start your own business	8	72	work in construction, forestry or agriculture	3	27
Work in a retail store	1	9	Drive truck/haul freight	2	18
Other (please specify)	<i>Go as far away from here as possible</i>			1	9
	<i>Armed Forces</i>			1	9
	<i>Own my own business</i>			1	9

Analysis: Unfortunately (but not surprisingly) for those choosing not to go to college, the top response was to relocate in order to find job opportunities. On the positive side, the second most popular choice was to start a business, presumably in the UVEC region. Business startup can be complicated and may require substantial capital....these aspiring entrepreneurs will likely need some business assistance services. UVEC could be a resource for them.

4. If you are leaving the area to go to college, would you be interested in coming back to live and work if there were job opportunities in your field of study? (75)

Yes	%	No	%	Maybe	%
34	45%	13	17%	28	37%

Analysis: This response is somewhat encouraging even though only 50% of those intending to go on to college also intend to return. However, if even half of those responding 'maybe' could be recruited back to the area by new job growth, it would tip the scales to an impressive 64% retained and educated workforce. The key to attracting those post secondary grads back to the upper Valley to live is by making sure there are job opportunities in their field of study.

5. If you answered "No" or "Maybe" to #4, which of the following would you consider the main reason for not wanting to live and work here? (41)

	#	%		#	%
Commuting distance to where jobs are	10	24	Cost of Living too high	2	5
No jobs here in my field of study	19	46	Available Jobs Don't Pay Enough	15	37
Lack of Job Opportunities Generally	24	58	Don't like the climate	9	22
No social/night life, or amusements	16	39	Lack of cultural events, museums, art	6	15
<i>Other (please specify):</i>				1	24

Note: most responders ignored the instruction to indicate just the main reason and selected multiple answers.

Analysis: The "maybe's" were twice as plentiful as the "no's" but when asked what the main reason for not returning to live and work in the UVEC region would be, the most popular response (58%) was a general lack of employment opportunities. The second most popular response (46%) was a lack of jobs here in my field, followed by no social or night life (39%). Unfortunately, leisure time entertainment is

not likely to be profitable if the majority of patrons are not employed and making a decent income, so job opportunities have to be a number one priority for UVEC.

6. If you answered “Yes” to Question #4, which of the following best describe your reason why? (34)

	#	%		#	%
Lots of job opportunity in my field	4	12	Safe and inexpensive place to live	14	41
Friends and family are here	26	76	close knit community/small town values	14	41
Love the outdoors, hunting/fishing	22	65	Family business here	2	6
Other (please specify)	<i>Mini-farm is here</i>			1	3
	<i>Dislike cities</i>			1	3

Analysis: The quality of life and small town values are not lost on a majority of the responders, who indicated the importance of friends and family, outdoor recreation, safe and affordable lifestyle, and the closeness of small community living as reasons to return to the UVEC region. These attributes should be a major focal point in recruiting business expansions and relocations, even though there will be some objection from the segment of the population looking for more fast paced and exciting leisure time activities. Testimonials from the school-age constituency could be a good marketing tool.

7. If they could be developed in the Katahdin region, what types of industries or job opportunities would be most interesting to people 18 – 25 of age? (77)

	#	%		#	%
Traditional Forest Products Industry	20	26	Renewable Energy Industry	15	19
Agriculture	15	19	Manufacturing	14	18
Healthcare	24	31	Information Technology	13	17
Tourism/hospitality	17	22	Insurance / Banking	4	5
Retail	7	9	Construction	9	12
Other	1	1	<i>Carpentry/mini-farm sideline</i>	1	1
<i>Marine biologist</i>	1	1	<i>Psychology/art therapy</i>	1	1
			<i>Sheet metal fabrication</i>	1	1
			<i>Veterinarian college*</i>	1	1
			<i>Music</i>	1	1

Analysis: Healthcare jobs were the most popular choice for 31% of responders, followed by Traditional Forest Products Industry (26%) and Tourism/Hospitality (22%). Agriculture, Renewable Energy, Manufacturing and Information Technology all fell closely together in the 19%-17% range. There were some written responses, but with the exception of music, all could fall within manufacturing, construction or health-related industries. This should be welcome news for Katahdin Valley Health Center, Green Valley Association, and North Woods General Practice, but the opportunities within these 3 entities will only provide limited employment. Additional healthcare jobs in the UVEC region need to be created in order to satisfy the interest in this occupational field. Traditional forest industry jobs will

fluctuate with market demand and Canadian competition. Some additional capacity for harvest and chipping could develop if the biomass energy industry continues to grow, but sawmill/stud mill and veneer markets are depressed and will likely be unchanged in the next several years. The region has a competitive advantage with an ample wood basket and experienced workforce.

The recently designated Katahdin Woods and Waters Scenic Byway may help to stimulate the tourism/hospitality industry, as well as other nature-based business opportunities such as guiding, cycling, and outdoor excursions. The challenge will be to market UVEC region as a 4-season tourist destination so that jobs in this industry can be sustained year round.

8. What industry would you most like to work in, providing you had the opportunity to receive proper training: (77)

	#	%		#	%
Traditional Forest Products Industry	11	14	Renewable Energy Industry	3	4
Agriculture	10	13	Manufacturing	8	10
Healthcare	26	34	Information Technology	9	12
Tourism/hospitality	5	6	Insurance / Banking	2	3
Retail	1	1	Construction	5	6
Education	9	12	Other or N/A	1	1
Other	<i>Veterinary</i>			1	1

Analysis: As is often the case, there appears to be some disconnect between what people perceive as jobs that would be desired and what they themselves would prefer to do for a living. In this case the top 2 – Healthcare and Traditional Forest Products Industry – are in alignment with the previous question’s responses, but only 6% of responders preferred to work in Tourism/Hospitality compared to 22% that felt this would be an interesting career choice for 18-25 year olds.

Renewable Energy, Information Technology, and Construction all fell sharply in popularity as well. One reason for this is the addition of the Education industry occupation in this question, which garnered 12% of the responders. Since it is difficult to “develop” the job market for K-12 educators under a state education system, and it is likely not feasible to create a center for higher education in the region, that field was not an available choice in question 7. Nonetheless, education is very necessary and viable (though limited) career option for a segment of the workforce returning to the region.

9. If you had 3 wishes for the Upper Katahdin Valley region, what would they be? (77)

....responses tabulated on next page

General Theme	#	%
<i>More entertainment / cultural events/things to do/teen activities/family activities</i>	20	26
<i>More businesses/ money/retain businesses, jobs/more development</i>	15	19
<i>Better Climate/Weather</i>	2	3
<i>More/Better/closer Jobs /jobs for teens</i>	31	40
<i>Better pay</i>	7	9
<i>Better Park Care/better access to lakes, rivers</i>	2	3
More opportunities	12	16
<i>Have a CSI-type thing (??)</i>	1	1
<i>Criminal Justice (??)</i>	1	1
<i>Better law enforcement</i>	1	1
A better school, one that is accredited/better education/a university	9	12
<i>Less remote/access to transportation resources</i>	3	4
More shops/restaurants/McDonalds/Subway/Walmart	11	14
<i>Apple store in Houlton</i>	1	1
<i>Better houses</i>	2	3
<i>Add population</i>	4	5
<i>Less welfare people</i>	4	5
<i>More jobs centered on tourism/outdoor recreation</i>	4	5
<i>Re-open May Mountain</i>	1	1
<i>Lower gas/energy prices/ISO New England grid</i>	2	3
<i>People were more open-minded</i>	3	4
<i>Lower crime rate</i>	1	1
<i>More agricultural jobs</i>	1	1
<i>Better healthcare /more healthcare facilities, hospitals</i>	2	3

Analysis: It should first be noted that only 62 of 77 responders listed even one wish, while only 49 listed a second wish, and 43 listed a third. Clearly the number one wish for a large number of the responders (40%) was for jobs. The aggregated responses here included more jobs, better jobs, closer jobs, and jobs for teenagers. The second most popular wish (26%) was for more things to do...this included comments ranging from more family entertainment to nightlife for young adults. The third most popular wish (19%) fell in the category of business development and general development, presumably community-based. Also in this category were wishes for business and job retention.

There were also a number of wishes for more retail choices, particularly chain stores and restaurants such as Walmart and Subway. Although popular with the youth of today, they may need to know that franchise establishments may actually be counter-productive to keeping money in the community and also the fact that the small population and low per capita income of the region would make any consideration for franchise retail or restaurant stores unfeasible.

Also, there were 9 wishes having to do with improved education. These comments indicated a desire for both facility and instructional improvements, and even one wish for a university in the region.

The following section requested any comments, of which there 14 relatively legitimate comments and 2 prank comments. The more legitimate comments are listed below.

10. Please add any comments or suggestions that you have about business development and job creation in the Upper Valley region. *THANK YOU!*

- *More businesses like we used to have. (2)*
- *More entertainment because there is none up here.*
- *Have a check box for crime scene investigation*
- *There are not enough jobs in the "arts" up here...sports overrule art and that is **not** OK...art should be equal I school schedule and not a second choice.*
- *I want to be a pediatrician...hope I don't have to travel too far if I stay here.*
- *I don't think I can ever find a veterinary college (??)...it would be a help if I could...I'm a sophomore and only have 2 more years until graduation...I feel hopeless.*
- *I'd like roadways to be cleaned up and repaired.*
- *Need more variety.*
- *Bring anything that adds jobs*
- *Use your imagination.*
- *If there were more business, social, and retail opportunities in the region, I would definitely come back.*
- *Railroad should be open to passenger rail so people can travel Maine by train.*

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