
Yarmouth Economic Development Advisory Board

Board Meeting

Board Meeting Agenda

Tuesday, April 4, 2017

8 – 9:30 AM, Community Room, Town Hall

Purpose

To discuss the economic development program and initiatives, to present to the Town Council. Provide an update on Business Outreach & Visitation program.

Meeting Framework

- Business Visitation & Outreach Program
- Economic Development Program & Initiatives - Review

Agenda

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| 1. Call to Order | 8:00 AM |
| 2. Approval of EDAB Meeting Minutes, March 7, 2017 | |
| 3. Economic Development Speaker Series – Farmers’ Market <ul style="list-style-type: none">▪ Speaker: Amy Sinclair, Coordinator | |
| 4. Economic Development <ul style="list-style-type: none">▪ Business Development Update▪ Economic Development Program: Recommendation to Town Council | 8:30 AM |
| 5. 2016 – 2017 Economic Development Priority Initiatives <ul style="list-style-type: none">▪ Economic Development Tools▪ Commercial Development & Mixed Use Housing<ul style="list-style-type: none">✓ Main Street Parking Study▪ Marketing Yarmouth▪ Business Development▪ Arts & Culture | 9:00 AM |
| 6. New Business | 9:15 AM |
| 7. Executive Session pursuant to 1 M.R.S.A. §405(6)(f) | 9:25 AM |
| 8. Adjourn | 9:30 AM |

Materials

- * Meeting Agenda
- * Minutes, March 7, 2017
- * 2016 Annual Report
- * Implementation Plan Update
- * Yarmouth Arts Strategic Direction 2017-2020

Board Members

Chair, Peter L. Haynes
Vice Chair, Deborah Wathen-Finn
Jim Costello
Anita Demetropolous
Ted O’Meara
Brett Williams
Adrienne Nardi, Ex Officio
Rob Waeldner, Town Councilor

Staff

Denise Clavette,
Economic Development Director
Nat Tupper,
Town Manager

Strategic Priorities & Outcomes / Next Steps

- Main Street Parking Study
- Marketing Yarmouth – develop materials
- Local Development Corporation – research models, make recommendation

Yarmouth Economic Development Advisory Board

Board Meeting

Board Meeting Minutes

Tuesday, March 7, 2017

8 – 9:30 AM, Community Room, Town Hall

Purpose

To discuss the local development corporation concept, finalize the logo recommendation, discuss LCD, update on Business Outreach & Visitation program. Discuss revisions to the TIF Development Fund Budget for FY18.

Meeting Framework

- TIF Development Fund Budget FY18
- Business Visitation & Outreach Program & Marketing Yarmouth
- Economic Development Program & Initiatives

Agenda

1. Call to Order

Chair Peter Haynes called the meeting to order at 8:00 AM.

2. Approval of EDAB Meeting Minutes, January 18, 2017

Motion made by Anita Demetropolous to accept the minutes of January 8, 2017 meeting, second by Ted O'Meara, without objection, motion carried.

3. Economic Development Speaker Series – Dandelion Catering

Christian Hayes, co-owner gave a presentation on the history of their company. Christine Hayes, his wife is also co-owner. The company was founded 10 years ago, in a leased commercial kitchen in Portland, located in the basement of Portland Public Market. 7 years ago, they leased space in Sparhawk Mill in Yarmouth and began to grow their business. They began exclusively doing catering with a dream of growing other revenue streams, and continued their day jobs while growing their business. They relied solely on word of mouth for advertising. In 2013 they knew they had to re-evaluate the business model, to survive. They left their day jobs to focus on the business and invested in staff. Today they have the following: 1) Full Service Events, which are fully staffed; 2) Mobile bar service and 3) Dandelion Drop Off – delivery service. They have achieved 60 times their revenue since 2011. They employ 6 full-time employees, 5 part-time cooks and 45 per-diem employees for catered events; paying a living wage, offering benefits, and time off. Recently they took over their entire floor of the Mill Building doubling their size. The catering space will expand, offices added and a small pub with simple food, drinks and a raw bar will open in the future. Currently they offer a prepared meal service ordered online and may add a refrigerator service for people to stop and pick up. They are projected to add 4 more full-time employees. They are a true success story that has embraced Yarmouth and all it has to offer.

4. Economic Development

Denise Clavette gave the economic development and business update:

- **Business Development Update**
 - ✓ Tyler Technologies will be speaking on LD337, An Act to Repeal the 3% Surcharge on Incomes over earning

Materials

- * Meeting Agenda
- * Minutes, January 18, 2017
- * Marketing Materials

Board Members Present

Chair, Peter L. Haynes
Jim Costello
Anita Demetropolous
Ted O'Meara
Adrienne Nardi, Ex Officio

Staff

Denise Clavette,
Economic Development Director
Nat Tupper,
Town Manager

\$200,000/year. The surcharge poses serious challenges to recruiting for high level positions in Maine, and presenting unintended consequences of employees relocating out of Maine.

- ✓ Economic Development Council of Maine is conducting a new TIF workshop that D. Clavette and Shana Cook Mueller will be guest speakers for.
- ✓ Business owners have communicated with D. Clavette and Adrienne Nardi, Chamber Executive Director on starting a Main Street / Village Walk to coordinate with the existing Farmers' Market. This would expand the market and tie in with the remaining businesses on Main Street if they're interested in participating the same day as the market on Thursdays from 3-6 PM.
- ✓ The Yarmouth Chamber Board of Directors added the position of Economic Development Director as an ex-officio member to the Chamber's Board. D. Clavette accepted the invitation to serve on the Board.

- **Annual Report**

D. Clavette and T. O'Meara have completed the Annual Report, which has been enclosed with the meeting packet.

- **Econ. Dev. Program: Recommendation to Town Council**

June 2017 marks 3 years from the Town Council's commitment to support economic development as a Town program and service. D. Clavette was hired late January 2015, and the newly formed Economic Development Advisory Board was established in May 2015. The Town Council would like to hear from the Board on its thoughts on the program, and would like to evaluate its success and the value added to the Town. A joint meeting will be held and the EDAB will have an opportunity to present to the Council its accomplishments and discuss its future direction.

5. 2016 – 2017 Economic Development Priority Initiatives

- **Economic Development Tools**

- ✓ **TIF Development Fund: Process & FY18 Budget**
Adjustments were made to reflect changes in special project estimates. Town Council will review the budget.
- ✓ **Local Development Corporation (LDC)**
This item was tabled. Jim Costello asked the committee to think about what their goal was before further discussion. D. Clavette and J. Costello will meet to prepare additional information for discussion.
- ✓ **Grants, Loans, Revolving Loan Fund**
No update.

- **Commercial Development & Mixed Use Housing**

- ✓ **Planning, Codes, Zoning & Main St. Parking**
Milone & MacBroom were chosen to conduct the Main St. parking study. Timeline: Completed by September 2017.

- **Marketing Yarmouth**

- ✓ **Brochure, logo, website, social media**
The Town Clerk updated and reorganized, based upon the consultant's recommendations. The website is more streamlined and user friendly. A logo was voted on and unanimously chosen.

- **Business Development**
 - ✓ **Business Outreach & Visitation**
380 Surveys were mailed to the businesses in town.
Approximately 50 have been filled out and returned; of those approximately 10 visits have been scheduled.
- **Arts & Culture**
 - ✓ D. Clavette facilitated a 4-hour strategic session with Yarmouth Arts on Thursday, 3/2.

6. New Business

No new business was discussed.

7. Executive Session pursuant to 1 M.R.S.A. §405(6)(f)

Without objection, the EDAB went into Executive Session at 9:20 AM, and came out of Executive Session at 9:35 AM. No action was taken.

8. Adjourn

Without objection, the meeting adjourned at 9:35 AM.

Strategic Priorities & Outcomes / Next Steps

- Main Street Parking Study
- Marketing Yarmouth – develop materials
- Local Development Corporation – research models, make recommendation

Yarmouth Economic Development 2016 Annual Report

Yarmouth Economic Development – who we are

Yarmouth Economic Development is here to help facilitate capital investment, job creation, increased business activity and broadening of the property tax by supporting the retention and expansion of existing local businesses and attracting prospective new businesses. Together with the Town of Yarmouth, its elected officials and staff, our goal is to use available resources to strengthen the economic, community and cultural assets that make Yarmouth a special place.

Economic Development staff is knowledgeable of a variety of federal, state, local and private economic development resources. We are here to help businesses in creating their business plans, and identifying resources to meet their business needs. Resources range from funding, financing, and grants to business development research, business plan development and business counseling.

The Town Council established the Economic Development Advisory Board in May 2015, to advise the Council on economic development needs and opportunities. Together with the Economic Development Director, Town Manager and Town Council, the Board helps guide overall economic and community development in Yarmouth.

In January 2015, Yarmouth's first Economic Development Director, Denise Clavette, was hired, a demonstration of the Town Council's support for formalizing economic development efforts. From early meetings with major employers, key developers, business owners, community organizations, volunteers and the initial economic development planning committee, initial findings indicated:

- Yarmouth was poised to create a vision that would encourage sustainable diversification of the tax base
- Yarmouth's quality of life and quality of place its residents had come to know was a major differentiator
- "If Yarmouth wants change, it needs to preserve its unique character and quintessential Village charm"

Acknowledgements

Yarmouth Town Staff

Denise Clavette,
Economic Development Director
Nat Tupper,
Town Manager

Economic Development Advisory Board

Chair, Peter Haynes
V. Chair, Deborah Wathen-Finn
James Costello
Anita Demetropolous
Ted O'Meara
Brett Williams
Adrienne Nardi, Ex Officio

Yarmouth Town Council

Chair, Andrew Kittredge
V. Chair, Pat Thomsson
Randall Bates
Tamson Bickford Hamrock
David Craig
James MacLeod
Robert Waeldner

Re-Investing in the Yarmouth Community

Yarmouth Tax Increment Financing Districts (TIF Districts)

The single most comprehensive, sustainable and successful outcome in 2016 was the establishment of three Tax Increment Financing (TIF) Districts. With many benefits to Yarmouth, these geographically-based TIF Districts provide the ability for Yarmouth to “shelter” new taxable value gained from development projects from adverse adjustments to state education and revenue sharing subsidies, and county taxes, all of which are based on municipal valuation. Without these TIF Districts, about 47% of each new tax dollar generated would result in reduced state subsidies for education, reduced revenue sharing and increased County taxes. The three districts represent 4.97% of the Town’s total acreage:

- Yarmouth Downtown Omnibus Municipal Development and Tax Increment Financing District, encompassing about 209 acres along Main Street from Hillside Street to and including properties at the waterfront of Lafayette St;
- Yarmouth Route 1 North Omnibus Municipal Development and Tax Increment Financing District encompassing about 202 acres along Route 1 from the Royal River running north;
- Yarmouth Route 1 South Omnibus Municipal Development and Tax Increment Financing District encompassing about 201 acres along Route 1 from the Royal River running south.

All three districts were approved by the Town Council after a public hearing in August 2015, and approved by the Maine Department of Economic and Community Development, March 2016. These TIF districts will generate over \$30 million in new tax revenue over the next 30 years – all to stay in Yarmouth. The “sheltered” new revenues are placed in development funds for each district to fund eligible economic development activities as listed in the development program in each district (exception is that the Downtown District can be funded by revenues generated in the Route 1 North and South Districts).

Eligible activities include funding the economic development office, salaries and studies; a pro-rated amount of other town staff salaries related to economic development; marketing Yarmouth for businesses; the arts and agricultural activities; municipal equipment; bike-pedestrian connections, sidewalks, parking; bus shelters, transportation amenities; streetscape improvements, gateways; road and intersection improvements; storm water, sewer infrastructure, utilities, GIS; natural gas, 3-phase power, broadband, communications; Harbormaster office, piers, floats, tourist boater amenities; and if approved by the Town Council, the ability to enter into business credit enhancement agreements (CEAs). (NOTE: it is not the primary focus, nor the intent of the TIF districts to give funding back to businesses or developers through CEAs. Only in cases where businesses or developers meet the stringent CEA guidelines will CEAs be considered). To date, the TIF Development Funds have paid for (or are slated to cover in 2017-2018) the economic development office (salaries, expenses), sidewalk improvements, infrastructure improvements, Yarmouth’s share of the Route 1 / Main Street bridge project (over \$300,000), Main Street Parking Study, and Sidewalk Study to name a few.

Business Development

Tyler Technologies

Tyler Technologies is the largest company producing systems focused solely in the public sector in the U.S. The company has over 3500 employees nationwide, and 525 in Maine. Early 2015, Tyler Technologies began discussions with the Town of Yarmouth, exploring options for business expansion. The Economic Development Director worked with Tyler Technologies staff and project team, helped guide through the Town’s development processes, and initiated communications with Maine Department of Economic & Community Development, and other critical players in helping Tyler Technologies decide to expand here in Yarmouth, Maine.

Tyler Technologies expansion is a pinnacle project for Yarmouth, the region and Maine, and sets the stage for strategic future growth here in Yarmouth. The many positive economic and community development benefits include: retaining Tyler Tech’s existing 525 jobs in Maine, create about 575 professional and technical jobs in Maine by 2024, keeping and attracting people to Maine (including recent college graduates), diversify Yarmouth’s tax base, reduce the burden on the residential taxpayer, provide a business expansion of a Yarmouth company with a strong sense of community, and encourage “business spin-off” effects. Construction on the project began early 2016 and will be completed mid-2017.

Patriot Insurance

Patriot Insurance is a Maine-based subsidiary company of Frankenmuth Insurance, Michigan; and writes several lines of business-personal, commercial, life and bonds. The company has 69 employees - 64 located in Maine. In 2015, Patriot Insurance began exploring options to expand and create a permanent home in Yarmouth. The company purchased the Down-East Village motel property early 2016. Patriot Insurance's expansion marked Yarmouth's second expansion project announcement in less than a year. Patriot employment will grow to over 100 employees in the next 5 – 10 years. Patriot Insurance's project was approved, construction began fall 2016 and became one of Yarmouth's first projects approved under the Town's new Route 1 Character-Based Code. The building will have traditional New England architecture, fit within Yarmouth's historical character, a well-designed landscape, gardens, and connect to the Town's walking path.

Five County Credit Union

Five County Credit Union, who has leased space in Falmouth for 16 years, yet wanted to own land and building – purchased the former Brookside Motel property on Route 1 in Yarmouth. The project was approved, and construction began fall of 2016. Yarmouth provided an excellent opportunity for a location close to residential areas and a good mid-point between their Portland and Brunswick locations. Five County Credit Union is planning to have longer hours, implement their Interactive Teller Machines (ITMs), connecting them to their Lewiston staff. Five County Credit Union will mark the first credit union to open in Yarmouth.

Business Assistance & Community Development

In addition to the Tyler Technologies and Patriot Insurance expansions, the Economic Development Director worked with over 75+ businesses, developers, organizations and agencies during 2015-2016. Some of the highlights include:

- METRO: Yarmouth became part of the expanded METRO service north of Portland. METRO Breez began service June 2016, with 4 Yarmouth stops – ride share lots at Exits 15 and 17, Town Hall / library and Hannaford.
- ScaleUp Business: a regional business development program for small businesses, using a Small Business Administration model that has been successful in Portland. Four Yarmouth businesses /organizations participated in 2016 - IceIt! Bakery, Island Treasure Toys, Dandelion Catering and 317 Main.
- Yarmouth Arts: involved with collaborative conversations on bringing the arts to a higher visibility in Yarmouth.
- Assisting Dandelion Catering, that is anticipated to expand their catering business, and add a 30-40 seat restaurant with small bar area, at the Sparhawk Mill in 2017.
- Developed Downtown / Main Street Parking Study project content and RFP, to be conducted and completed by July 2017. The study will inventory and map existing public and private parking (inclusive of pedestrian linkages), conduct a parking survey, parking utilization observations and analysis, assess existing and future land uses and projected demand, and identify parking recommendations, management strategies and priorities.
- Yarmouth welcomed new businesses: Garmin (which purchased DeLorme and is leasing their space); Mad Gabs; Riley Woodworks; Woodhull; Acapello Salons; Gingham Shop; Handy's / Otto's; Owl and Elm; Charlie Hewitt, sculptor – bought Goff's Hardware and converted it into two business spaces and a residence.

Market Analysis & Action Plan Matrix

The EDAB and Economic Development Director recognized that in order for economic development in Yarmouth to be successful, and before developing a comprehensive strategic plan, the Town needed to have more economic information about Yarmouth and a method to help identify priorities. Developing a business market analysis was identified as one of the highest priorities. Planning Decisions, Inc., consulting firm, developed the Market Analysis & Action Plan Matrix, with the final report submitted February was hired. The market analysis final report was submitted to the Town February 2016 and, along with an action plan matrix, will be used to assist the Town to help make future economic development decisions, direct limited resources, and focus efforts for appropriate economic development in Yarmouth. Several businesses who researched area communities as potential development opportunities, have gained valuable knowledge from the information in the report on: Yarmouth's community profile, the competitive advantage in the region, growth opportunities and sectors, and land and development potential.

Business Outreach & Visitation Program

Yarmouth's economic development begins with understanding the needs of our existing businesses and creating the support and assistance that will help them grow. We are not competing with other communities to attract large manufacturers or other businesses that may not fit with our town's character, physical infrastructure and employee base. We are focused on getting to know the businesses that are already here, following up with businesses and developers that are interested in investing in projects that are appropriate for Yarmouth, and helping Yarmouth businesses expand here, instead of someplace else.

The Town of Yarmouth's Economic Development Advisory Board and Economic Development Director believe in the value of a strong and vibrant business community as an integral part of our town. Existing businesses make investments in facilities, create jobs and provide a support network that is the heart of a strong local economy. For these reasons, we embarked on a Business Outreach & Visitation Program with the purpose to open and enhance the lines of communication and help local businesses succeed. The program began in December 2016 and will continue throughout 2017. We are here to listen and learn about a business, and to gather concise, accurate and up-to-date information about the needs and challenges our businesses face. With this information, we can help link local businesses to a variety of resources and information such as: financial, technological, business planning, marketing, job training, how to navigate the planning, zoning and permitting processes, and more. We are here to help Yarmouth businesses succeed.

The Business Outreach & Visitation Program will help Yarmouth:

- Learn about concerns, problems and needs local businesses face;
- Help businesses find solutions to problems and challenges;
- Retain jobs and attract new businesses;
- Improve the business climate;
- Assist businesses with expansion, growth and job creation;
- Help local businesses learn about available resources and incentives that may benefit their future growth and continued success;
- Establish an open line of communication, allowing the Town to better identify and serve the needs of Yarmouth's business community.

Looking Forward...Strategic Direction

The Economic Development process in Yarmouth is a reflection of our values as a community. In order to continue moving in the right direction, we are committed to promoting two-way communication and increased community engagement in order to better understand what is important to our community to make sound choices about future growth.

Efforts in our first two years of our existence have been focused on building community collaboration through engaging people, projects and plans – all on Yarmouth's terms. The Planning Market Analysis and Action Plan Matrix report provides a detailed analysis of local market conditions and identifies focus areas to help guide Yarmouth in its economic development efforts. The comprehensive study highlights the Town's most significant opportunities for growth given local and regional market conditions, and identifies important issues to be examined in greater detail in the next one to three years. The action plan matrix highlights five action strategies that will guide our work going forward:

- Expand the Town's tools for economic development
- Create walkable, mixed-use housing, commercial development around Main Street, Route 1 and the waterfront
- Market the collective effort with a single theme around key brand concepts, particularly: Yarmouth as "authentic Maine"; local food, arts and crafts; entrepreneurship, the historic downtown, and local quality of life
- Create more opportunities for growth for existing businesses in town, for the self-employed, and for new small information technology businesses
- Market and expand arts and culture on Main Street

Yarmouth Economic Development Initiatives - Implementation Plan 2016 - 2018							
ACTION PLAN MATRIX – PRIORITIES			Updated March 2017				
#	STRATEGY	ACTION	PRIORITY	PROJECT TEAM	July 2016 - June 2017	July 2017 - June 2018	PROGRESS UPDATE
1	EXPAND THE TOWN'S TOOLS FOR ECONOMIC DEVELOPMENT	1A. CREATE AN LDC	HIGH	Denise Clavette Jim Costello Deb Wathen-Finn Rob Waeldner	CREATE LEGAL SHELL, RESEARCH MODELS AND GRANT POSSIBILITIES	PROVIDE SEED FUNDS FROM GRANTS AND TIF	EDAB to discuss LDC concept, pros and cons at April 2017 meeting.
		1B. IDENTIFY TOWN-OWNED PARCELS FOR POSSIBLE DEVELOPMENT; IDENTIFY PRIVATE NON-COMMERCIAL PARCELS THAT HAVE THE POTENTIAL TO BE RE-ZONED TO COMMERCIAL	LOW		EXPLORE AS NEED ARISES FOR SPECIFIC POTENTIAL USERS		
		1C. USE TIF FUNDS TO PROMOTE STRATEGY	HIGH		MAKE RECOMMENDATIONS IN DECEMBER FOR BUDGET	MAKE RECOMMENDATIONS IN DECEMBER FOR BUDGET	FY18 Budget (draft) approved at the EDAB, to be submitted to Town Manager & Town Council February 2017.
		1D. EXPLORE AND IDENTIFY FINANCIAL TOOL-KIT OPPORTUNITIES, SUCH AS USDA GRANTS AND LOANS, AND OTHERS AT GRANTS.GOV	HIGH		GRANT RESEARCH: GRANTS.GOV, USDA, ETC. IDENTIFY RESOURCES, PROMOTE AVAILABILITY TO BUSINESSES IDENTIFY MATCHING GRANTS TO EXPAND IMPACT OF TIF DEVELOPMENT FUND	ONGOING GRANTS & FINANCIAL RESOURCES RESEARCH	D. Clavette completed Maine Philanthropy research for Yarmouth Arts/317 Main; YCAN, Human Services; Youth, Recreation; Economic & Community Development, Libraries, Govt, Hist. Pres., Agriculture. D. Clavette conducted grant strategy workshop Sept. 14, 2016.
2	CREATE WALKABLE, MIXED-USE HOUSING AND COMMERCIAL DEVELOPMENT AROUND MAIN STREET, ROUTE 1, AND THE WATERFRONT	2A. ADJUST ZONING TO ENABLE MIXED-USE DEVELOPMENT	HIGH	Denise Clavette Alex Jaegerman Peter Haynes Deb Wathen-Finn	COORDINATE WITH TOWN PLANNER FOR ZONING CHANGE RECOMMENDATIONS PLANNING BOARD ACTIONS	PLANNING BOARD ACTIONS	A.Jaegerman/ CPIC completed zoning changes. Additional changes, ongoing. Character Based Code for Downtown / Village, in process. Approved at Planning Board, presented to Town Council February 2017.
		2B. EXPLORE THE EXPANSION OF CHARACTER-BASED CODES ZONING TO OTHER AREAS	HIGH				
		2C. ASSESS MAIN STREET PARKING NEEDS, EXPLORE SHARED AND/OR PUBLIC PARKING	HIGH		DETERMINE NEED FOR PARKING STUDY	USE BUSINESS OUTREACH RESULTS TO DETERMINE IF PARKING CHANGES NEEDED; EXPLORE SHARED AND/OR PUBLIC PARKING; DEVELOP SHARED AND/OR PUBLIC PARKING IF NEEDED PENDING RESULTS OF PARKING STUDY, DETERMINE	D. Clavette developed RFP for Downtown / Main Street Parking Study. RFP awarded to Milone & MacBroom, project began March 2017, slated for completion October 2017. User surveys will be sent out late March, public forum tentatively slated for June.
3	MARKET THE COLLECTIVE EFFORT WITH A SINGLE THEME AROUND KEY BRAND CONCEPTS, PARTICULARLY: YARMOUTH AS "AUTHENTIC MAINE;" LOCAL FOOD, ARTS AND CRAFTS; ENTREPRENEURSHIP, THE HISTORIC DOWNTOWN, AND LOCAL QUALITY OF LIFE	3A. DEVELOP BRAND, LOGO, AND SUPPORTING MATERIALS	MEDIUM	Denise Clavette Brett Williams Ted O'Meara Anita Demetropolous	PREPARE RFP, OBTAIN FUNDING FOR MARKETING CONSULTANT	ISSUE RFP, HIRE CONSULTANT, APPROVE PROGRAM DEVELOP WEB AND OTHER MATERIALS FOR IMPLEMENTATION	D. Clavette and marketing team worked with Katharine Kranich, Adept (services paid for by Burns & McDonnell - thank you). Website recommendations, social media plan approved at EDAB Oct. 2016 - changes made to website February 2017. Logo final design March 2017; photographer contract and final brochure spring 2017.
4	CREATE MORE OPPORTUNITIES FOR GROWTH FOR EXISTING BUSINESSES IN TOWN, FOR THE SELF-EMPLOYED, AND FOR NEW SMALL INFORMATION TECHNOLOGY BUSINESSES	4A. RECRUIT SMALL BUSINESS SUPPORT SERVICES, INCLUDING CO-SHARED WORKSPACE	LOW	Denise Clavette Deb Wathen-Finn Anita Demetropolous Adrienne Nardi Rob Waeldner	RESEARCH UPS, KINKO'S, OTHER SUPPORT SERVICE BUSINESSES. RESEARCH CO-SHARED WORKSPACE NEED AMONG SELF-EMPLOYED AND SMALL BUSINESSES	RECRUIT POTENTIAL SUPPORT SERVICE BUSINESSES THROUGH INTERVIEWS AND ADS. IF IDENTIFIED AS A NEED, WORK ON CO-SHARED WORKSPACE DEVELOPMENT. SUPPORT SERVICE BUSINESS(ES) ESTABLISHED. CO-SHARED WORKSPACE ESTABLISHED.	
		4B. IDENTIFY AVAILABLE WORKSHOPS AND TRAINING FOR BUSINESSES	LOW		WORK WITH LIBRARY, ADULT EDUCATION, AND CHAMBER, SCHEDULE PERIODIC WORKSHOPS		
		4C. CONDUCT BUSINESS OUTREACH/VISITATION	MEDIUM		STRATEGICALLY ORGANIZE LISTS, DEVELOP QUESTIONNAIRE, ESTABLISH SCHEDULE, CONDUCT OUTREACH VISITS	PROVIDE ASSISTANCE	Business Outreach & Visitation program launched December 2016. Invitation letters, info, survey questionnaire mailed to over 350 businesses: 50 surveys returned, visits conducted, 12 visits scheduled. Program well received; appreciated by respondents. Developing database of business info, developing comprehensive list of business' needs. Staggered mailings to balance of businesses (using personal property tax list).
		4D. PROMOTE IT BUSINESSES	LOW		TALK WITH PROJECT LOGIN, NYA, YARMOUTH SCHOOLS; RESEARCH/ATTEND IT CONFERENCES, NETWORKING EVENTS; CREATE WORKING GROUP W/ TYLER, DELORME, OTHERS FOR PROGRAM DEVELOPMENT	IMPLEMENT PROGRAM ACTIVELY RECRUIT IT BUSINESSES	D. Clavette working with Global Village, Maine DECD, to leverage business attraction for a potential tech park located at the former DeLorme site, including Class A office space in the existing building.
		4E. ADJUST ZONING TO PROMOTE SELF-EMPLOYMENT	HIGH		COORDINATE WITH TOWN PLANNER FOR ZONING CHANGE RECOMMENDATIONS PLANNING BOARD ACTIONS	PLANNING BOARD ACTIONS	Though a high priority, this is on hold until after business outreach & visitation program is completed.
		4F. STRENGTHEN "BUY LOCAL" PROGRAMS	LOW			WORK WITH CHAMBER TO CREATE MARKETING AND INCENTIVE PROGRAMS	
5	MARKET AND EXPAND ARTS AND CULTURE ON MAIN STREET	5A. CREATE ARTS COLLABORATIVE, WEB SITE, CALENDAR, MARKETING	MEDIUM	Denise Clavette Peter Haynes	ASSIST IN CREATING COLLABORATIVE ENTITY	CREATE CALENDAR, WEB SITE	
		5B. FEASIBILITY OF ARTS CENTER DEVELOPMENT	LOW			WORK WITH COLLABORATIVE ENTITY TO ASSESS NEED FOR AND FEASIBILITY OF ARTS CENTER IF NEED EXISTS, CREATE COMMUNITY ARTS CENTER	D. Clavette developed and facilitated a "Setting Strategic Direction" workshop for Yarmouth Arts Board. Goals and priority focus areas were developed for the upcoming year(s).

Yarmouth Arts Board of Directors

Strategic Direction

2017 - 2020

Goals

1. Develop a stronger foundation by creating a unified voice
2. Collaborate within the arts and culture community
3. Marketing and communications for arts and culture

Strategic Focus Areas

1. Develop a stronger foundation by creating a unified voice

- a. Who needs to join the conversation (who's missing?)

Guidelines: create community forum, invite new people to the table

- b. Mission & Purpose: review, reflect, revise (if wanted)

Guidelines: combine mission & purpose; succinct, clear, fresh identity

- c. Create "new" hallmark event

Guidelines: use what is established on Main St; Chamber participation

2. Collaborate within the arts and culture community

- a. Conduit and source of information and resources for arts & culture

Guidelines: website, arts & culture calendar, resources (grants)

- b. Encourage collaborative arts and cultural events

Guidelines: involve more than Yarmouth Arts

- c. Reinvigorate community by establishing public arts venues

Guidelines: initiatives that raise the level of visibility in Yarmouth

3. Marketing and communications for arts and culture

- a. Communicate our focus by developing a new message

Guidelines: website, active social media, links to collaborator's sites

- b. Logo & tagline: review, reflect, revise (if wanted)

Guidelines: tagline should reflect mission/purpose revision

- c. Connect to the arts, cultures, business and school community

Guidelines: communicate, involve and be present at community events