

Workforce and Economic Diversification Assessment

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Prepared for:

The Town of North Haven, ME

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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 32 states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, *The New York Times* and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociate).

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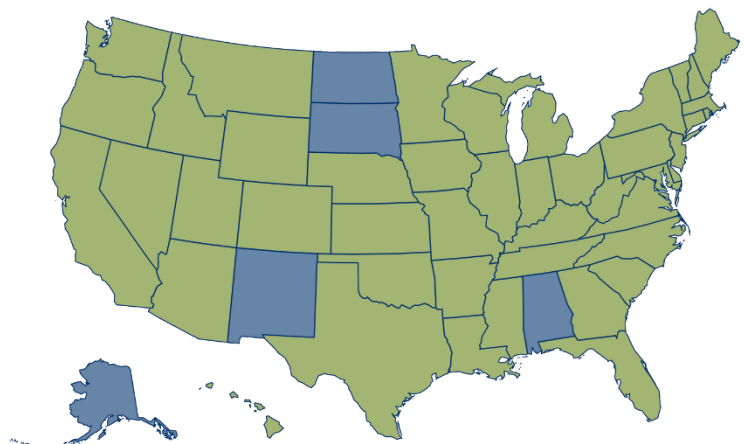


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Executive Summary

Following North Haven's recent visioning process in the latter half of 2021, the Town retained Camoin Associates to help develop a workforce and economic diversification assessment and related action plan. Through this work, a series of recommendations and action items were developed.

The highest priority areas of focus were identified as:

- **Housing**
- **Waterfront Infrastructure and Planning**
- **Flow and Movement of Goods and People**
- **Protection of the Natural Environment, Resources, and Related Ecosystems for Future Island Generations**

These four priorities were selected as the highest for our recommendations because:

- ✓ They are connected and critical to each and every other strategy and their related challenges
- ✓ They require Town policies and investment which are uniquely within the purview of the town and if acted upon then enable other strategies to be met
- ✓ The market/private sector alone has not and will not likely address these challenges
- ✓ They continually emerged as important throughout the engagement process conducted across multiple constituencies
- ✓ They are foundational to best practices in community-based economic resiliency

Continuation of critical services, education and workforce, communications infrastructure, economic/business/entrepreneurial opportunities, and civic infrastructure were identified as secondary priorities - also important to economic diversification and resiliency but less reliant on Town immediate action and investment.

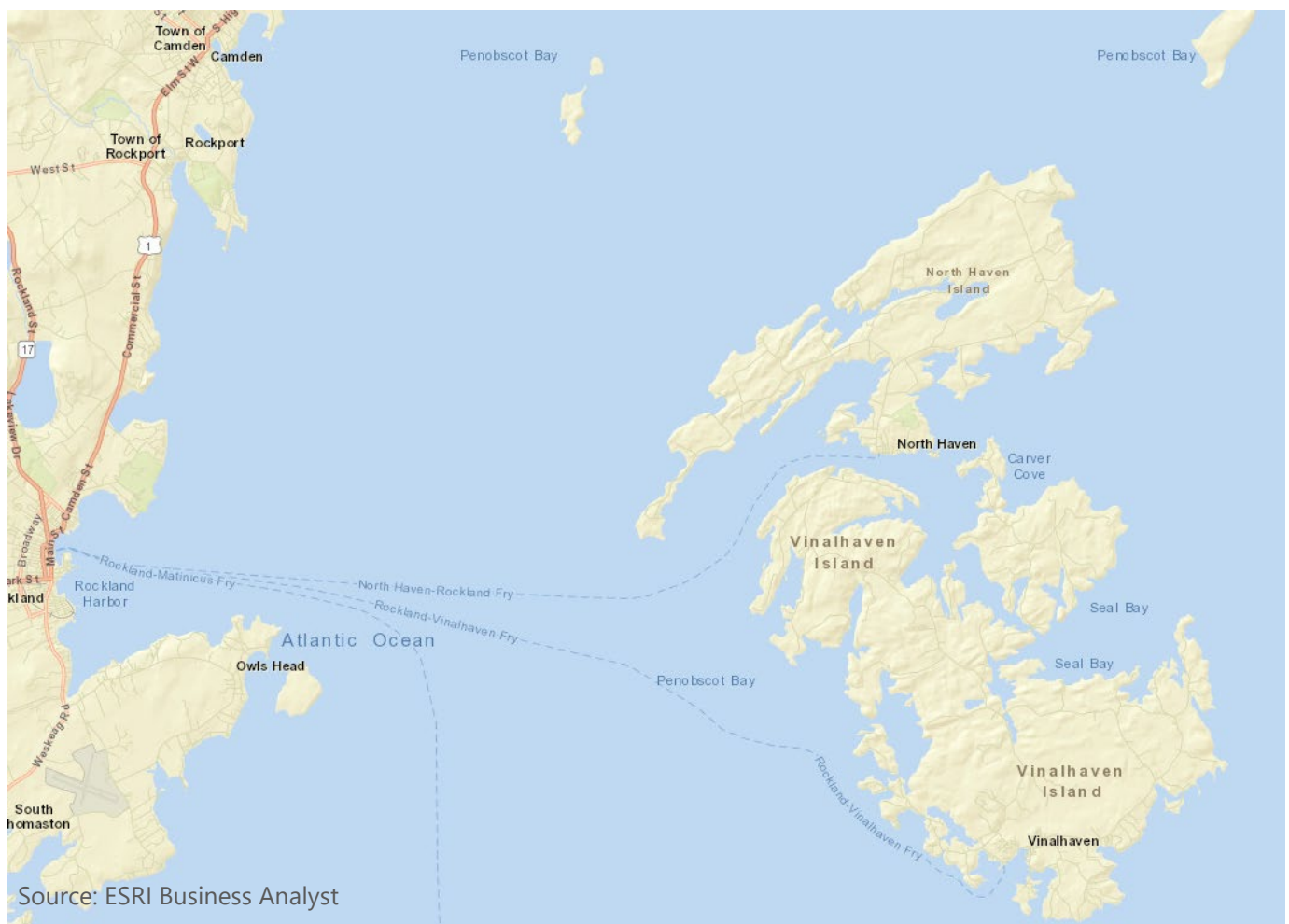
Introduction & Process

North Haven completed a community visioning process between August 2021 and January 2022, leading to the Town retaining Camoin Associates to conduct a workforce and economic diversification assessment. The goal of this process was to assist the Town in understanding the current state of North Haven's economy and workforce and identify likely future economic and workforce challenges. This process culminated in a set of recommend actions the Town can take now and, in the future, to build the community's vision of creating a thriving year-round economy, stewarding its natural resources, and preserving the island's beauty for current and future generations.

In order to better understand the opportunities and challenges of North Haven's workforce, the following tasks were undertaken:

- A review of results from the Town's vision process including its visioning survey
- A review of economic and demographic data from the Census Bureau, Lightcast (formerly EMSI), and ESRI (GIS data)
- Interviews and focus groups with community members – including employers in the agriculture, aquaculture, fishing/lobstering, health care, education, social services, retail, food, and nonprofit sectors. This included virtual as well as in-person sessions. An initial round was focused on findings regarding challenges and opportunities and a second round on strategy framework and potential actions
- A housing and workforce survey, which received 209 responses

This process was occurring at the same time a working group and consultant were working on housing assessment and strategies for attainable housing. Housing is a critical to local workforce and economies. For this workforce and economic diversification assessment we include strategies as they relate to the economic and workforce but leave the detailed housing assessment and housing strategies to the housing working group and their consultant.



Strategy and Action Framework for Economic Resiliency

The following provides context and a framework for creating and implementing strategies and actions in North Haven for long-term economic resiliency. It is intended to provide guidance for the development and prioritization of strategies and actions.

Understanding Resiliency

Community economic resiliency incorporates two components. First is the ability to withstand, and quickly recover from major disruptions or threats once they occur. Second, is foresight. This means looking ahead and planning identifying potential challenges, threats, disruptions, and even opportunities while there is time to either change the course of action or become prepared. Together these two components of resiliency help make a community "future-ready".

To succeed and have meaning resiliency must be grounded in community values and vision. As per the North Haven Visioning process, these include:

- Trust
- Appreciation of the people, place, culture, heritage

Building a resilient future-ready economy is crucial for all communities, but it is especially important for rural and coastal communities, which face unique challenges in terms of demographic, economic, and climatic changes.

North Haven Economic Vision Statement and Objective:

Through its visioning process completed prior to this economic resiliency and diversification work, North Haven developed a clear vision statement and related objectives that provide a solid foundation for strategies and actions for resiliency. They are as follows:

"North Haven is a remarkable island community – resourceful, caring, safe, and inclusive – committed to sustaining a thriving year-round economy, stewarding our natural resources, and preserving scenic beauty for current and future generations."

Within this vision is the economic and workforce objective is to: "Foster a diverse economy that sustains both a year-round workforce and the human infrastructure (childcare, healthcare, education) needed to support that workforce."

Building upon the vision statement and related objectives for the Town the following is an added vision statement to guide economic resiliency:

North Haven is a resilient community that is prepared for the future. It supports its assets and values that reflect an appreciation of people, place, culture, and heritage. By doing so it creates diverse economic opportunities.

Framework for Resilient Actions

North Haven will become economically resilient by preparing and acting according to the following values framework:

Holistic Approach to Island Resiliency – understanding diverse and individual needs as well as the connectiveness between all for community economic resiliency.

North Haven will be self-sustaining through diversity of its assets and their connectiveness. The community will support year-round opportunity for its residents and therefore enable seasonal residents and visitors to experience and enjoy the community.

Embracing Entrepreneurship - North Haven has a tradition of community entrepreneurship that has enabled it to provide opportunities for residents, business, and workers. This shall continue to be enabled through infrastructure and networks to for the support of:

- Communitypreneurs – those that make governances and civics work on the island
- Entrepreneurs – those that create new business and work opportunities
- Islandpreneurs – those that foster the overall success and resiliency of the Island given the rapid nature of change in external conditions

Stewardship of the Island Community and Place – North Haven's economic resilience will be "asset focused" grounded in valuing and investing in what you have and your community strengths/culture including:

- People
- Land
- Water/coast
- Community/Culture/History
- Buildings/infrastructure

Fit with Surrounding Market Environment (Maine, Midcoast, coastal communities) – North Haven is a unique community with a unique culture. It also operates and exist within a unique coastal and island community culture in Maine. North Haven’s resiliency and future opportunities is and will continue to be connected in many respects to this surrounding regional community especially in terms of workforce, transportation, and economic opportunity.

Future Ready and Adaptive – Building capacity and looking ahead for emerging opportunities. Change is happening rapidly all around, and this change creates both challenges and opportunities. To be resilient North Haven must be committed to regularly scanning and assessing the environment so that it can be prepared. This is enabled through enabled through civic learning, diverse community conversations, and collaboration.

Recommended Actions for North Haven Economic and Workforce Resiliency

The following are all recommended strategies and actions, prioritized in accordance with their relationship to economic diversification, workforce, and resiliency, and that require town investment and leadership. The highest priority areas of focus are as follows:

- **Housing**
- **Waterfront Infrastructure and Planning**
- **Flow and Movement of Goods and People**
- **Protection of the Natural Environment, Resources, and Related Ecosystems for Future Island Generations**

These four priorities were selected as the highest for our recommendations because:

- ✓ They are connected and critical to each and every other strategy and their related challenges
- ✓ They require Town polices and investment which are uniquely within the purview of the town and if acted upon then enable other strategies to be met
- ✓ The market/private sector alone has not and will not likely address these challenges
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- ✓ They are foundational to best practices in community-based economic resiliency

Human Infrastructure - Comprehensive Housing Strategies and Actions

Strategy:

Make housing for year-round workers and families as a priority. This is critical to a year-round resilient economy and directly fits with Northern Haven Vision and Objectives. This strategy focus includes year-round housing for:

- Workers
- Persons aging in place
- Families

As a secondary priority (though not to be ignored) actions should also be taken to address housing for seasonal workers. This benefits business that are seasonal and/or have seasonal spike in the spring through fall months. Important for both for seasonal and year-round businesses, though housing needs are different.

Needs:

Housing that is

- More diverse in type and price points
- More available
- More affordable

Justification:

Throughout North Haven's visioning and economic resiliency and diversity processes no one issue came up more than housing. In terms of economic and workforce resiliency housing is a critical foundation for:

- Workforce
- Business - every sector and their need for workers
- Year-round (to be able to live and work) and seasonal (to have workers at businesses) residents

Current Status:

The Town formed the North Haven Housing Working Group in Spring of 2022 to address Access to Housing, identified during the Community Vision Process as Priority 1. The Housing Working Group was tasked with assessing the current housing climate on North Haven and identifying perceived gaps and needs in the housing market. The Working Group, with support from housing consultant Mary Terry, wrote a report describing the current housing climate and findings from the Community Priorities Survey. A set of recommendations to increase access to housing accompanied the report and is meant to be used to develop and carry out a Housing Action Plan. The Report and Recommendations will be shared with the community following Select Board approval. In addition to the Housing Report and Recommendations, the Housing Working Group in partnership with North Haven Sustainable Housing, hosted community-wide education events, inviting guest speakers to share information and resources related to increasing access to housing. To view the members of the Working Group and read updates on their work, visit the North Haven Vision Hub via the town website (www.northhavenmaine.org).

Actions:

- Finalize comprehensive housing strategy and implement top priority actions
- Continue to support and utilize housing committee/organization for overseeing implementation
- Continue to support community and private efforts to make housing available
- Include strategies that enable attainable housing through:
 - Zoning and land use planning – i.e., Allowance of accessory dwelling units
 - Balance short-term rental allowances with need for year-round rentals
 - Lowering development costs through public/private/non-profit partnerships

Partners:

- Town of North Haven- financial support for partners, land-use policy and practices, and provision of land
- North Haven Sustainable Housing – advocacy, implementation, management
- North Haven Housing Advisory Committee – policy liaison to the Town
- Property owners, businesses, and residents interested in the development of housing

Required Resources: Staff time for supporting committee and land use policy and practices, possible financial incentives and/or provision of land for housing development

Priority: High

Waterfront Infrastructure and Waterfront Planning

Strategy:

Invest in waterfront planning and Infrastructure to support and sustain diverse, multiuse access to the water for the long-term. Do this through a process that considers the comprehensive needs and assets of the waterfront areas by creating a waterfront master plan that focuses initially on the Thorofare Waterfront. This process should drive toward actionable results – including construction and shoreline stabilization – that continue existing uses, provide for a wider range of future uses, and account for both sea level rise and climate change.

Needs:

- More accessible for business, residents, visitors
- Better flow and connections
- Built for the future – in terms of both supporting the economy and withstanding environmental changes
- Diverse - able to meet needs of fishing, aquaculture, marine, other businesses movement of goods and people

Justification:

Being an island, the Town is surrounded by water and the waterfront is the point of entry and exit for multiple purposes including movement of goods and services, marine specific industries such as fishing and marinas, business benefiting from close proximity to the waterfront for customers and sales, residents going to and from the mainland or other islands, visitors, recreation, emergency medical services, and more. The current waterfront areas have many needs and deficiencies in terms of infrastructure and planning as identified by the Town, residents, and businesses. Actions are needed to provide

- Greater access
- Greater flow
- Longer term-lifespan
- Environmental resiliency

Current Status:

In “Challenges and Priorities Update for Town Meeting, Town Administrator Presentation, March 14, 2020,” the Town was provided an overview of the needs and next steps for an accessible waterfront, both working and recreational and for improved traffic and parking management. Following that 2020 meeting, the Town explored various options for expanding and improving waterfront access. These included –

- Expanding the Pulpit Harbor Town Float – estimated \$650,000
- Adding a wharf parallel to Second Bridge – estimated \$1,100,000
- Creating a new wharf and float system at Izzy’s Beach - \$1,200,000
- Creating a parking deck and wharf in the area between J.O. Brown’s and the ferry parking lot – estimated \$1,800,000
- Building a Town Boat Ramp for small boats at the end of Waterman Lane – estimated \$100,000 – This was rejected by the Town’s voters

The pandemic broke out immediately following the 2020 Town Meeting, so none of these initiatives was pursued in sufficient detail to bring them to a vote. While the Community Vision and Priorities process has led to a more comprehensive assessment of our needs, waterfront access remains key to sustaining the community.

Actions:

- Create waterfront area master plans (district plans that include properties and activities near and around Maine State Ferry as well as other key waterfront areas) and include assessment of:
 - Vision/purpose – meeting working waterfront needs as well as resident needs

- Infrastructure (including pier, boat ramps, equipment storage parking, pedestrian, roads, etc.)
- Market feasibility – value to Island businesses and economy
- Finance/funding – finding needed to implement and methods/alternative for financing including but not limited to Tax Increment Financing
- Environmental resiliency and climate change
- Improve waterfront accessibility for public use including
 - Access roads
 - Pedestrian access ramps
 - Boat launches
 - Beaches
 - Parking
- Updating downtown zoning and parking requirements to make them more flexible, residence- and business-friendly
- Begin the process by meeting with and engaging property owners within the waterfront districts. Most of the property is privately owned and a master planning process cannot begin without a partnership with existing owners.

Partners:

- Town of North Haven
- Property Owners
- Businesses, workers, and residents within the district

Required Resources: \$100-\$200K for master planning depending on number of areas covered and level of infrastructure assessment needed

Priority: High

Flow and Movement of Goods and People

Strategy:

Continue to explore options for increased capacity and service across all critical transportation methods. Support for resiliency in a variety of infrastructure that moves people and goods including:

- Ferry service – early and late service
- Other water transportation services including between Island and mainland and North Haven and Vinalhaven
- Air service
- Business freight to and from Island
- Movement on Island - roads and pedestrian

Needs:

- More regular
- More reliable
- More affordable

Justification:

Transportation on and off the island is very limited and therefore constraining economic diversity and resiliency. It impacts/connects to multiple issues and people including:

- Workforce
- Business - every sector

- Year-round and seasonal
- Health and safety

Additionally on island transportation is highly car and truck dependent and opportunities exist to reduce pressure for parking and congestion in key waterfront areas.

Current Status:

The Town has explored some options, such as those mentioned in the Waterfront Infrastructure and Waterfront Planning section above. The Town has also had conversations with Maine DOT, the Maine State Ferry Service, and private transportation companies about increased service, larger vessels, specific freight service is also pursuing grant opportunities for planning along the Thoroughfare waterfront. Creating transportation infrastructure to support the community's needs is a key to long-term economic sustainability. This must include docking facilities for larger vessels to provide both freight and emergency transportation needs.

The Town is currently exploring grant opportunities to help with the cost of planning.

Actions:

- Develop a plan for transporting people, vehicles, and goods to and from the island that is consistent, effective, feasible, and affordable
- Explore/seek partners/entities for increased on-demand water passenger services
- Continue to pursue increase ferry service through the Maine State Ferry Service specifically for more trips including and early and late trip
- Collaborate with affected parties to continue effective air service
- Develop program/collaboration process for coordinating water freight service to meet individual business needs
- Continue to assess condition of roads and bridges specifically in terms of resiliency to climate events and develop prioritized improvement plan
- Improve roadways within highly utilized areas for greater use and safety for micro-mobility – being, walking; Begin program of lines painted on the roads to support biking and maintaining road shoulder
- Implement programs for bike and other micro mobility rentals, usage, maintenance, storage
- Examine parking within the district waterfront master planning process

Partners:

- Town of North Haven
- Penobscot Island Air
- Maine State Ferry Service
- Impacted property owners, business owners, workers, and residents
- Water freight and passenger transportation providers

Required Resources: High and depends on services and alternatives pursued

Priority: High

Protection of the Natural Environment, Resources, and Related Ecosystems for Future Island Generations

Strategy:

Continue to develop an ecological awareness and understanding of environmental and natural resource assets and their relationship to the overall resilience of the community. Consider environmental impacts and opportunities within the planning and implementation for each of the economic and workforce diversity strategies.

Needs:

- Environmental sustainability and resilience to impacts of climate change

Justification:

Coastal and island communities are integrated and dependent upon the natural environment. Sea-level rise and other climate change impacts are significantly affecting island ecology, people, and property. Economic opportunities must consider climate impacts and environmental sustainability measures to build community resiliency.

Current Status:

The Town's Climate Action Working Group is enrolling in Maine's Community Resilience Partnership as a mechanism for addressing Vision Priority number three: Environmental Sustainability and Climate Change Impacts. The Group is engaging to the community in assessing climate vulnerabilities to the island and identifying priority actions to address vulnerabilities, as well as strategies to mitigate the impacts of climate change. Enrollment in the Community Resilience Partnership will provide North Haven with access to funding and technical expertise to implement identified climate-related actions such as planning for sea level rise, installation of heat pumps in municipal buildings, and other adaptation and energy efficiency measures.

In addition to the Climate Action Working Group, the Town received a Capacity Development Grant to begin assessing the capacity and vulnerabilities of the municipal fresh water supply and island freshwater resources. This assessment, carried out by Ransom Engineering, will determine the risk of saltwater inundation in Fresh Pond, the municipal drinking water source, under different sea level rise and storm surge scenarios; survey private wells on the island to better understand the capacity of island aquifers; and perform a geophysical resistivity test to determine if there are bedrock fractures with potential well sites for future municipal water supply needs.

Actions:

- Implement the recommendations of the Water (fresh water) Sustainability Assessment (from separate analysis being done by Town)
- Provide education and awareness about environmental challenges and solutions, including landowner information opportunities about invasive species, silviculture, and best forest management practices.
- Assess, understand, and incorporate findings regarding current carrying capacity of ecosystem and built services, such as aquifers and freshwater sources, public drinking water and private wells, and sewer and septic systems, into planning and infrastructure development.
- Protection of natural resources and actions that foster climate resilience can build economic sustainability and diversification. Utilize the priority actions identified by the community during the Community Resilience Partnership enrollment process as opportunities to strengthen and diversify the North Haven economy. A list of opportunities related to economic resilience and diversification are contained in Appendix G, including building jobs, entrepreneurs, and business within Maine's energy and natural resource protection sectors.

Partners:

- Town of North Haven
- Maine's Community Resilience Partnership
- Midcoast Council on Governments (MCOG)
- North Haven Conservation Partners
- North Haven's Water, Earth, Birds, & Bugs (WEBB) network
- North Haven Community School

Required Resources: To be determined – resource levels will be driven by Climate Action Working Group

Priority: Because this focus area will be integrated into all strategies, it should be considered essential.

Secondary Priority Areas

The following strategies and related actions are also important to economic diversification and resiliency. They were not recommended as the highest priorities for the Town of North Haven because they may be less reliant on Town immediate action and investment, are being primarily addressed by other processes, are not the foundation for many other strategies and actions or have more time to be developed and addressed. In all cases however they are important to the long-term economic diversification and resiliency of North Haven based on the data, best practices, and input from engagement, but are less reliant on town action and investment:

Human Infrastructure - Continuation of Critical Services:

Strategy:

Take action responsive to the importance of critical human infrastructure required for resiliency of island residents, workers, and businesses. Including:

- Year-round grocery store
- Health clinic/emergency medical services, family, and nursing care
- K-12 education, childcare
- Repair, maintenance, and similar services to homes/households
- Provision of fuel and energy

Needs:

- More availability/accessibility
- Long-term resiliency

Justification:

While important nearly everywhere these are critical to surviving and thriving in an island community

Current Status:

- Currently services are provided through a combination of public (school, clinic) and private (grocery, maintenance, fuel) providers. The Town continues to work with partners and providers to sustain these critical services and address key challenges like scale and workforce.

Actions:

- Help elder care facility market/create awareness of "open door" program" for nonresidential care programs
- Work on expanding ferry service/transportation for an early morning ferry from Rockland and a late ferry from North Haven to Rockland to get workers and contractors to and from island
- Include trades as a key industry sector, specifically within strategies for education and the workforce as well as entrepreneurship and small business. Education and training will help in the long-term, however, the scale and isolation of the Island from larger markets translates to a need for tradespeople to live and work on the island. Helping the willing person with propensity for trades on Island start, grow, and manage a business will be critical
- Year-round store – provide appropriate assistance as needed/warranted to any future owners of a general store that provide goods year-round. This might require promotion of opportunity, as referrals for small business loans, or technical assistance.
- Provide support for businesses/organizations providing childcare as needed/warranted
- Provide support for businesses, organizations, and individuals providing water transportation services as needed/warranted

Partners:

- Town of North Haven
- Health care entities
- Education and training entities
- Essential businesses and entities engaged in providing community services

Required Resources: TBD

Priority: Low to Medium, depending on specific action above

Education and Workforce

Strategy:

Prepare students and workforce for jobs and careers that are resilient and offer opportunities to live and work on the island. Help businesses develop a pipeline of workers to support business resilience. Do this through a focus on:

- K-12 – skills and learning to prepare for and succeed on and off the Island within experiences/opportunities within Island context
- Essential jobs/occupations/careers to the Island and treating workforce as a community critical resource
- Entrepreneurship
- Trades and related skills and experiences – inclusive of construction, maintenance, repairs, property and equipment, health services

Needs:

Workforce training and education that is:

- Connected to emerging skills and careers
- Connected to Island needs and opportunities – industry sectors, businesses, entrepreneurial opportunities
- Connected to education and training resources beyond just what can be provided on-island

Justification:

Workforce and education are foundational to economic resiliency both at the personal level and for communities and organizations. They provide:

- Personal prosperity and resiliency
- Ability to adapt to changing economy and workforce
- Support for businesses (having the skilled workforce)
- Hope for the future – opportunity for younger generations to remain/come back to live on Island

Actions:

- Help islanders thrive in digital age including:
 - Students
 - Small business/entrepreneurs
 - Residents and seasonal population

All sectors of the economy and workforce have or are becoming more digital or digital enabled. For an island community digital intelligence and skills provide the ability to access more opportunities for work, business, health care (telehealth), and education/learning.

- Cultivate experience and opportunities for jobs and skills in trades including
 - K-12 understanding and experiencing trades, opportunities, and value
 - For residents and workers

- Work with school system to further develop and resource experienced-based learning connected to the Island ecosystem, Build on existing success of the school's programs and assets in woodworking, gardening/horticulture, and robotics/3D printing
- Continue to support the Offshore school program and Hurricane Island Center for Science and Leadership to provide opportunities for mainland students to learn within an island environment
- Coordinate with and access resources from workforce development partners and state initiatives. For example, the current initiatives focused on island and marine based education and training through the Island Institute and SeaMaine, Workforce Solutions program for upskilling and developing seasonal career pathways
- Continue coordination and support for programs of the Mid-Coast School of Technology in Rockland for training and education. This provides a critical resource for island students and exposure of the island to mainland students
- Provide opportunities for civic learning and engagement of K-12 students
- Provide scholarships at the foundation level targeted toward island experience and island related occupations – North Haven Foundation
- Teach island entrepreneurship to K-12 students exposing them to learning conducive to being creative and designing opportunities.

Partners:

- Formal Schools
- North Haven Community School
- Maine Career Center - Rockland
- Mid-Coast School of Technology
- North Haven Foundation

Required Resources: Medium – a good candidate for external funding through grants.

Priority: Medium

Communications Infrastructure

Strategy:

Support build out and siting of cell tower and other key communications infrastructure, as it is critical for communications to support industry, workforce, residents, emergency preparedness, and overall livability on North Haven.

Needs:

- More Regular
- More Reliable
- More affordable

Justification:

Business and workers as well as learners have become more and more reliant on digital tools and communications. These tools are enabled by telecommunications infrastructure including broadband and cellular. Telecommunications enable critical abilities for resiliency including remote work, remote learning and training, entrepreneurship and small business development, and telehealth.

Current Status:

The Town has seen improvement in broadband through the expansion and upgrades to service. Areas without cable broadband can increasingly be served by satellite technology. There are locations that are still underserved. Cell coverage

throughout the Town is spotty and because of this the Town is planning to bring a proposal for a new cell tower to voters for approval.

Actions:

- Implement plans for siting a cell tower on the Island with telecommunications provider(s)
- Seek state and federal funding for continued broadband infrastructure and service including through Maine Connectivity Authority which is launching new grant programs for connectivity

Partners:

- Town of North Haven
- Telecommunications Service Providers

Required Resources: Medium with public funding available

Priority: Low

Economic/Business/Entrepreneur Opportunities

Strategy:

Focus on the economic industries and markets most relevant to the island. Act on critical priorities that will enable:

- The Marine and Coastal Economy (Blue Economy), including: fishing, lobstering, aquaculture, marine and boat services, and the cross section with clean energy such as the electrification of the waterfront
- Agriculture – local and sustainable
- Visitation: accommodations, food, retail, recreation – low impact and sustainable, balances and integrates year-round, seasonal, and day visitors consistent with North Haven's culture
- Trades – construction/facilities/grounds, equipment/maintenance/repairs
- Arts and culture – to support businesses, workers as well as residents and visitors
- Entrepreneurs – creating opportunities to "make and sustain a job/business"

While the Town can be a partner and champion for business and entrepreneurship, it is important to note that these efforts will not be led by the Town but rather those businesspeople and entrepreneurs engaged in these industries and markets.

Needs:

- Connected to existing assets
- Adaptive to emerging markets/opportunities
- Resilient in context of challenges, threats, and readiness for the future

Justification:

The economic and related environment is changing rapidly across all sectors. Businesses and entrepreneurs face continued challenges to adapt to market conditions and scale and sustain their businesses. On an island this is further complicated by the seasonal nature of some activity and the difficulty of moving inputs, goods, and services, and connecting in person with people and resources.

Current Status:

Varied across businesses and industries on the island; however, in general, businesses and organizations act independently, disconnected from each other and common opportunities, networks, and resources

Actions:

Entrepreneurs

- Continue to build and strengthen entrepreneur network and support mechanisms

- Unique to “Islandpreneurs” and island opportunities
- Meetups, communications, sharing
- Connecting to external support and opportunities (Maine’s entrepreneurial networks and resources)
- Pursue partnerships and fundings with resources focused on island resiliency
- Connect to and build off Island culture and opportunities – culture, key industries, circular and shared economy
- Include trades as a key industry sector and include within both strategies for education and workforce but also entrepreneurship and small business – education and training will help in long-term however scale and isolation of Island from large market will take long to develop and by itself won’t necessarily create increased service capacity on Island. Helping the willing person with propensity for trades on Island start, grow, and manage a business will be critical.

Blue Economy (marine and fishing)

- Development and implement waterfront master plan to improve infrastructure for long-term industry needs
- Support fishing industry against threats due to lobster regulations
- Support existing efforts for aquaculture through creating access to needed water/coastal areas, equipment storage
- Connect to and utilize current efforts in the state aimed at growing and supporting blue economy opportunities including but not limited to SeaMaine, Island Institute, FocusMaine, Maine Aquaculture Association, Maine Aquaculture Innovation Center, Maine Center for Entrepreneurs Cultivator program for incubation and acceleration in the food and beverage industries in Maine, and other industry driven initiatives
- Expose K-12 students to opportunities a in blue economy that include fishing but also beyond- example: Educate Maine, Aquaculture Pioneers program, <https://mainecareercatalyst.org/aquaculture-pioneers/>

Farming and Agriculture

- Form cooperative ventures among farmers
 - Buying cooperative for goods and supplies
 - Town compost program
 - Grain shed
 - Freight/shipping – more collaboration and planning to limit trucks traveling “empty” one way
 - Marketing of goods
- Create opportunity for community gardens and build off school garden
- Support efforts of farmers to increase market opportunities (customers) for fresh and local food)

Visitation, accommodations, food, retail, recreation, and related

- Focus strategies and action to support low impact and sustainable visitation that balances and integrates year-round, seasonal, and day visitors
- Visitors’ welcome kiosk (example: Stonington has a beautiful and very accessible town landing, town float, public seating, and a kiosk as you leave the wharf and hit Main Street)
- Outdoor community bulletin board, large town map, and other basic arrival and departure info might be helpful.
- Public bathroom
- Public trash drop-off downtown

Trades – construction/facilities/grounds, equipment/maintenance/repairs

- Finalize and implement housing strategies

- Develop additional programming with schools and education service entities for trade career awareness opportunities, experiences, apprenticeships
- Develop program to aggregate on-island needs for service and bidding on service contracts
- Add to trades the need for education and caring technicians -education, healthcare, safety, family care

Arts and culture

- Continue to market arts and culture opportunities both on and off the island
- Coordinate the arts and culture events, resources, programming

Partners:

- Business and related industry groups
- Entrepreneurs
- Town of North Haven

Required Resources: Low and distributed across multiple partners, businesses. Would require staff time as part of initiatives.

Priority: Low

Civic Infrastructure

Support partnerships for:

- Nonprofit sustainability – cultivating the next generation of leaders and board members, succession planning for sustainability
- Better coordination of non-profit/civic organizations
- Increased opportunities for engagement

Needs:

- Coordination and collaboration to increase efficiencies and scale for long-term-sustainability
- The ability to plan and prepare for the future in an ever-changing environment

Justification:

North Haven residents, like many in small communities, are very reliant on civic, benevolent, and related non-profit entities for many aspects of daily living, participation, recreation, and enrichment. In small communities like North Haven and particularly small island communities these entities often lack scale to be sustainable.

Current Status:

Many excellent entities are working and doing well in supporting their constituents while also themselves. However, many can benefit from increased coordination and collaboration and in turn more services can be provided to island residents, workers, and businesses.

Actions:

- Increased coordination and collaboration for:
 - Shared database of events, happenings, needs
 - Shared staffing of civic and nonprofit entities for admin/operations
 - Shared technology/facilities
- Increase efforts for youth and young people for civic engagement
- Develop and continue advisory and engagement efforts for resiliency and adaptive planning

- Secure permanent staff resource as ‘resiliency coordinator” once Island Institute fellowship is complete

Partners:

- Town of North Haven
- North Haven School System
- Nonprofit and civic entities on the island

Required Resources: Low

Priority: Low

Appendix A: Community Demographic and Economic Profile

Data on small communities is never perfect and requires using best available sources. Frequently these are approximate estimates. The following is a brief demographics and economics profile of North Haven.

North Haven had a total population of 417 as of 2020, across 193 households. The table below shows selected demographic characteristic of North Haven. Because of the way that the Census Bureau collects data and the fact that many of North Haven's residents are seasonal, these data should be assumed to be much more approximate than exact. The data mostly reflect the year-round population.

North Haven ME Demographic Characteristics

Population	417
Working Age Population (16+)	377
Households	193
Housing Units	521
Median Household Income	\$74,375

Source: 2020 Decennial Census, 2020 ACS 5-year Estimates

North Haven's working-age population as of 2021 was 377, with 137 people listed as working on-island across 22 businesses. The island's unemployment rate was just below 7% in 2021, while the average income was slightly over \$48,500. It should be noted that these numbers do not capture more informal parts of the economy.

North Haven ME Employment

Working Age Population	377
On-Island Employees	137
On-Island Businesses	22
Per Capita Income	\$48,543
Unemployment Rate	6.9%

Source: Lightcast (formerly EMSI)

The largest industry on the island is the service sector, which accounts for just over 40% of the employed population ages 16+, followed by Agriculture/Mining (which captures fishing), Construction, and Retail Trade. In terms of occupations, professional services, management and business/financial services, construction/extraction, farming/forestry fishing, and administrative support each make up 10% or more of the total employed population. While the service economy does include tourism, it also encompasses other portions of the service economy that support the activities of other industries on North Haven.

2021 Employed Population 16+ by Industry

Agriculture/Mining	16%
Construction	16%
Manufacturing	5%
Wholesale Trade	1%
Retail Trade	10%
Transportation/Utilities	1%
Information	0%
Finance/Insurance/Real Estate	3%
Services	43%
Public Administration	7%

Source: ESRI Business Analyst

2021 Employed Population 16+ by Occupation

Management/Business/Financial	22%
Professional	23%
Sales	9%
Administrative Support	10%
Services	7%
Farming/Forestry/Fishing	11%
Construction/Extraction	13%
Installation/Maintenance/Repair	1%
Production	2%
Transportation/Material Moving	3%

Source: ESRI Business Analyst

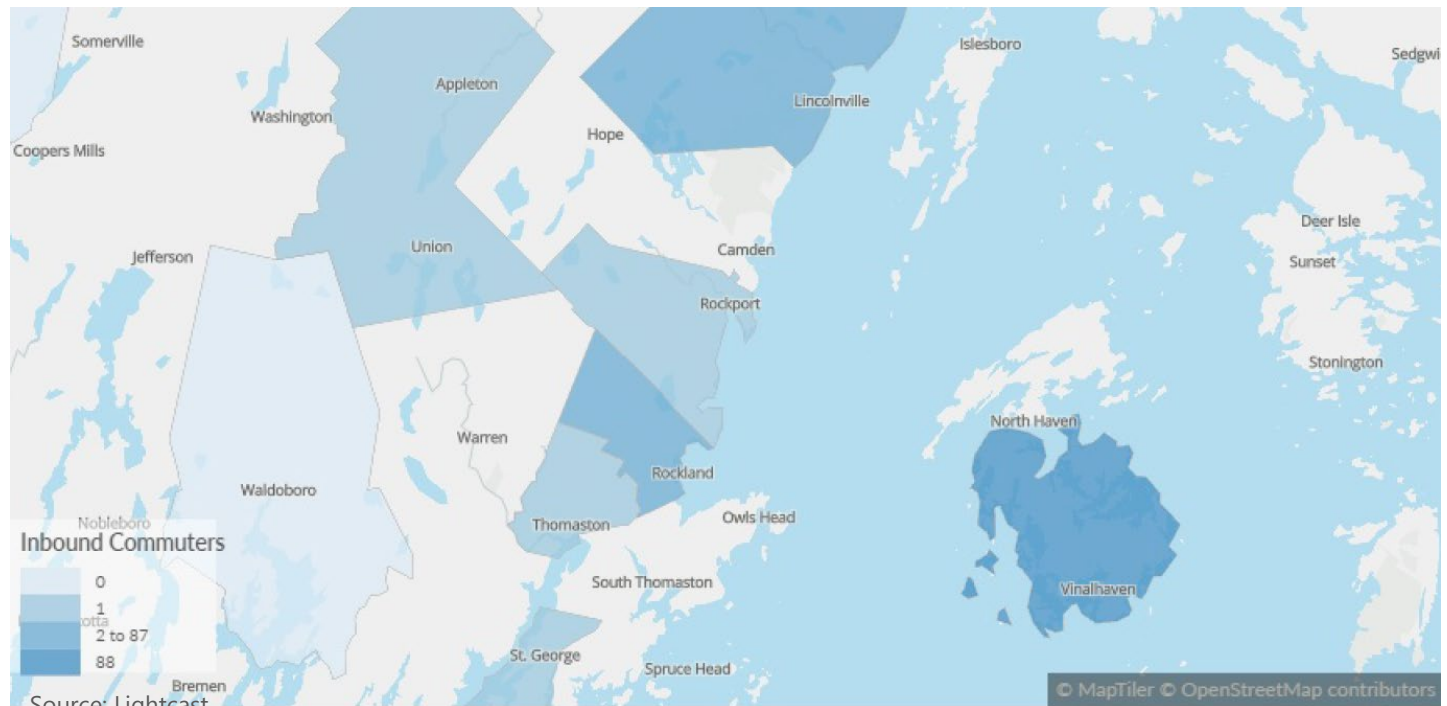
Commuting

North Haven Commuting Patterns, 2021

ZIP	Inbound Commuters	Outbound Commuters	Net Commuters
04863 (Vinalhaven)	96	112	(16)
04843 (Camden)	2	0	2
04841 (Rockland)	2	9	(7)
04605 (Ellsworth)	1	3	(2)

Source: Lightcast (formerly EMSI)

The table above shows average commuting patterns to and from North Haven by zip code. The data shows the largest number of commuters, both inbound and outbound, go to Vinalhaven.



Appendix B: Resources & Other Community Examples

There are many examples of rural Maine communities coming together to move toward a more resilient and diverse economy. Given the realities of the impacts of climate change and the changing nature of Maine's economy as it moves from more extraction to services

Some examples include:

- [Redevelopment in Monson](#): The Libra foundation, a nonprofit grantmaking organization, helped provide "entrepreneurial philanthropy" by buying 30 properties in downtown Monson and renovating them, improving broadband capacity, and starting an artists residency program.
- [Mayo Mill](#) in Dover-Foxcroft: A 60,000 square foot historic mill complex was renovated in 2015 and turned into a mixed-used space that includes offices, residences, and hotel lodging. The renovation of the mill is planned to be the first step in more redevelopment of downtown Dover-Foxcroft.
- [Isle au Haut General Store](#): The Island Store on Isle au Haut is run as a nonprofit cooperative model, providing groceries and essential items to both residents and visitors. The community has recognized that having a general store is something that benefits the whole community, and the store relies on volunteers in order to help maintain and stock the store.
- [Community composting](#) in the Midcoast: ScrapDogs Community Compost provides a food collection service that turns compostable waste into local farmers and provides high-quality compost to consumers for personal use.
- [Solar cooperatives](#) on Isleford: The Cranberry Isles Fishermen's Co-op installed a 45.4kW solar panel installation at their cooperative facility. Once the installation is paid off, the cooperative will receive \$10-\$15,000 in dividends to be distributed amongst members. In the meantime, co-op owners are paying a similar cost on the loan to install the solar panels that they were already paying for electricity, reducing the burden on the fishermen.

Island and Coastal Resource Links

- Coastal Zone Management Programs and the Blue Economy: <https://www.coastalstates.org/wp-content/uploads/2018/10/Coastal-Zone-Management-Programs-and-the-Blue-Economy.pdf>
- U.S. Climate Resilience Toolkit: <https://toolkit.climate.gov/regions/coastal-impacts>
- NOAA Coastal Economies: <https://oceanconservancy.org/government-relations/ocean-network/the-more-you-noaa/topics/coastal-economies/>
- State of the U.S. Ocean and Coastal Economies (2016): http://midatlanticocean.org/wp-content/uploads/2016/03/NOEP_National_Report_2016.pdf
- Island Institute: <https://www.islandinstitute.org/priorities/resilient-economies/>
- Rise Resilience: <https://riseresilience.org/how-we-work/>
- Economic Impacts of Oregon Inlet Navigability: <https://www.darenc.com/home/showdocument?id=212>

Appendix C: Engagement Findings

From Interview/Focus Groups

Housing

- More housing needed – particularly in summer
- Expensive to build/maintain/renovate housing stock
- People are getting creative to meet housing needs
- Enough work for more employment but not housing
- Need small efficiencies/added rooms + housing – 5 or 10 more spots would make a major difference
-

Workforce

- Most residents wear multiple hats, many holding multiple jobs or multiple ventures
- Seasonal nature of work can make it hard to recruit/retain employees
- Workforce housing a significant issue
- Lobstering/fishing more lucrative than other pursuits
- Enough work for more employment but not housing
- Not exactly workforce – but nonprofits compete for same pool of volunteers, board members

Transportation

- Hard to get people and goods on and off island

Waterfront/Downtown

- Waterfront upgrades/improvements needed

Infrastructure

- More tradespeople needed on-island
- Waterfront upgrades/improvements needed
- Access to internet and cell service needs improvements (cell tower in progress)
- Community gathering places (Waterman's, Calderwood, etc.) important for town's ability to provide services, bring people together, quality of life
-

Challenges

From North Haven Challenges And Priorities Update for Town Meeting, Town Manager Presentation, March 14, 2020

- Ferry service and air service to the island
- Cellphone access
- Internet access
- Sea level rise
- High-quality school
- Grocery store
- Year-round housing
- Temporary lodging
- Obtaining & retaining a labor force
- Increasing economic opportunities
- Airstrip
- Congestion
- Emergency Services
- Waterfront Access

Employers

- Just under a quarter of respondents reported owning one or more businesses
- The most common industries represented were "Other", "Marine, agriculture, fishing, or aquaculture", and "Construction/trades related to buildings and properties"
- A majority of employers reported having 5 or fewer employees, including themselves
- Just under half of employers reported planning to hire more employees
- Telecommunications service, water transportation, and workforce key factors in business success

Employees

- 66% of survey respondents employed at time of survey
- Respondents work in a variety of industries, with "Other" being the top response followed by "Marine, agriculture, fishing, and aquaculture"
- About 2/3 of jobs held by respondents are year-round, and 1/3 seasonal
- Water transport to and from the island, Telecommunications, Housing, and Access to services were the most important issues to employed respondents
- Cost of living and access to groceries key to staying on North Haven and remaining employed

Housing

- 48% of respondents spend more than \$1,500/month on housing, including 22% who spend over \$2,500/mo. A quarter of respondents (25%) report spending less than \$1,000/month on housing.
- 56% of respondents reported that they would consider an amount lower than \$1,500/month affordable
- 78% of respondents own their home, with 38% occupying year-round and 40% occupying seasonally. 16% of respondents are renters, and 10% of respondents rent year-round
- 85% of survey respondents reported that their current housing meets their needs
- For those whose housing did not meet their needs, the most common answers were that their current housing is too small or that they have a preference to own
- 65% of young people who wished to remain on North Haven did not expect to find adequate on-island housing when they finished high school or college.
- Family and friends are the most common way to find housing on North Haven
- Overwhelmingly, survey takers do not feel that there is enough housing on the island
- North Haven residents are open to a variety of alternative housing types, with the most support for co-housing and tiny homes

Appendix D: Survey Instrument

North Haven Housing & Workforce Survey

What is your age?

- ☐ Under 18
 - ☐ 18-24 years old
 - ☐ 25-34 years old
 - ☐ 35-44 years old
 - ☐ 45-54 years old
 - ☐ 55-64 years old
 - ☐ 65-74 years old
 - ☐ 75-84 years old
 - ☐ 85-94 years old
 - ☐ 95 years or older
 - ☐ Prefer not to say
-

What time of year do you live on North Haven? (select all that apply)

- ☐ Winter
 - ☐ Spring
 - ☐ Summer
 - ☐ Fall
 - ☐ Year-round
 - ☐ Prefer not to say
 - ☐ Other (please specify)
-

How many people live in your household, including yourself?

- ☐ 1
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5
 - ☐ 6+
-

What are the ages of everyone who lives in your household? (please list below)

What is your annual household income?

- ☐ Under \$15,000
 - ☐ \$15,000-\$24,999
 - ☐ \$25,000-\$34,999
 - ☐ \$35,000 to \$49,999
 - ☐ \$50,000 to \$74,999
 - ☐ \$75,000 to \$99,999
 - ☐ \$100,000 to \$149,999
 - ☐ \$150,000 to \$199,999
 - ☐ \$200,000 and over
 - ☐ Prefer not to say
-

How much does your household spend on housing each month (including rent, mortgage, insurance, taxes, water/sewer, electricity, heat, and other utilities)?

- ☐ \$0-\$500
 - ☐ \$501-\$750
 - ☐ \$751-\$1,000
 - ☐ \$1,001-\$1,250
 - ☐ \$1,251-\$1,500
 - ☐ \$1,501-\$1,750
 - ☐ \$1,751-\$2,000
 - ☐ \$2,001-\$2,500
 - ☐ \$2,501-\$3,000
 - ☐ \$3,000+
 - ☐ Other (please specify)
-

On a monthly basis, what do you consider to be an affordable amount (in dollars) to spend on housing for your household, including rent or mortgage, utilities, and home/rental insurance?

The generally accepted standard for affordable housing is that no more than 30% of a household's gross income should be spent on rent and utilities or a mortgage (principle, interest, and insurance) and utilities.

- ☐ \$0-\$500
 - ☐ \$501-\$750
 - ☐ \$751-\$1,000
 - ☐ \$1,001-\$1,250
 - ☐ \$1,251-\$1,500
 - ☐ \$1,501-\$1,750
 - ☐ \$1,751-\$2,000
 - ☐ \$2,001-\$2,500
 - ☐ \$2,501-\$3,000
 - ☐ \$3,001+
 - ☐ Other (please specify)
-

Which of the following best represents your current living situation on North Haven?

- ☐ Own - occupy year-round
 - ☐ Own - occupy seasonally
 - ☐ Rent - occupy year-round
 - ☐ Rent - occupy year-round, but required to move out for some portion of the year
 - ☐ Rent - occupy seasonally
 - ☐ Other (please specify)
-

Does your current housing meet your needs?

- ☐ Yes
 - ☐ No
-

Why doesn't your current housing meet your needs? (check all that apply)

- ☐ Rent/mortgage is too expensive
 - ☐ Too expensive to heat
 - ☐ Too small
 - ☐ Not in a safe condition
 - ☐ Does not support my physical needs
 - ☐ Needs significant maintenance that I can't complete (e.g., roof replacements, structural repairs, wood decay, etc.)
 - ☐ I would prefer to be renting
 - ☐ I would prefer to own
 - ☐ Other (or elaborate on any of the above):
-

If you wish to remain on North Haven, do you expect to find adequate on-island housing when you graduate high school or college?

- ☐ Yes
 - ☐ No
 - ☐ Other (please specify)
-

If, at any point, you have searched for housing on-island, what resources did you use? (check all that apply)

- ☐ Friends and family networks
 - ☐ Online or printed listings/ads
 - ☐ North Haven Sustainable Housing
 - ☐ Employers
 - ☐ Other (please specify)
-

What resources for finding housing are lacking on North Haven?

What barriers have you or others you know faced when looking for housing on-island? (check all that apply)

- ☐ Financial barriers (e.g., credit issues, no down payment, inability to document income, affordability y, etc.)
 - ☐ Housing stock barriers (e.g., no houses, poor quality houses, too big or too small, etc.)
 - ☐ Educational barriers (e.g., first-time owners, tenant/landlord rights, etc.)
 - ☐ No barriers
 - ☐ Other (please specify)
-

Please use this space to provide more details about your previous answer(s) to housing barriers.

This is optional.

Do any of the following apply to you?

	Yes	No
I am currently seeking	<input type="radio"/>	<input type="radio"/>
I will be seeking housing within the next six months	<input type="radio"/>	<input type="radio"/>
I have sought housing within	<input type="radio"/>	<input type="radio"/>

17. What type of housing are you/were you looking for?

- ☐ Rental housing
- ☐ Ownership
- ☐ opportunities No
- ☐

Please rank your top 3 choices for housing from the list below, with 1 being your first choice:

- ☐ a. Apartment
 - ☐ b. Single-family home
 - ☐ c. Duplex
 - ☐ d. Tiny house (a home under 400 square feet, excluding lofts)
 - ☐ e. Co-housing (a cluster of individually owned full housing units with shared land ownership and shared community spaces)
 - ☐ f. Community Land Trust (individually owned housing units where the land is owned by another entity)
 - ☐ g. Accessory dwelling unit (ADU) (a secondary house or apartment that shares the building lot of a larger, primary home where the unit cannot be bought or sold separately)
 - ☐ h. Communal house (a private room in a larger house or apartment where living spaces are shared with others)
 - ☐ i. Other
-

How many bedrooms do you need?

- ☐ 1 bedroom
 - ☐ 2 bedrooms
 - ☐ 3 bedrooms
 - ☐ 4+ bedrooms
 - ☐ Other (please specify)
-

Where on-island do you prefer to live?

- ☐ Downtown / Village District (Main Street to NH Grocery)
 - ☐ Rural District (everywhere else)
 - ☐ No preference
 - ☐ Other (please specify)
-

Describe any additional specific needs or desires you have around your preferred housing.

(e.g., ADA accessibility, need for workspace/trap yard/boat storage, garage, physical location, etc.)

How easy is it to find information about on-island rentals and housing for sale?

1

2

3

4

5

Very difficult

Neutral

Very easy

Of the following alternative housing options, which do you think are suitable for North Haven? (select all that apply)

- ☐ Communal houses (a private room with shared living spaces)
 - ☐ Tiny houses (a home under 400 square feet, not including lofts)
 - ☐ Co-housing (a cluster of individually owned full housing units with shared land ownership and shared community spaces)
 - ☐ Community Land Trust (individually owned housing units with the land owned by another entity)
 - ☐ Accessory dwelling unit (ADU) (a secondary house or apartment unit that shares the building lot of a larger, primary home where the unit cannot be bought or sold separately)
 - ☐ None of the above
 - ☐ Other (please specify)
-

Would you consider building a year-round accessory dwelling unit (ADU) on your property?

An ADU is a secondary house or apartment unit that shares the building lot of a larger, primary home. The unit cannot be bought or sold separately.

- ☐ Yes
 - ☐ No
 - ☐ Undecided
 - ☐ Other (please specify)
-

Do you believe additional housing is needed on North Haven?

☐ Yes

☐ No

What is the most suitable area for additional housing to be built?

☐ Downtown/Village District (Main Street to the grocery store)

☐ Rural District (everywhere else)

☐ Anywhere - I have no preference

☐ Other

Do you see a need for workforce housing?

Workforce housing is housing that is affordable and accessible to people working on-island as tradespeople, teachers, sternmen, hospitality workers, etc.

- ☐ Yes, year-round workforce housing is needed
- ☐ Yes, seasonal workforce housing is needed
- ☐ Yes, both year-round and seasonal workforce housing is needed
- ☐ No
- ☐ I don't know
-

In regards to the previous question about workforce housing, why/why not?

Have you ever rented out a property you own on North Haven?

☐

Yes

☐

No

☐

Other (please specify)

In the future, would you consider renting out a North Haven property you own?

☐

Yes

☐

No

☐

Maybe

☐

Other (please specify)

What barriers do you face or foresee in renting a property you own to others? (select all that apply)

- ☐ Legal information about leases, landlord/tenant rights, etc.
 - ☐ Management of rental
 - ☐ Collection of rent
 - ☐ Tenant damage
 - ☐ Maintenance issues
 - ☐ Other (please specify)
-

Do you own a business(es)?

- ☐ Yes
 - ☐ No
 - ☐ Other (please specify)
-

What kind of positions will you be hiring for, and what skills do you need your workers to have?

For each of the following factors, please rate how important they are to the success of your business(es):

	1 (Not important)	2	3	4	5 (Very important)
Water transportation - service to and from the island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air transportation - service to and from the island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation - on North Haven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telecommunications (broadband internet and cell service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to waterfront and marine- related infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to services (health care, education, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce (ability to obtain/retain workers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beyond workforce development, what more can be done to help ensure the success of your business?

What more can be done in the community to ensure employers/businesses on North Haven have the workforce they need?

Are you currently working/employed, either part-time or full-time?

- ☐ Yes
- ☐ No
- ☐ Other (please specify)

For each of the following issues, rate their importance (1 not important, 5 very important) for your ability to live on the island and be employed (regardless of employment location)

	1 (Not important)	2	3	4	5 (Very important)
Water transportation - service to and from the island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air transportation - service to and from the island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation - on North Haven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telecommunications (broadband internet and cell service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to waterfront and marine- related infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to services (health care, education, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What else not previously listed is important for your ability to live or stay on North Haven and be employed?

Please include any additional comments you have:

Optional - Enter to Win a Prize To be entered into a drawing to win one of four great prizes – a \$50 gift certificate to North Haven Grocery, North Haven Brewery, The Landing, or Calderwood Hall – include your name and contact information below. If you do not wish to enter the drawing, you may leave the text box blank and hit submit to finish the survey. This information WILL NOT be linked to your survey response. All survey responses will remain anonymous. The drawing for prizes will take place after the survey period has closed. We will notify the winners directly and share their names and prizes via email and Facebook.

To enter, put your name and best method of contact (email address or phone number) below

Appendix E: Interview Protocols and Questions

North Haven has recently led the community through a visioning process, setting the stage for analysis and engagement designed to create implementable actions for workforce development and economic diversification. The Town of North Haven has retained Camoin Associates to assist with these next steps. Camoin will be conducting a workforce and economic diversification assessment and developing a framework for guiding strategies and actions. Based on further engagement with residents, workers, and businesses an action plan will be created.

As part of this process, Camoin is conducting interviews and small group discussions to obtain input from residents and business owners to better understand the workforce and economic issues on North Haven and what can be done to improve economic opportunity and resiliency. Individual input will be kept confidential and reported in the aggregate only.

The following are the types of questions for discussion:

- Tell us about yourself and/or your business/employer
 - Do you live on the island full time, part time, seasonally?
 - What is your employment status?
 - Do you work on the island, off island, remote?
 - Do you own a business? If so tell us about your business -What do you do, where is it located, who/where are your customers?
- What factors are important for your ability to live on the island and be employed? Or work on the island and live elsewhere?
- What more can be done to support the ability of people to live/work on the island?
- What factors are important for your ability to run a business on the island?
- Regarding your workers: are they part-time, full-time, seasonal, mix? Where do they live?
- How difficult is it to obtain and retain workers? If difficult, which types of jobs are the hardest to obtain workers for?
- What more can be done to support successful businesses on the island?
- Describe a more resilient, and sustainable island economy? Where do you fit into that?
- What one action can be done by the community in the next 2 years to support economic resiliency and sustainability?

Appendix F: North Haven Community Organization Assets

- North Haven Art Association
- North Haven Cares
- North Haven Casino
- North Haven Community School
- North Haven Conservation Partners
- North Haven Development Corporation
- North Haven Foundation
- North Haven Historical Society
- North Haven Library
- North Haven Sustainable Housing
- Pulpit Harbor Foundation
- Southern Harbor Eldercare Services & Southern Harbor House
- Town of North Haven Medical Clinic
- Town of North Haven
- Turner Farm
- Waterman's Community Center

Appendix G: Existing North Haven Projects & Resilience Work

From North Haven Challenges and Priorities Update for Town Meeting, Town Manager Presentation, March 14, 2020

- Airstrip: A year-round, town-controlled airstrip
- Congestion: Improved traffic and parking management
- Emergency Services: An improved Public Safety
- Building (Fire/EMS/Plow Trucks)
- Waterfront: Accessible waterfront, both working and recreational

Airstrip: A year-round, town-controlled airstrip

Challenge: The Town needs a safe and effective airstrip available year-round. Witherspoon's is troubling because of its close location to the school, the road, and its length. A longer strip would allow Penobscot Island Air to use larger aircraft

Proposed Solution: Find another airstrip that would provide a safer and longer alternative

Alternatives Explored:

- Extending Witherspoon's
- Crabtree Farm
- Sussman's (across from Turner Farm)
- Watson's
- Mullin's Head Park
- Existing Roads
- Advertisement to Purchase Land

Alternative 1: Eminent **Domain** - The Town exercises its eminent domain authority under Maine law to acquire Watson's Airstrip

2-Part Process

1. Public Exigency exists to acquire the land: 3-6 months
 2. Determining appropriate value: 1-3 years
- The town acquires the land after Part 1
 - Final adjusted payment made after Part 2
 - Estimated Cost: Assessed value of the land is approximately \$640,000, • Fair value likely to be higher
 - Litigation would require payment for land and attorney's fees

Alternative 2: Study - The Town pursues funding from the FAA and Maine DOT to conduct a third-party study of potential airstrip sites on the island to

- Identify and study possible sites
- Present analysis and options to the Town
- Conduct public hearings
- Allow the Town to make a decision

Cost estimate: \$200,000 to \$300,000 - 95% funded by State and Federal Government - North Haven Share: \$10,000 to \$15,000

Congestion – Traffic and Parking

- Two new parking areas on Smith Street
- Smith Street one-way uphill July to Labor Day?
- Parking near Town Office
- New parking deck between J.O. Brown's and the Ferry Parking lot? - Discuss this in conjunction with waterfront Access

Public Safety Building

Current building:

- Houses Fire, EMS, and two plow trucks
- No sewer or water, no showers, sinks, or restrooms
- Constructed and renovated over the years
- Fire and EMS portions heated; Plow truck portion not heated
- Fire trucks and ambulance barely fit; cannot walk around the trucks
- Current location
- Close to road
- Small apron in front of building
- The rear is close to the shoreland zone, making expansion challenging

Possible location – State pit, Crabtree Farm

Two-step process:

1. Select a construction manager
 - Select location
 - Develop design
 - Approve design
 - Obtain stamped architect's drawings
 - Pay preconstruction Fee
2. Present design to Town's voters

- Approve construction
- Authorize Town to borrow needed funds
- Construction begins

Waterfront Access

What town has done:

- Looked around the island at alternatives
 - Thorofare
 - Mullins Head
 - Pulpit Harbor
 - Southern Harbor
- Considered one large facility - Proved too hard and too costly
- Thinking about a couple of smaller projects

Possible Projects

- Pulpit Harbor – Town Float – estimated \$650,000
- Second Bridge Wharf – estimated \$1,100,000
- Izzy's Beach Wharf & Floats - \$1,200,000
- J.O. Brown's & Ferry Parking Area – estimated \$1,800,000
- Town Boat Ramp
- Waterman Lane

Community Resilience Partnership - List of Community Actions, Revised December 1, 2021

www.maine.gov/future/climate/community-resilience-partnership

Through grants and direct support to municipal and tribal governments and unorganized territories, the Community Resilience Partnership assists communities to reduce carbon emissions, transition to clean energy, and become more resilient to climate change effects such as to extreme weather, flooding, rising sea levels, public health impacts, and more. Recommended by Maine's four-year climate action plan, Maine Won't Wait, the Partnership offers communities support for both climate mitigation and adaptation activities.

The following are specific strategies and actions recommended by the partnership which have relevance to North Haven's Economic Resiliency and Diversity Plan

Modernize Maine's Buildings

- Transition to Cleaner Heating and Cooling, and Efficient Appliances in Municipal/Tribal Buildings
- Advance the Design and Construction of New Buildings

Advance Clean Energy Adoption

- Adopt a renewable energy ordinance(s) that allows, enables, or encourages community-appropriate renewable energy and energy storage installations.
- Adopt a streamlined permitting process for small-scale renewable energy installations.
- Install a renewable energy project (solar, wind, geothermal, anaerobic digestion, etc.) on municipal/tribal property (e.g. school rooftop, wellhead protection area, landfill, brownfield site, etc.).

Support Maine's Natural Resource Economy

- Adopt policies that enable, support, or incentivize local food production and consumption, including community gardens.

Support Clean Energy Jobs and Businesses

- Assess the suitability of privately-owned brownfield and disturbed/contaminated sites for clean energy projects and encourage project development.
- Establish incentives for clean energy industry or businesses to locate in community.
- Encourage and support clean energy industries in economic development plans.

Assess climate vulnerability of infrastructure

- Conduct a vulnerability assessment for critical community infrastructure that includes: 1) the climate hazards to which infrastructure assets are exposed and how the intensity and likelihood will change over time; 2) the susceptibility to damage or failure given location, design, age, condition, and state of repair; and 3) the consequences that impairment or failure of the infrastructure will have on the community.
- Develop a Capital Investment Plan that a) identifies vulnerable municipal/tribal facilities and assets, and b) prioritizes resilience in improvements and/or new construction.

Utilize climate-ready standards, designs, and practices to improve infrastructure

- Adopt DEP's Stream Smart Crossing Guidelines as standard practice for culvert and bridge improvements. Identify vulnerable crossings and apply for DEP improvement funds.

Engage the business community and recognize climate leadership

- Initiate a community bulk purchasing program with a vendor, or vendors, to provide low cost equipment such as heat pumps and solar for interested residents and businesses.

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