

Chapter Nine

Population & Demographics

Goals/ Vision

State Goal

None required.

Local Goal

Millinocket

To maintain a healthy and vibrant town that meets the needs, as best as possible, of residents and visitors of the Town of Millinocket. To guide future development and redevelopment of the community in a manner consistent with the goals and objectives of the community. Pursue companies that will entice former area residents to return to Millinocket and prevent out migration. **By 2023, reduce the median age of 51.3 (2016) to approach State and national averages (44.0 and 37.7, respectively).**

East Millinocket

To create a positive population change rate by increasing efforts to attract younger, higher educated families, all while continuing to provide the much needed services (home maintenance, home healthcare, local shopping, etc.) to assist the town's older populations needs.

Medway

To provide needed infrastructure and technology that will attract and retain business and youth alike and to provide a venue for recreation and housing for all population age groups while continuing to maintain its unique characteristics of a family community.

Introduction

An important factor in the Katahdin Region's comprehensive **plan is each town's population** and how those populations may change in the future. The ultimate goal of this plan is to provide for a proper relationship between the future population and its environment. Accordingly, most phases of the plan are either dependent upon, or strongly influenced by, trends in the size and composition of the town's future population.

Determining future population is very difficult in any community; in the Katahdin Region, the problem is compounded by the surrounding economic state of the three towns. In the past, the populations of each town has been heavily shaped by the mills, employment patterns and the mix of French, Italian, Anglo and other ethnic groups which moved to the area to work on or in the once operational mills. In the past, the town was not highly migratory, and a high proportion of residents were born in the towns and tended to live here for the better part of their lives.

Local opinion has long stressed, and the 2000 & 2010 Censuses substantiates, the claim that the Katahdin Region is and has been actively exporting their youth outside their communities. However, it is also the towns' belief that the region is currently experiencing a return of some of these individuals who are now

approaching retirement age. Tourism in the region is increasing due to the town's geographic location to Baxter State Park, but is not impacting the year-round population.

Population Distribution

East Millinocket & Millinocket, as far back as the 1980s, have seen a decline in their towns' populations. Their biggest regional decline took place in 2000, with East Millinocket experiencing a -18% growth rate, Millinocket experiencing a -34% growth rate, and Medway experiencing a -29% growth rate. This can be correlated to the changes in the pulp & paper industry with the constant push towards automation that helped replace jobs and contributed to the uncertainty of the mills while they underwent constant ownership turnover the last decade.

The State of Maine's Economist predicts that the Katahdin Region will continue to see declines in their population up to the projection model of 2034. From 2019 to 2034, East Millinocket is projected an average -1.7% decline in population, bringing their overall population to 1,591 in 2034 (a total change from 2014 of -5.7%). Millinocket is predicted to experience a greater average decline rate of -2.2%, bringing their overall population to 4,067 in 2034 (a total change from 2014 of -7.5%). Finally, Medway is predicted to experience an average decline of -1.6% a year that would bring their population to 1,254 (a total change from 2014 of -5.5%). Overall, the Katahdin Region is predicted to experience an average -6.2% growth rate by 2034.

The implications of this decline will likely result in conversations about combining municipal services such as fire and emergency services and education to name a few. This is not new: East Millinocket and Medway have collaborated efforts by combining schools and all three towns have combined their recreational facilities and economic centers (aka Chamber of Commerce) to more regional services. There are no foreseen issues with housing other than vacancy and the condition of the homes in the area.

Population & Rate of Change

| | East Millinocket | | Millinocket | | Medway | |
|-------|------------------|--------|-------------|--------|--------|--------|
| | Total | Change | Total | Change | Total | Change |
| 2015* | 1,894 | 9% | 4,419 | -2% | 1,326 | -2% |
| 2010 | 1,723 | -6% | 4,506 | -15% | 1,349 | -10% |
| 2000 | 1,828 | -18% | 5,203 | -34% | 1,489 | -29% |
| 1990 | 2,166 | -10% | 6,956 | -9% | 1,922 | 3% |
| 1980 | 2,372 | -8% | 7,567 | -2% | 1,871 | 20% |
| 1970 | 2,567 | n/a | 7,742 | n/a | 1,491 | n/a |

| | Penobscot County | | Maine | |
|-------|------------------|--------|-----------|--------|
| | Total | Change | Total | Change |
| 2015* | 153,437 | 0% | 1,329,100 | 0% |
| 2010 | 153,923 | 6% | 1,328,361 | 4% |
| 2000 | 144,919 | -1% | 1,274,923 | 4% |
| 1990 | 146,601 | 7% | 1,227,928 | 8% |
| 1980 | 137,015 | 8% | 1,125,043 | 12% |
| 1970 | 125,393 | n/a | 993,722 | n/a |

- Data was provided by the Maine Economist

Population Projection 2019-2034

| | 2019 | 2024 | 2029 | 2034 | Δ 2014-2034 |
|------------------|-----------|-----------|-----------|-----------|-------------|
| East Millinocket | 1,676 | 1,657 | 1,629 | 1,591 | -5.7% |
| Millinocket | 4,347 | 4,278 | 4,184 | 4,067 | -7.5% |
| Medway | 1,315 | 1,302 | 1,281 | 1,254 | -1.6% |
| Penobscot County | 155,513 | 156,956 | 157,576 | 157,334 | 2.5% |
| Maine | 1,332,944 | 1,330,903 | 1,322,023 | 1,305,910 | -1.8% |

- Data was provided by the State of Maine's Economist

Distribution by Age

The tables below show the Katahdin Region, Penobscot County, and State of Maine's population distribution by age. There has been a significant and constant decline in population for the age groups of 19 and under, 21 years, and 30 to 49 years among the three towns.

The Katahdin Region experienced their largest declines among age groups 30 to 44 years of age, with Medway experiencing a decline of 109% among 30 to 34 year olds, East Millinocket of 78% among 35 to 39 year olds, and Millinocket of 84% among 40 to 44 year olds. Penobscot County experienced their largest population decline among those age groups with 35 to 39 year olds having declined the most at a rate of 29%. This compares to the State of Maine who experienced increases in population from groups of 30 to 44 year olds; seeing their largest decline among 60 and 61 year olds (69%).

It is important to monitor the age distribution of a community because of its impact on demands for municipal services such as education, elderly services, and its impact on the number of people of working or childbearing age. The decrease in population for age groups 19 and under is worth noting since it may affect classroom sizes and the future viability of the community school system.

Also worth noting is the fact that people in the older age groups are likely to make demands on available services. Most importantly, the data indicates that the Katahdin Region is continuing to age. This factor needs to be considered as towns search for investments for various individual and cooperative projects/initiatives (i.e., future sustainability).

| Population - by Age (Decennial) | East Millinocket | | | Millinocket | | | Medway | | |
|---------------------------------|------------------|------|------|-------------|------|------|--------|------|-------|
| | 2000 | 2010 | % Δ | 2000 | 2010 | % Δ | 2000 | 2010 | % Δ |
| Under 5 years | 81 | 75 | -8% | 177 | 156 | -13% | 72 | 65 | -11% |
| 5 to 9 years | 109 | 96 | -14% | 302 | 184 | -64% | 97 | 66 | -47% |
| 10 to 14 years | 153 | 108 | -42% | 372 | 203 | -83% | 116 | 83 | -40% |
| 15 to 17 years | 83 | 74 | -12% | 245 | 156 | -57% | 86 | 59 | -46% |
| 18 and 19 years | 38 | 23 | -65% | 104 | 84 | -24% | 43 | 24 | -79% |
| 20 years | 8 | 9 | 11% | 24 | 33 | 27% | 13 | 11 | -18% |
| 21 years | 11 | 10 | -10% | 39 | 27 | -44% | 14 | 14 | 0% |
| 22 to 24 years | 26 | 50 | 48% | 86 | 102 | 16% | 27 | 36 | 25% |
| 25 to 29 years | 64 | 79 | 19% | 215 | 147 | -46% | 65 | 51 | -27% |
| 30 to 34 years | 86 | 55 | -56% | 263 | 166 | -58% | 90 | 43 | -109% |
| 35 to 39 years | 148 | 83 | -78% | 324 | 218 | -49% | 130 | 68 | -91% |

| | | | | | | | | | |
|-------------------|-----|-----|------|-----|-----|------|-----|-----|------|
| 40 to 44 years | 170 | 103 | -65% | 498 | 271 | -84% | 148 | 92 | -61% |
| 45 to 49 years | 157 | 140 | -12% | 485 | 357 | -36% | 163 | 111 | -47% |
| 50 to 54 years | 124 | 145 | 14% | 424 | 476 | 11% | 111 | 146 | 24% |
| 55 to 59 years | 100 | 156 | 36% | 320 | 436 | 27% | 81 | 149 | 46% |
| 60 and 61 years | 32 | 56 | 43% | 124 | 173 | 28% | 33 | 40 | 18% |
| 62 to 64 years | 49 | 65 | 25% | 192 | 207 | 7% | 45 | 62 | 27% |
| 65 to 69 years | 113 | 88 | -28% | 272 | 281 | 3% | 62 | 73 | 15% |
| 70 to 74 years | 120 | 78 | -54% | 283 | 268 | -6% | 55 | 66 | 17% |
| 75 to 79 years | 79 | 92 | 14% | 207 | 222 | 7% | 23 | 43 | 47% |
| 80 to 84 years | 45 | 87 | 48% | 123 | 188 | 35% | 9 | 33 | 73% |
| 85 years and over | 32 | 51 | 37% | 124 | 151 | 18% | 6 | 14 | 57% |

| Population - by Age (Decennial) | Penobscot County | | | Maine | | |
|------------------------------------|------------------|--------|------|---------|---------|------|
| | 2000 | 2010 | % Δ | 2000 | 2010 | % Δ |
| Under 5 years | 7,768 | 7,983 | 3% | 69,520 | 70,726 | 2% |
| 5 to 9 years | 9,034 | 8,304 | -9% | 74,116 | 83,022 | 11% |
| 10 to 14 years | 10,075 | 8,434 | -19% | 79,013 | 92,252 | 14% |
| 15 to 17 years | 6,223 | 5,634 | -10% | 51,884 | 55,238 | 6% |
| 18 and 19 years | 5,356 | 6,308 | 15% | 36,426 | 34,247 | -6% |
| 20 years | 2,667 | 3,472 | 23% | 17,408 | 15,330 | -14% |
| 21 years | 2,460 | 3,243 | 24% | 16,566 | 14,805 | -12% |
| 22 to 24 years | 5,835 | 7,299 | 20% | 45,672 | 39,521 | -16% |
| 25 to 29 years | 8,589 | 9,407 | 9% | 72,681 | 71,951 | -1% |
| 30 to 34 years | 9,588 | 8,224 | -17% | 71,943 | 85,666 | 16% |
| 35 to 39 years | 11,548 | 8,921 | -29% | 79,905 | 104,149 | 23% |
| 40 to 44 years | 12,303 | 9,986 | -23% | 91,471 | 108,831 | 16% |
| 45 to 49 years | 11,273 | 11,818 | 5% | 107,619 | 101,921 | -6% |
| 50 to 54 years | 9,900 | 12,341 | 20% | 110,956 | 90,675 | -22% |
| 55 to 59 years | 7,315 | 11,010 | 34% | 102,441 | 68,490 | -50% |
| 60 and 61 years | 2,435 | 4,035 | 40% | 37,823 | 22,367 | -69% |
| 62 to 64 years | 3,630 | 5,251 | 31% | 51,837 | 32,330 | -60% |
| 65 to 69 years | 5,536 | 6,574 | 16% | 65,014 | 50,100 | -30% |
| 70 to 74 years | 4,945 | 5,122 | 3% | 47,637 | 46,096 | -3% |
| 75 to 79 years | 3,779 | 4,279 | 12% | 38,894 | 38,098 | -2% |
| 80 to 84 years | 2,484 | 3,359 | 26% | 30,399 | 25,792 | -18% |
| 85 years and over | 2,176 | 2,919 | 25% | 29,136 | 23,316 | -25% |

- Data was provided by the Maine Economist

Median ages for each community are as follows: Millinocket, 51.3; East Millinocket, 47.9; and Medway, 49.9. (2016)

Distribution by Gender, %

The following Census statistics are compared by gender for the towns of the Katahdin Region, Penobscot County and the State of Maine. According to the 2010 Census, females pre-dominate in the towns of East Millinocket and Millinocket as well as Penobscot County and the State of Maine. This is believed to be due in part to the longer life span of females compared to males. Only in Medway do males pre-dominate.

| | East Millinocket | | Millinocket | | Medway | | Penobscot County | | Maine | |
|--------|------------------|------|-------------|------|--------|------|------------------|------|-------|------|
| | 2010 | 2015 | 2010 | 2015 | 2010 | 2015 | 2010 | 2015 | 2010 | 2015 |
| Male | 43.3 | 47.5 | 49.3 | 51.9 | 54.6 | 53.4 | 49.2 | 49.3 | 48.9 | 48.9 |
| Female | 56.7 | 52.5 | 50.7 | 48.1 | 45.4 | 46.6 | 50.8 | 50.7 | 51.1 | 51.1 |

- Data was provided by the U.S. Census Bureau
- 2015 data set is based off ACS estimates (5 year estimates)

Distribution by Race, %

As noted below, the population in the Katahdin communities is largely White.

| | East Millinocket | | Millinocket | | Medway | |
|-------------------|------------------|------|-------------|------|--------|------|
| | 2010 | 2015 | 2010 | 2015 | 2010 | 2015 |
| White | 99.8 | 95.9 | 98.2 | 95.8 | 98.3 | 98.4 |
| African American | 0.0 | 0.1 | 0.2 | 0.0 | 0.0 | 0.0 |
| American Indian | 0.0 | 1.8 | 0.5 | 0.3 | 0.0 | 1.2 |
| Asian | 0.0 | 0.0 | 0.3 | 0.0 | 0.0 | 0.0 |
| Pacific Islander | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Other | 0.0 | 1.0 | 0.0 | 1.2 | 0.0 | 0.0 |
| Two or more races | 0.2 | 1.2 | 0.9 | 2.7 | 1.7 | 0.4 |

| | Penobscot County | | Maine | |
|-------------------|------------------|------|-------|------|
| | 2010 | 2015 | 2010 | 2015 |
| White | 95.5 | 95.2 | 95.6 | 95.0 |
| African American | 0.7 | 0.8 | 1.0 | 1.1 |
| American Indian | 1.0 | 1.1 | 0.5 | 0.6 |
| Asian | 1.0 | 1.1 | 1.0 | 1.1 |
| Pacific Islander | 0.0 | 0.0 | 0.0 | 0.0 |
| Other | 0.3 | 0.2 | 0.3 | 0.2 |
| Two or more races | 1.5 | 1.6 | 1.5 | 2.0 |

- Data was provided by the U.S. Census Bureau
- 2015 data set is based off ACS estimates (5 year estimates)

Distribution by Education Attainment

The tables below indicate that the educational attainment for each town has varied among educational levels. While today fewer residents have less than a high school diploma, there has been a fair increase in those that have acquired some college with either no degree or have completed college with an associates or higher attainment.

| Educational Attainment | East Millinocket | | | Millinocket | | | Medway | | |
|---|------------------|------|------|-------------|-------|-------|--------|------|------|
| | 2000 | 2010 | 2015 | 2000 | 2010 | 2015 | 2000 | 2010 | 2015 |
| Less than 9th grade | 77 | 29 | 48 | 177 | 251 | 134 | 81 | 49 | 39 |
| 9th to 12th grade, no diploma | 91 | 87 | 69 | 406 | 265 | 331 | 142 | 56 | 52 |
| High school graduate (includes equivalency) | 590 | 656 | 616 | 1,882 | 1,510 | 1,446 | 567 | 429 | 416 |
| Some college, no degree | 261 | 342 | 318 | 726 | 918 | 613 | 156 | 204 | 227 |
| Associate degree | 94 | 75 | 143 | 203 | 216 | 443 | 24 | 43 | 72 |
| Bachelor's degree | 125 | 159 | 150 | 351 | 416 | 167 | 56 | 78 | 63 |
| Graduate or professional degree | 64 | 29 | 36 | 107 | 146 | 214 | 15 | 7 | 2 |
| % High School Graduate or Higher | 87.1 | 91.6 | 91.5 | 84.9 | 86.1 | 86.1 | 78.6 | 89.9 | 89.6 |
| % Bachelor's Degree or Higher | 14.5 | 13.7 | 13.5 | 12.0 | 15.1 | 11.4 | 6.8 | 9.8 | 7.5 |

- Data was provided by the U.S. Census Bureau

| Educational Attainment | Penobscot County | | | Maine | | |
|---|------------------|--------|--------|---------|---------|---------|
| | 2000 | 2010 | 2015 | 2000 | 2010 | 2015 |
| Less than 9th grade | 4,885 | 3,903 | 3,336 | 47,183 | 35,336 | 29,080 |
| 9th to 12th grade, no diploma | 8,775 | 6,802 | 6,468 | 80,105 | 59,859 | 50,525 |
| High school graduate (includes equivalency) | 36,639 | 37,584 | 37,055 | 314,600 | 326,777 | 316,556 |
| Some college, no degree | 18,341 | 20,473 | 21,709 | 165,111 | 178,022 | 189,860 |
| Associate degree | 7,459 | 9,693 | 11,542 | 63,934 | 82,580 | 90,595 |
| Bachelor's degree | 12,302 | 15,196 | 16,565 | 129,992 | 159,601 | 178,375 |
| Graduate or professional degree | 7,104 | 8,650 | 9,365 | 68,968 | 87,126 | 97,786 |
| % High School Graduate or Higher | 85.7 | 89.5 | 90.8 | 85.37 | 89.8 | 91.6 |
| % Bachelor's Degree or Higher | 20.32 | 23.3 | 24.5 | 22.87 | 26.5 | 29 |

- Data was provided by the Maine Economist

Seasonal Population

In a report filed in 2012 by the University of Maine System, entitled, “*Changing Maine: Maine’s Changing Population and Housing 1990-2010*,” it highlighted the changing demographics of the State to the county level based on the American Community Survey data gathered by the U.S. Census over the 20 year timeline.

The report found that Millinocket's seasonal housing growth as a share of town housing between 2000 and 2010 was 0% to 23%. The same report noted that East Millinocket's seasonal housing growth was 24% to 36%, and Medway was between 48%-85%. The State of Maine during this period was estimating a growth rate of 24% in seasonal housing.

Penobscot County experienced significant growth in seasonal homes; in 1990 there were 4,038 seasonal homes compared to 2010 with 6,199 seasonal homes (34.9% growth in 20 years). Based on the ACS' 2016 estimates, there are 34 seasonal homes in East Millinocket, 199 seasonal homes in Millinocket, and 51 seasonal homes in Medway. In relation to population, by multiplying the number of homes to average home size there were an estimated 77 seasonal residents located in East Millinocket, an estimated 444 seasonal residents located in Millinocket, and an estimated 115 Medway seasonal residents.

With the newly established Katahdin Woods & Waters National Monument (August of 2016), the Katahdin Region is expecting an increase in seasonal residents and tourist populations. In the short time it was open in 2016, the park saw 1,762 vehicles or an estimated 3,524 park visitors. In 2017, these numbers increased by 75%, with over 7,162 vehicles bringing an estimated 14,324 park visitors to the region. It is expected that over the next decade, the National Monument will mirror Maine's other state parks who, according to the Maine Bureau of Parks and Lands, average 63,148 visitors at each of their 41 properties.

Recent Studies

Town of Millinocket Annual Survey

In 2017, the Town of Millinocket ventured on a project with the mindset of enhancing communication between the local municipality and the community. The survey was developed, conducted, and reviewed by the Millinocket Economic Development Committee. The survey comprised of three parts: Demographics, Closed Response Questions, and Open Response Questions. The raw data was then compiled into a report and was made available for public consumption.

Within Demographics, information regarding population age, residency, years lived/visited and education attainment were collected. About 144 surveys were returned. Though small, the sample size was considered to be an accurate representation of the town of Millinocket. The survey found that a majority of the population fell into the ages of 45-54 and 65-74, reinforcing the U.S. Census data.

Worth noting was educational attainment; the sample size, though small, was identical for the categories of "Some College" & "Associate Degree" when compared to the U.S. Census Bureau's information for the same time frame.. (Note that categories of "High School Graduate" and "Bachelor's Degree" were significantly higher than U.S. Census Bureau's numbers).

Strategies & Policies

In order to encourage, promote and develop a positive growth rate for the Katahdin Region, the following policies and implementation strategies have been developed:

Millinocket

1. **Policy:** Continue efforts to recruit major employers such as manufacturers and large retailers, and to complement recruitment by emphasizing existing assets and distinctive resources.

Strategies: Plan where development should or should not go, encourage growth in town where businesses can thrive on a walkable main street and families can live close to their daily destinations. Expand affordable and energy-efficient housing, and an age-friendly community.

Time Frame: Ongoing.

Responsible Agent: Town Manager/ Economic Development Director, Town Council, Planning Board, Our Katahdin.

2. **Policy:** Promote small business development which helps rural people acquire assets and create wealth. Create space for innovation and have a regulatory environment that is designed to help small businesses open safely and quickly; do not create unnecessary hurdles for business owners.

Strategies: Use word-of-mouth marketing strategies, sponsor local events, get local press coverage, give away freebies, and have an active on-line presence. Build the infrastructure (incubator and co-working space, expanded broadband capacity) to attract new populations to the community.

Time Frame: Ongoing.

Responsible Agent: Town Manager/ Economic Development Director, Town Council, Planning Board, Our Katahdin.

East Millinocket

1. **Policy:** *state policy here*

Strategies: *state strategies here*

Time Frame: *state length here*

Responsible Agent: *list all that are responsible for implementation*

2. **Policy:** *state policy here*

Strategies: *state strategies here*

Time Frame: *state length here*

Responsible Agent: *list all that are responsible for implementation*

Medway

1. **Policy:** *state policy here*

Strategies: *state strategies here*

Time Frame: *state length here*

Responsible Agent: *list all that are responsible for implementation*

2. **Policy:** *state policy here*

Strategies: *state strategies here*

Time Frame: *state length here*

Responsible Agent: *list all that are responsible for implementation*

Chapter Ten

Economy

Goals/ Vision

State Goal

Promote an economic climate that increases job opportunities and overall economic well-being.

Local Goal

Millinocket

Create wealth, generate jobs, increase income, and ultimately reduce poverty and improve the quality of life for everybody in the locality.

East Millinocket

To develop strategies and goals around diversification of the economic base that will include natural resource-based industries, tourism-based industries and businesses, local commercial developments that will serve the local and visiting populations, and to strengthen local municipal and education services that are desired to attract diversified economic opportunities. To continue efforts that balance a younger workforce while providing services to an aging population; this includes home maintenance, shopping services, healthcare services, etc. In addition, continuing efforts to provide new infrastructure, such access as broadband, which will attract new economic development to the region.

Medway

To provide infrastructure that will enable the future of workforce and young to be able to be gainfully employed using the means of new technologies that enable people to work from home. To be a first-stop location for visitors of the North Woods and provide means of opportunity for commerce, accommodations and dining by means of removing barriers to growth and opportunity

Introduction

East Millinocket & Millinocket were developed as classic mill towns. The towns were incorporated at the turn of the century when the mills were built. Medway was founded to help support the demand of housing for the mills. All three towns recognize that the mills were the most important aspect of the region's economy, and in many ways ignored other economic opportunities, leaning on the mills. Throughout the mills' operational periods, the Katahdin Region experienced some of the highest wages in the state, the highest per capita income, and fostered growth and stability for the area.

Whereas the mills were the historical mainstays of the region's economy for decades, their closures have forced the towns to reinvent themselves from mill towns to diverse, innovative, and energized communities. Today, the three towns are known as the "gateways" to Baxter State Park, Northern Maine Woods & Lake Region, Katahdin Woods and Waters, and the Maine Waterside Trails Center. The towns pride themselves on their four season tourist attractions and provide commercial and hotel services to snowmobilers, fishermen, tourists, and other travelers passing through the towns on their way north.

The closure of the mills and the remaining vacant sites has inevitably become the most important focal point to the growth management plan. The economy once revolved around the mills, as **did** population levels, housing, tax levels, and nearly every other facet of the towns.

Economic Statistics

The basic concepts involved in identifying the employed and unemployed are quite simple. People with jobs are “employed.” People who are jobless, looking for work, and area available for work are **considered** “unemployed.” People who are neither employed nor unemployed (i.e., not looking for work) are “not in the labor force.” The sum of the employed and the unemployed constitutes the civilian labor force. Persons not in the labor force combined with those in the civilian labor force constitute the civilian non-institutional population 16 years of age and over.

Persons less than 16 years of age are automatically excluded from the official labor force measurements, as are all inmates of institutions and persons on active duty in the armed forces. All other members of the civilian non-institutional population are eligible for inclusion in the labor force, and those 16 and over who have a job or are actively looking for one are so classified. Many who do not participate in the labor force are going to school or are retired. Family responsibilities can keep others out of the labor force, **and** a physical or mental disability can prevent individuals from participating in labor force activities.

Employment by Occupation

| | East Millinocket | | Millinocket | | Medway | | Penobscot County | | Maine | |
|--|------------------|------|-------------|-------|--------|------|------------------|--------|---------|---------|
| | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 |
| Civilian employed population 16 years and over | 714 | 689 | 1,736 | 1,665 | 390 | 417 | 71,852 | 72,513 | 648,687 | 652,638 |
| Management, business, science, and arts occupations | 170 | 167 | 421 | 429 | 74 | 85 | 25,292 | 25,560 | 229,781 | 234,520 |
| Service occupations | 123 | 130 | 393 | 449 | 71 | 63 | 14,783 | 14,496 | 120,088 | 120,381 |
| Sales and office occupations | 197 | 181 | 467 | 386 | 73 | 77 | 17,653 | 17,901 | 155,292 | 153,816 |
| Natural resources, construction, and maintenance occupations | 93 | 78 | 203 | 188 | 99 | 130 | 6,872 | 7,076 | 69,640 | 69,796 |
| Production, transportation, and material moving occupations | 131 | 133 | 252 | 213 | 73 | 62 | 7,252 | 7,480 | 73,886 | 74,125 |

- Data was provided by the U.S. Census Bureau
- Occupation for Civilian Employed Population is new and only dates back to 2015.
- 2015 data set is based of ACS estimates (5 year estimate).

Overall Employment & Unemployment

| Total Population (16+ years old), % | 2010 | 2012 | 2014 | 2016 |
|-------------------------------------|------|------|------|------|
| East Millinocket | | | | |
| Labor Force Participation Rate | 52.2 | 53.9 | 49.8 | 50.8 |
| Employment/ Population Ratio | 50.3 | 48.3 | 44.0 | 45.3 |
| Unemployment Rate | 3.8 | 9.6 | 11.2 | 10.9 |
| Millinocket | | | | |
| Labor Force Participation Rate | 47.8 | 50.3 | 46.5 | 47.1 |
| Employment/ Population Ratio | 42.3 | 47.7 | 43.4 | 43.9 |
| Unemployment Rate | 11.4 | 5.3 | 6.7 | 6.7 |
| Medway | | | | |
| Labor Force Participation Rate | 61.9 | 53.7 | 51.0 | 49.8 |
| Employment/ Population Ratio | 57.6 | 45.0 | 42.6 | 43.8 |
| Unemployment Rate | 6.9 | 16.2 | 16.6 | 12.0 |
| Penobscot County | | | | |
| Labor Force Participation Rate | 63.8 | 63.5 | 62.0 | 61.3 |
| Employment/ Population Ratio | 59.6 | 58.5 | 56.9 | 56.6 |
| Unemployment Rate | 6.3 | 7.5 | 8.0 | 7.3 |
| Maine | | | | |
| Labor Force Participation Rate | 65.2 | 64.8 | 63.9 | 63.2 |
| Employment/ Population Ratio | 60.7 | 59.8 | 59.0 | 59.2 |
| Unemployment Rate | 6.5 | 7.4 | 7.4 | 6.0 |

- Data was provided by the U.S. Census Bureau
- Numbers are based off of ACS 5 year estimates

Employment vs. Unemployment by Age (2016)

| | East Millinocket | Millinocket | Medway | Penobscot County | Maine |
|--|---------------------|-------------|--------|---------------------|-------|
| Labor Force Participation Rate, % | | | | | |
| 16 to 19 years old | 66.1 | 31.1 | 0.0 | 43.7 | 48.4 |
| 20 to 24 years old | 83.3 | 73.0 | 62.8 | 76.9 | 80.2 |
| 25 to 29 years old | 74.0 | 74.4 | 50.0 | 81.1 | 83.5 |
| 30 to 34 years old | 62.7 | 100.0 | 100.00 | 83.8 | 82.4 |
| 35 to 44 years old | 56.3 | 65.1 | 82.3 | 81.4 | 83.3 |
| 45 to 54 years old | 76.1 | 73.0 | 70.8 | 77.3 | 81.0 |
| 55 to 59 years old | 56.1 | 75.2 | 51.9 | 69.5 | 74.5 |
| 60 to 64 years old | 49.6 | 30.8 | 29.8 | 52.5 | 58.0 |
| 65 to 74 years old | 25.0 | 7.9 | 30.8 | 24.9 | 27.6 |
| 75+ years old | 7.1 | 3.6 | 0.0 | 4.5 | 6.0 |
| Employment/ Population Ratio,% | | | | | |
| 16 to 19 years old | 37.5 | 31.1 | 0.0 | 33.1 | 39.9 |
| 20 to 24 years old | 48.3 | 61.2 | 25.6 | 67.3 | 71.0 |
| 25 to 29 years old | 63.5 | 53.4 | 50.0 | 72.4 | 76.5 |
| 30 to 34 years old | 49.2 | 100.00 | 100.00 | 78.3 | 77.2 |
| 35 to 44 years old | 54.1 | 65.1 | 73.4 | 76.4 | 78.9 |
| 45 to 54 years old | 73.9 | 70.5 | 68.4 | 74.2 | 77.5 |
| 55 to 59 years old | 51.1 | 65.9 | 46.3 | 65.7 | 71.5 |
| 60 to 64 years old | 49.6 | 30.8 | 27.9 | 50.8 | 55.7 |
| 65 to 74 years old | 25.0 | 7.9 | 22.0 | 23.7 | 26.5 |
| 75+ years old | 7.1 | 3.6 | 0.0 | 4.4 | 5.7 |
| Unemployment Rate, % | | | | | |
| 16 to 19 years old | 43.2 | 0.0 | - | 24.2 | 17.4 |
| 20 to 24 years old | 42.0 | 6.2 | 59.3 | 11.7 | 10.9 |
| 25 to 29 years old | 14.3 | 28.2 | 0.0 | 10.7 | 7.9 |
| 30 to 34 years old | 21.5 | 0.0 | 0.0 | 6.1 | 5.7 |
| 35 to 44 years old | 3.9 | 0.0 | 10.8 | 5.7 | 5.0 |
| 45 to 54 years old | 2.9 | 3.5 | 3.3 | 3.9 | 4.3 |
| 55 to 59 years old | 8.9 | 12.4 | 10.7 | 5.5 | 4.0 |
| 60 to 64 years old | 0.0 | 0.0 | 6.5 | 3.4 | 3.9 |
| 65 to 74 years old | 0.0 | 0.0 | 28.6 | 4.8 | 3.9 |
| 75+ years old | 0.0 | 0.0 | - | 2.4 | 4.7 |

- Data was provided by the U.S. Census Bureau
- Numbers are based off ACS 5 year estimates

Income Information

Income patterns are of importance to the towns for analysis of economic development and affordable housing issues as discussed in Chapter 11. Income levels also affect the towns' economies, and abilities to raise revenues through taxes or fees. When the income figures for the areas are particularly low, generally there is a proportional increase in the municipal general assistance expenditures.

Household Income

Household Income is the measurement of a household's combined income. It is calculated by including all forms of income (salaries & wages, retirement income, food stamps, investment gains, etc.) of all people sharing a particular place of residence. The median household income is essentially the household income divided by two or averaged. The median household income for the Katahdin Region is \$36,517; the table below includes the three individual towns, along with Penobscot County and Maine.

| Income - Median Household, 2015 | East Millinocket | Millinocket | Medway | Penobscot County | Maine |
|---------------------------------|------------------|-------------|-----------|------------------|---------|
| Median Household Income | 37,744 | 30,106 | 41,700 | 44,271 | 49,331 |
| Margin of Error | +/- 4,443 | +/- 4,987 | +/- 7,986 | +/- 1,142 | +/- 512 |

- Data was provided by the Maine Economist

Poverty Level

The poverty guidelines are issued each year in the *Federal Register* by the Department of Health & Human Services (HHS). The guidelines are a simplification of the poverty thresholds used for administrative purposes – for instance, determining financial eligibility for certain federal programs.

The income cutoffs used by the U.S. Census Bureau to determine poverty status consist of a set of several thresholds, including family size and number of family members less than 18 years of age. In 2015, for a household of one the poverty threshold was \$11,770, while a household of two was \$15,930, three was \$20,090, and four was \$24,250. The table below has already taken in account these thresholds and shows the number and percentage of families considered to be below the poverty level.

| Income - Families below poverty level, 2015 | East Millinocket | Millinocket | Medway | Penobscot County | Maine |
|---|------------------|-------------|--------|------------------|---------|
| All families - Total | 547 | 1,208 | 344 | 38,306 | 347,579 |
| All families - % below poverty | 17 | 11.6 | 6.7 | 10.6 | 9.3 |

- Data was provided by the Maine Economist

Major Employers – Katahdin Region

| Company Name | City | Primary NAICS Description | Location Emp. Size |
|---------------------------------|------------------|---|---------------------------|
| Millinocket Regional Hospital | Millinocket | General Medical & Surgical Hospitals | 100 to 249 |
| Baxter State Park | Millinocket | Nature Parks & Other Similar Institutions | 50 to 99 |
| Gerald Pelletier Inc. | Millinocket | Specialized Freight (Exc Used Gds) Tracking Long-Distance | 50 to 99 |
| Granite St School | Millinocket | Elementary & Secondary Schools | 50 to 99 |
| Hannaford Supermarket | Millinocket | Supermarkets/Other Grocery (Exc Convenience) Strs | 50 to 99 |
| Jump & Raft | Millinocket | Bed-&-Breakfast Inns | 50 to 99 |
| Katahdin Health Care | Millinocket | Nursing Care Facilities (Skilled Nursing Felts) | 50 to 99 |
| KFI | Millinocket | Vocational Rehabilitation Services | 50 to 99 |
| Community Pool | East Millinocket | Fitness & Recreational Sports Centers | 20 to 49 |
| East Branch Snow Rovers | East Millinocket | Civil & Social Organizations | 20 to 49 |
| Eastmill Federal Credit Union | East Millinocket | Credit Unions | 20 to 49 |
| Ellis Family Shop & Save | East Millinocket | Supermarkets/Other Grocery (Exc Convenience) Strs | 20 to 49 |
| Medway Middle School | Medway | Elementary & Secondary Schools | 20 to 49 |
| Recreation Department | East Millinocket | Legislative Bodies | 20 to 49 |
| Schenck High School | East Millinocket | Elementary & Secondary Schools | 20 to 49 |
| Scotts Co | Medway | Farm Supplies Merchant Wholesalers | 20 to 49 |
| Timberland Trucking | Medway | Specialized Freight (Exc Used Gds) Tracking Long-Distance | 20 to 49 |
| Wings For Children & Families | Medway | Psychiatric & Substance Abuse Hospitals | 20 to 49 |
| Big Moose Inn | Millinocket | Bed-&-Breakfast Inns | 20 to 49 |
| Fredericka's Restaurant | Millinocket | Full-Service Restaurants | 20 to 49 |
| Katahdin Federal Credit Union | Millinocket | Credit Unions | 20 to 49 |
| Loose Moose Bar & Grille | Millinocket | Full-Service Restaurants | 20 to 49 |
| Mc Donald's | Millinocket | Limited-Service Restaurants | 20 to 49 |
| Millinocket Fabrication & Mach | Millinocket | Machine Shops | 20 to 49 |
| Millinocket Irving Mainway | Millinocket | Convenience Stores | 20 to 49 |
| Millinocket Middle School | Millinocket | Elementary & Secondary Schools | 20 to 49 |
| New England Outdoor Center | Millinocket | All Other Traveler Accommodation | 20 to 49 |
| River Driver's Restaurant & Pub | Millinocket | Full-Service Restaurants | 20 to 49 |
| Stearns High School | Millinocket | Elementary & Secondary Schools | 20 to 49 |
| Three Rivers White Water | Millinocket | Sports & Recreation Instruction | 20 to 49 |
| University Of Phoenix | Millinocket | Colleges, Universities & Professional Schools | 20 to 49 |

- Data was provided by ReferenceUSA

Economic Development

Current/ Developing Projects

East Millinocket – Renovated Ellis Family Market

In 2014, the Ellis Brothers (Jon & Peter Ellis – Sons of Founders Lou & Al Ellis) purchased the former Loundsbury's Shop 'n' Save in East Millinocket. The store is their second of the Ellis Family Market, which has operated a grocery store in Patten, Maine since 1983.

The Ellis Brothers expanded the former store, almost doubling it in the fall of 2015. They serve the local community, noting a 50% increase in sales during the summer months, and increases in tourism-related business due in large part to the Katahdin-area National Monument.

East Millinocket – Town Swimming Pool Renovations

In January of 2018, the Gloria C. MacKenzie Foundation, Inc. announced that it would award a total of \$922,562 dollars in a series of 28 grants towards projects from across the State. The Gloria C. MacKenzie Foundation, Inc. is a private foundation that was established in 2013 to help fund efforts regarding education and economic opportunities for public development in the State of Maine. The Town of East Millinocket received a grant worth \$122,000 for the purchase of an ATV Rescue vehicle for the Fire Department and funding to assist on-going efforts to renovate the local pool.

East Millinocket - Wastewater System

In May of 2018, the United States Department of Agriculture (USDA) Rural Development announced a \$2.27 million dollar investment in the Town of East Millinocket through Rural Development Water and Wastewater Loan and Grant funds. The project was previously rewarded a \$3.5 million dollar grant and a \$3.65 million dollar loan towards the project. The federal funding is set to complete upgrades to the Town's Waste Water Treatment Facility, which serves roughly 737 residents, 28 commercial and 7 government customers.

Millinocket – Wastewater System

In 2016, the town replaced the 40 year old Caterpillar generator set at the Pines Lift Station with a new Onan Cummins generator. The town is in the process of replacing the main generator at their Wastewater Treatment plant. Millinocket has contracted the T. Buck Construction Inc. to replace 2,000 feet of sewer pipe on Minuteman Drive. In 2019, the town hopes to continue upgrading the wastewater system with the replacement of lines on New Jersey and New York Street.

Millinocket – Snow Removal Equipment (SRE) Building

Working with Maine Department of Transportation, Millinocket is in the process of safety and infrastructure improvements towards the Millinocket Municipal Airport. The town's largest project will be the acquisition of snow removal equipment and construction of a snow removal equipment building. The project is expected for working year 2019- 2020.

Millinocket – Tourism and Recreation

Tourism and recreation continue to be a large part of the Town's cultural and business identity. The Baxter State Park, Katahdin Woods and Waters National Monument, Debsconeag Wilderness Lakes Area, and other land areas available for public access provide economic value through visitors spending

in the region. The community's reputation for outdoor recreation including space for 4-season recreation including hiking, biking, ATV riding (including designation as an ATV Friendly Community), snowmobiling, cross country skiing and snowshoeing, golf, white water rafting, and fishing/hunting makes it a tourism destination. The annual Millinocket Marathon & Half (December) and the Century Bike Event (June) continue to have increased participation, with 1,155 runners in the 2017 marathon and 83 riders in the bike event.

Medway – Scott's Company

Waiting for more information.

Medway – Medway Playground Renovations

Starting in 2017, Medway began renovations to the town's playground. The renovations were funded by a \$200,000 grant with a contribution of \$20,000 from the Town of Medway, as well as an \$80,000 grant from The McKenzie Foundation. The renovations included all new grade, fill, and replacement of the playground base and equipment. It included the removal of the tennis courts and the creation of a paved parking lot. The funds allowed for the replacement of the ballfield shed and fence. The project's completion is scheduled for 2019.

Medway - Medway Middle School

Waiting for more information.

“Opportunity Zones”

Under the Tax Cuts and Jobs Act of 2017, East Millinocket & Millinocket were designated by Maine's Governor, Paul LePage, as “Opportunity Zones.” These zones are part of a new economic development program that encourages long-term investments in low-income areas by offering tax deferral for capital gains reinvested in businesses in an “Opportunity Zone” and a permanent exclusion for gains from the “Opportunity Zone” investment.

Future Opportunity

The Katahdin region will continue looking for opportunities to attract new funding streams for economic development projects. The use of tax incentives, payment in lieu of taxes (PILT), and our designation as a Pine Tree Development Zone (PTZ) will enhance the new designation as opportunity zones and business attraction efforts to bring economic revitalization and opportunity to the region. Each program is briefly described below:

Tax Incentives

Tax Increment Financing (TIF)

The following is directly from the Maine Department of Economic and Community Development:

“Tax Increment Financing is a flexible finance tool used by municipalities, towns, plantations, and the Unorganized Territory to leverage new property taxes generated by a specific project or projects within a defined geographic district. Any portion of the new taxes may be used to finance public or private projects for a defined period of time up to 30 years.

The Program is locally-driven: the municipality, town, or city defines the district and chooses how much of the new taxes will go to what public and private projects over what period of time, with the whole package requiring local political approval.

A business may approach a municipality with a proposal for investment for which a TIF district would provide financing. Or, a town might take advantage of an already-planned and financed project and create a TIF district around it, capturing a portion of new property tax revenue for specific uses.

Over their term, TIF districts can return thousands to millions of dollars to a municipality. The projects financed may range from upgrading a road or adding a wing to an existing building, or to the Bath Iron Works modernization that created its dry dock ship launching facility."

Payment In Lieu of Taxes (PILT)

Directly from the United States Department of the Interior:

"Payments in Lieu of Taxes" (PILT) are Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries. The original law is Public Law 94-565, dated October 20, 1976. This law was rewritten and amended by Public Law 97-258 on September 13, 1982 and codified at Chapter 69, Title 31 of the United States Code. The law recognizes the financial impact of the inability of local governments to collect property taxes on Federally-owned land.

PILT payments help local governments carry out such vital services as firefighting and police protection, construction of public schools and roads, and search-and-rescue operations. The payments are made annually for tax-exempt Federal lands administered by the Bureau of Land Management, the National Park Service, the U.S. Fish and Wildlife Service (all bureaus of the Department of the Interior (DOI)), the U.S. Forest Service (part of the U.S. Department of Agriculture), and for Federal water projects and some military installations. PILT payments are one of the ways the Federal Government can fulfill its role of being a good neighbor to local communities."

Pine Tree Development Zones

Directly from the Maine Department of Economic and Community Development (DECD):

"The Pine Tree Development Zone Program (PTZ) offers eligible businesses the chance to greatly reduce, or virtually eliminate, state taxes for up to ten years when they create new, quality jobs in certain business sectors, or move existing jobs in those sectors to Maine.

Eligible sectors are:

- *Biotechnology*
- *Aquaculture and Marine Technology*
- *Composite Materials Technology*
- *Environmental Technology*
- *Advanced Technologies for Forestry and Agriculture*
- *Manufacturing and Precision Manufacturing*
- *Information Technology*
- *Financial Services*

A new, quality job is defined as one that:

Meets the income requirements for the current year. Income includes "income derived from employment" (IDE) or employee earnings, and employer payments toward employee benefits including retirement, health insurance, education, and dependent care. That total for any new, quality job, must exceed the per

capita personal income for that county. Use the 2018 Income Guidelines (PDF) to determine annual income requirements.

Includes access to a group health care plan.

Includes access to group retirement benefits, subject to ERISA, such as a 401-K or pension plan.

PTDZ benefits do not apply to jobs moved from one area to another within the state.”

It should be noted that the eligible sectors listed above are opportunities currently in place or under investigation for future growth.

The Katahdin region communities intend to utilize all state, regional, and local programs that provide resources and benefit to economic activities.

Industrial Park(s)

Millinocket –Development of Former Mill Site

The former Millinocket mill, Great Northern Paper, completely stopped operations in 2011, impacting the Town negatively resulting in the lack of good wage jobs, hundreds of unemployed residents, an increase in the Town’s mill rate, and outmigration of population. The site is situated on 1,400 acres of land, with 400 acres deemed to be brownfield in nature and the remaining 1,000 acres as green space. Assets remaining at the former mill site include:

- The major thoroughfare into and out of the mill, Golden Road, a 96-mile private road built by Great Northern Paper that stretches from the St. Zacharie border crossing to the terminus at the mill site.
- Roads and wood yard infrastructure intact that are designed for traffic flow and optimal wood yard management.
- The 32-megawatt hydropower-generating facility that dramatically reduces the cost of power.
- Remaining buildings that align with requirements of the BioEnergy Campus. Buildings remaining on the site are the Administration Building, Engineer and Research Building, Number 11, Plant Engineering, Store Room, and Warehouse Seven.

The mill site was purchased in 2017 by Our Katahdin, who intends to develop the site into a multi-tenant industrial park hosting both traditional and innovative forest products businesses such as cross-laminated timber manufacturing, biorefining, and nanocellulose production. The site has also been of interest to potential tenants in the aquaculture, food production, and data center industries. A recent EDA investment of \$5.3 million will help facilitate infrastructure improvements to roads, water/wastewater supply, power, rail improvements, and installation of truck scales. This funding is supplementing additional funds for EPA cleanup, expansion of broadband capacity, and construction investments to house new business tenants.

Millinocket – Huber Forest Products & Technology Park

The Huber Forest Products & Industrial Park is a property located on the east end of Millinocket. Located on 308 acres, there are parcels ranging in size from 12.1 acres to 63.2 acres; one lot is shared by Huber Resources Corp and Gardner Chipmill (currently inactive). A total of seven lots remain. The Town’s goal is to attract new tenants to fill this site to capacity.

Other Economic Development Opportunities

Millinocket – 230 Penobscot Avenue, Co-Working Center

Our Katahdin purchased the Miller's building, a former department store closed in 2008. In a state of disrepair, Our Katahdin has been awarded an EPA cleanup grant to begin renovations to the point of reuse as a co-working space to support new entrepreneurs, innovation, and small business growth. With funds from Eastern Maine Development Corporation through an EDA investment, a consultant will be engaged to help with space design, development of a business plan, best practices research, and creation of a strategic plan for buildout and operations. This space is being connected with high-speed broadband technology to support enhanced communications and tech-based businesses. Launching of the co-working space is scheduled for 2019.

Millinocket – Other Economic Activities

In addition to the projects named, Millinocket will continue to pursue other economic development projects that can spur economic growth and vitality. The Solar Farm located on the Town's wastewater treatment plant land has the potential to provide energy- and cost-efficient power for the plant and the Town's Transfer Site. The Town is also looking to expand broadband capacity to support increased business activity including home-based businesses. The creation of a broadband utility between the towns of Millinocket, East Millinocket, and Medway is currently being explored, with grant support from the Northern Border Regional Commission and USDA Rural Developments Community Connector program.

The region has numerous industrial parks, capable workforces, and a career center (located in East Millinocket) that can help train employees for high tech jobs of the future, along with a great quality of life, school system, and low crime rates; all making the Katahdin Region an ideal area to (re)locate new or existing businesses.

East Millinocket has a close rail system linking into the former Mill Site with available, inexpensive lots that are ready for development.

Medway has three phase power for industrial use along Route 11 and Nicatou Road along with plans for future development of Radio Tower and Industrial/ Corner. There are development opportunities on Nicatou Road and Ministerial Lands.

Recent Economic Studies

Town of Millinocket Annual Survey

In 2017, the Town of Millinocket ventured on a project with the mindset of enhancing communications between the local municipality and the community. The survey was developed, conducted, and reviewed by the Millinocket Economic Development Committee. The survey comprised of three parts: Demographics, Closed Response Questions, and Open Response Questions. The raw data was then compiled into a report and was made available for public consumption.

Participants within the Closed Response section, were asked to answer the questions on a scale of Not Important, Somewhat Important, Neutral, Important, or Very Important. Of the responses worth noting, nearly half of participants agree to some degree that there is some progress in the economic development

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Participants within the Closed Response section, were asked to answer the questions on a scale of Not Important, Somewhat Important, Neutral, Important, or Very Important. Of the responses worth noting, nearly half of participants agree to some degree that there is some progress in the economic development

efforts within the Town of Millinocket. Over three quarters of participants believe that recreation in some degree and industry in some degree are important to the future of Millinocket and the region.

Participants within the Open Response section were asked five questions relating to the current economic development and thoughts of the future. This section received a lack of response, but key words and findings were reported in the full report. Overall, participants spoke of the beauty of living in a small town where everyone knows everyone, and the ease of access to the outdoors. Participants, when asked about the future, spoke about attracting new industry to Millinocket to help employ the youth and the lower the tax rate of residents.

Strategies & Policies

In order to promote an economic climate that increases job opportunities and overall economic well-being, the Katahdin Region has developed the following policies and implementation strategies for their respected towns:

Millinocket

1. **Policy:** The town will further refine the already established areas best suited for development.
Strategies: The town will update their land use ordinance to be consistent with the updated comprehensive plan. This action will continue to reduce the likelihood of incompatible uses, will channel growth into the appropriate locations within the town and retain the quality of life that Millinocket residents have become accustomed to. Furthermore, the town will consider adding language to their land use ordinance that incorporates voluntary design criteria compliance in an effort to make the town more aesthetically pleasing.
Time Frame: On-going
Responsible Agent(s): Town Manager, Planning Board, and Town Council

2. **Policy:** The town will encourage labor force training.
Strategies: The town recognizes the importance of adequate training for creation and maintenance of a healthy and competitive work force. The town also recognizes that adult education, vocational schools, community colleges' graduate and undergraduate programs, the Katahdin Regional Higher Education Center (KRHEC), Literacy Volunteers, SCORE, job training programs, and other federal programs in the area are an asset to the entire region.
Program information will be made available at the town hall in the form of brochures and catalogues, and other outreach measures will be employed to increase awareness.
Time Frame: On-going
Responsible Agent(s): Town Manager and Town Council

3. **Policy:** The town will pursue grants to fund the needs of the town.
Strategies: The towns will continue to contact the applicable state and federal agencies to solicit information regarding block grants and other revenue sources for improvements to the town. A review of the needs of existing and potential uses will be conducted to match the needs with potential funding sources. Once the information has been gathered, procurement of the funds will be pursued. The town will evaluate the potential for the establishment of a Katahdin Investment Fund. This investment fund would be used as a potential resource for access to capital for town and business development projects.
Time Frame: On-going
Responsible Agent(s): Town Manager and Town Council

4. **Policy:** The town will seek ways to diversify the local economy.
Strategies: Options for diversifying the local economy range from annexing new lands adjacent to Millinocket, to encouraging individuals to undertake new business ventures or to expand home occupations. Home occupation performance standards will continue to be included in the land use ordinance to ensure compatibility with residential neighborhoods and adjacent properties. Home occupations will continue to be allowed in various locations throughout the community.

Time Frame: On-going

Responsible Agent(s): Code Enforcement Officer, Planning Board, Town Manager, and Town Council.

5. **Policy:** The town will promote community awareness and community pride.

Strategies: The town will continue to promote community and Katahdin pride by working with the school system to develop programming to educate students about the town's history and by continuing to participate with the regional efforts of Our Katahdin and the Katahdin Chamber of Commerce.

Time Frame: On-going

Responsible Agent(s): Town Manager, Town Council, School Department, Our Katahdin, and Katahdin Chamber of Commerce

6. **Policy:** The town will promote regional cooperation.

Strategies: On a regional level, the town will continue to work with nearby towns on economic development to promote regional marketing. A plan to combine all economic development efforts in the region will be considered. Such a plan would include the sharing of tax revenues regardless of which community the entity is successfully located in. The host community would receive the largest percentage of the revenue with the remainder being split between the other participating communities. This initiative will help to instill Katahdin Pride as outlined in Policy #5 and will foster cooperation across the region by removing the economic development competition between communities while encouraging optimism and open-mindedness. Representatives from the town will continue to work with adjacent communities for a joint approach to transportation, bike paths, solid waste, land use planning and other pertinent issues as they may rise.

Time Frame: On-going

Responsible Agent(s): Town Manager, Planning Board, and Town Council

7. **Policy:** The town will encourage a diversified economic base.

Strategies: The town will continue work to bolster the retail community and promote the community as a four-season destination. Interested parties will be sought to invest in the region to expand recreational opportunities. The town will implement the recommendations contained in the airport master plan, which will strengthen the airport's opportunities for future growth and expanded services. The town will continue to secure a Pine Tree Development Zone, which will further diversify the community's economic base. The Planning Board will work with potential developers to ensure that the process is conducted in a timely manner and that town regulation and ordinances are followed. Natural resources based tenants will be welcomed within the community and encouraged to locate to the Huber Industrial Park.

Time Frame: On-going

Responsible Agent(s): Town Manager, Town Council, and Planning Board.

East Millinocket

1. **Policy:** To diversify manufacturing & technology based industry.

Strategies: To increase broadband accessibility.

Time Frame: Within 2 years

Responsible Agent: Board of Selectmen

Medway

1. **Policy:** *state policy here*
Strategies: *state strategies here*
Time Frame: *state length here*
Responsible Agent: *list all that are responsible for implementation*

2. **Policy:** *state policy here*
Strategies: *state strategies here*
Time Frame: *state length here*
Responsible Agent: *list all that are responsible for implementation*

*State of Maine***Policies:***Minimum policies required to address state goals:*

1. To support the type of economic development activity the community desires, reflecting the community's role in the region.
2. To make a financial commitment, if necessary, to support desired economic development, including needed public improvements.
3. To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.

Strategies:*Minimum strategies to meet state goals:*

1. If appropriate, assign responsibility and provide financial support for economic development activities to the proper entity (e.g., a local economic development committee, a local representative to a regional economic development organization, the community's economic development director, a regional economic development initiative, or other).
2. Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.
3. If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.)
4. Participate in any regional economic development planning efforts.

Time Frame: Ongoing**Responsible Agent(s):** State of Maine, East Millinocket, Millinocket