

NOTE TO READERS: This is a *draft* of the Kennebunk Comprehensive Plan. The Comprehensive Plan provides us with a description of the town today in a range of categories, and identifies issues and recommendations for the future. The final version will include an introduction, be professionally formatted and contain multiple photographs. As a town resident, you are encouraged to look at this draft in this early format. **We are now looking for comments and opinions on its contents**, especially the *Issues & Implications* and *Recommendations* sections at the end of each chapter.

The Town will make changes to this draft based on the comments and opinions received, and residents will vote whether or not to accept the final Plan in June 2019.

Chapter C: Local Economy

Portland/South Portland Regional Employment and Wages

The two tables below provide data from the Maine.gov Center for Workforce Research (Employment and Wages by Industry Sector). They describe the job market in the Portland-South Portland region, of which Kennebunk is a component. They indicate that the total number of jobs grew by only 7% from 2000 to 2015 and that the largest, most important sectors are retail trade, professional and business services, education and health services and accommodation and food services. Over fifteen years, the goods-producing sector lost jobs while the service-providing sector grew by 15%. Within the service providers, there was strong growth in professional and business services, education and health services and leisure and hospitality.

Average Employment

| | | | | | 2015 | % Increase |
|--|---------|---------|---------|---------|---------|------------|
| Employment - Portland/South Portland Economic Region | 2000 | 2005 | 2010 | 2015 | % Total | 2015/2000 |
| Total - All Ownerships | 182,038 | 188,948 | 185,677 | 195,055 | | 7% |
| Total - Private | 159,636 | 165,732 | 162,422 | 172,620 | 88% | 8% |
| Goods-Producing | 28,288 | 25,435 | 21,294 | 21,942 | 11% | -22% |
| Natural Resources and Mining | 303 | 379 | 439 | 539 | 0% | 78% |
| Agriculture, Forestry, Fishing and Hunting | 298 | 354 | 381 | 491 | 0% | 65% |
| Mining, Quarrying, and Oil and Gas Extraction | 5 | 25 | 58 | 49 | 0% | 880% |
| Construction | 8,906 | 10,065 | 8,095 | 8,810 | 5% | -1% |
| Manufacturing | 19,079 | 14,991 | 12,760 | 12,593 | 6% | -34% |
| Manufacturing | 19,079 | 14,991 | 12,760 | 12,593 | 6% | -34% |
| Durable Goods Manufacturing | 10,071 | 7,496 | 6,240 | 6,399 | 3% | -36% |
| Nondurable Goods Manufacturing | 9,009 | 7,495 | 6,520 | 6,193 | 3% | -31% |
| Service-Providing | 131,348 | 140,297 | 141,128 | 150,678 | 77% | 15% |
| Trade, Transportation, and Utilities | 40,813 | 41,773 | 37,993 | 39,387 | 20% | -3% |
| Wholesale Trade | 8,246 | 8,583 | 7,352 | 8,174 | 4% | -1% |
| Retail Trade | 26,781 | 27,830 | 24,363 | 24,782 | 13% | -7% |
| Transportation and Warehousing | 5,150 | 4,697 | 5,628 | 6,004 | 3% | 17% |
| Utilities | 636 | 662 | 651 | 428 | 0% | -33% |
| Information | 4,878 | 4,701 | 4,061 | 3,035 | 2% | -38% |
| Financial Activities | 15,030 | 15,570 | 14,718 | 14,846 | 8% | -1% |
| Finance and Insurance | 12,118 | 12,457 | 11,850 | 11,887 | 6% | -2% |
| Real Estate and Rental and Leasing | 2,912 | 3,113 | 2,868 | 2,960 | 2% | 2% |
| Professional and Business Services | 20,890 | 21,524 | 23,682 | 26,711 | 14% | 28% |
| Professional and Technical Services | 8,705 | 9,605 | 10,227 | 11,253 | 6% | 29% |
| Management of Companies and Enterprises | 2,907 | 2,833 | 3,862 | 4,744 | 2% | 63% |
| Administrative and Waste Services | 9,278 | 9,086 | 9,594 | 10,714 | 5% | 15% |
| Education and Health Services | 27,163 | 31,988 | 34,827 | 38,008 | 19% | 40% |
| Educational Services | 2,444 | 2,777 | 3,506 | 4,248 | 2% | 74% |
| Health Care and Social Assistance | 24,719 | 29,210 | 31,322 | 33,760 | 17% | 37% |
| Leisure and Hospitality | 17,621 | 19,367 | 20,591 | 22,525 | 12% | 28% |
| Arts, Entertainment, and Recreation | 2,398 | 2,719 | 2,743 | 2,840 | 1% | 18% |
| Accommodation and Food Services | 15,223 | 16,648 | 17,847 | 19,684 | 10% | 29% |
| Other Services | 4,952 | 5,374 | 5,255 | 6,164 | 3% | 24% |

Source: Maine.gov Center for Workforce Research and Information

"Average wages grew at a 2.9% annual rate over the 15 years (0.6% in constant dollars after adjustment for CPI inflation of 2.3%). Most sectors clustered around the all-industry average, gaining between 50-70% over the period. In 2015, the highest paying sectors were financial and professional and technical services. Among the lowest paid sectors were agriculture, retail and leisure and hospitality. The education and health sectors were in line with the all-sector average.

Average Wages

| | 2000 | 2005 | 2010 | 2015 | % of 2015 Av for All Industries | 15 Year Gain |
|---|-----------|-----------|-----------|-----------|------------------------------------|-----------------|
| Average Wages - Portland/South Portland Economic Region | | | | | | |
| Total - All Ownerships | \$ 30,415 | \$ 36,342 | \$ 41,319 | \$ 46,465 | 100% | 53% |
| Total - Private | \$ 30,438 | \$ 36,383 | \$ 41,357 | \$ 46,667 | 100% | 53% |
| Goods-Producing | \$ 36,582 | \$ 43,812 | \$ 50,258 | \$ 54,399 | 117% | 49% |
| Natural Resources and Mining | \$ 24,597 | \$ 25,894 | \$ 30,503 | \$ 30,792 | 66% | 25% |
| Agriculture, Forestry, Fishing and Hunting | \$ 24,618 | \$ 25,046 | \$ 25,091 | \$ 26,629 | 57% | 8% |
| Mining, Quarrying, and Oil and Gas Extraction | \$ 23,418 | \$ 37,730 | \$ 66,193 | \$ 72,909 | 157% | 211% |
| Construction | \$ 33,333 | \$ 39,460 | \$ 43,301 | \$ 48,710 | 105% | 46% |
| Manufacturing | \$ 38,289 | \$ 47,187 | \$ 55,351 | \$ 59,390 | 128% | 55% |
| Manufacturing | \$ 38,289 | \$ 47,187 | \$ 55,351 | \$ 59,390 | 128% | 55% |
| Durable Goods Manufacturing | \$ 41,266 | \$ 51,394 | \$ 53,349 | \$ 55,885 | 120% | 35% |
| Nondurable Goods Manufacturing | \$ 34,962 | \$ 42,979 | \$ 57,267 | \$ 63,012 | 136% | 80% |
| Service-Providing | \$ 29,114 | \$ 35,036 | \$ 40,014 | \$ 45,541 | 98% | 56% |
| Trade, Transportation, and Utilities | \$ 25,645 | \$ 30,213 | \$ 33,313 | \$ 37,835 | 81% | 48% |
| Wholesale Trade | \$ 39,747 | \$ 48,147 | \$ 53,683 | \$ 63,621 | 137% | 60% |
| Retail Trade | \$ 19,898 | \$ 23,265 | \$ 25,057 | \$ 27,658 | 60% | 39% |
| Transportation and Warehousing | \$ 30,394 | \$ 34,381 | \$ 37,954 | \$ 40,754 | 88% | 34% |
| Utilities | \$ 46,351 | \$ 60,193 | \$ 72,137 | \$ 93,784 | 202% | 102% |
| Information | \$ 42,121 | \$ 48,073 | \$ 52,593 | \$ 54,011 | 116% | 28% |
| Financial Activities | \$ 42,984 | \$ 52,944 | \$ 61,844 | \$ 71,704 | 154% | 67% |
| Finance and Insurance | \$ 46,812 | \$ 57,692 | \$ 67,738 | \$ 78,261 | 168% | 67% |
| Real Estate and Rental and Leasing | \$ 27,059 | \$ 33,943 | \$ 37,491 | \$ 45,369 | 98% | 68% |
| Professional and Business Services | \$ 36,123 | \$ 45,834 | \$ 54,136 | \$ 63,039 | 136% | 75% |
| Professional and Technical Services | \$ 45,266 | \$ 55,027 | \$ 62,304 | \$ 77,604 | 167% | 71% |
| Management of Companies and Enterprises | \$ 49,101 | \$ 69,326 | \$ 75,844 | \$ 85,380 | 184% | 74% |
| Administrative and Waste Services | \$ 23,478 | \$ 28,790 | \$ 36,691 | \$ 37,847 | 81% | 61% |
| Education and Health Services | \$ 30,859 | \$ 36,894 | \$ 42,199 | \$ 47,371 | 102% | 54% |
| Educational Services | \$ 24,589 | \$ 30,931 | \$ 36,605 | \$ 41,134 | 89% | 67% |
| Health Care and Social Assistance | \$ 31,479 | \$ 37,461 | \$ 42,825 | \$ 48,155 | 104% | 53% |
| Leisure and Hospitality | \$ 13,253 | \$ 15,693 | \$ 17,434 | \$ 20,611 | 44% | 56% |
| Arts, Entertainment, and Recreation | \$ 14,743 | \$ 18,755 | \$ 21,773 | \$ 24,639 | 53% | 67% |
| Accommodation and Food Services | \$ 13,018 | \$ 15,193 | \$ 16,767 | \$ 20,030 | 43% | 54% |
| Other Services | \$ 20,095 | \$ 24,638 | \$ 27,959 | \$ 31,579 | 68% | 57% |

Source: Maine.gov Center for Workforce Research and Information

Unemployment Rates

The following table shows the annual unemployment rates for Maine, York County, the Portland-South Portland Metropolitan Area and the Town of Kennebunk. The data shows the impact of the 2008-2009 global recession and then the steady recovery of the economy through 2017. The State unemployment rate tends to run higher than the Southern Maine subsets and Kennebunk tends to run marginally higher than the Portland Metropolitan Area.

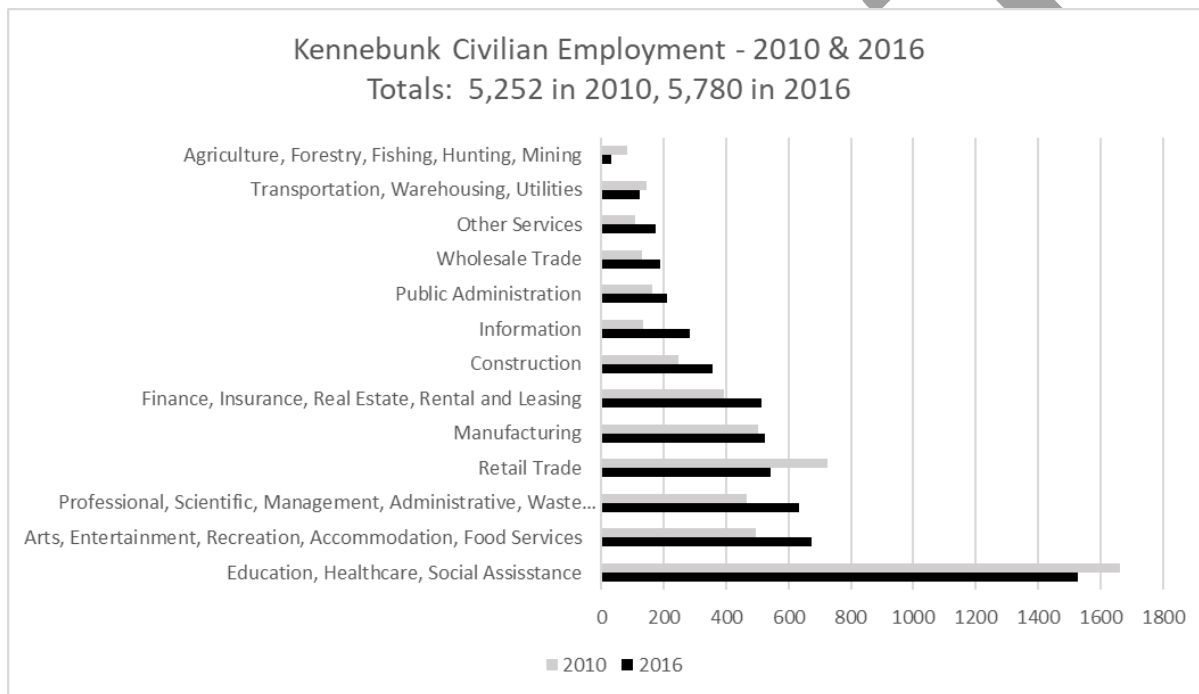
| | Maine | York County | P-SP MA | Kennebunk |
|------|-------|----------------|------------|-----------|
| 2017 | 3.3% | 2.9% | 2.6% | 3.1% |
| 2016 | 3.8% | 3.4% | 3.0% | 3.5% |
| 2015 | 4.4% | 3.9% | 3.5% | 4.2% |
| 2014 | 5.6% | 5.2% | 4.6% | 5.0% |
| 2013 | 6.6% | 6.3% | 5.5% | 6.4% |
| 2012 | 7.5% | 6.9% | 6.2% | 6.7% |
| 2011 | 7.9% | 7.3% | 6.5% | 7.0% |
| 2010 | 8.1% | 8.0% | 6.8% | 7.3% |

| | | | | |
|------|------|------|----|------|
| 2009 | 8.1% | 7.7% | NA | 7.0% |
| 2008 | 5.5% | 4.9% | NA | 4.5% |

Source: *Maine.gov Center for Workforce Research and Information*

Kennebunk Employment by Occupation

The graph below shows Kennebunk’s estimated employment by occupation for the years 2010 and 2016. Overall civilian jobs (ages over 16) grew by 10%, not surprising since 2010 was the tail end of a severe global recession. Over the six years, the mix of occupations shifted somewhat. There were significant gains in accommodation and food services, professional services, and information services. There were significant losses in retail and in education healthcare Services. However, education & healthcare remained by far the largest employment category.



Source: *US Census – American Factfinder*

A list of Kennebunk’s largest employers in 2017 shows a similar pattern to the larger economic region. It is dominated by service industries, most significant among them health and education. No employer is anywhere near dominant in the town or in the region.

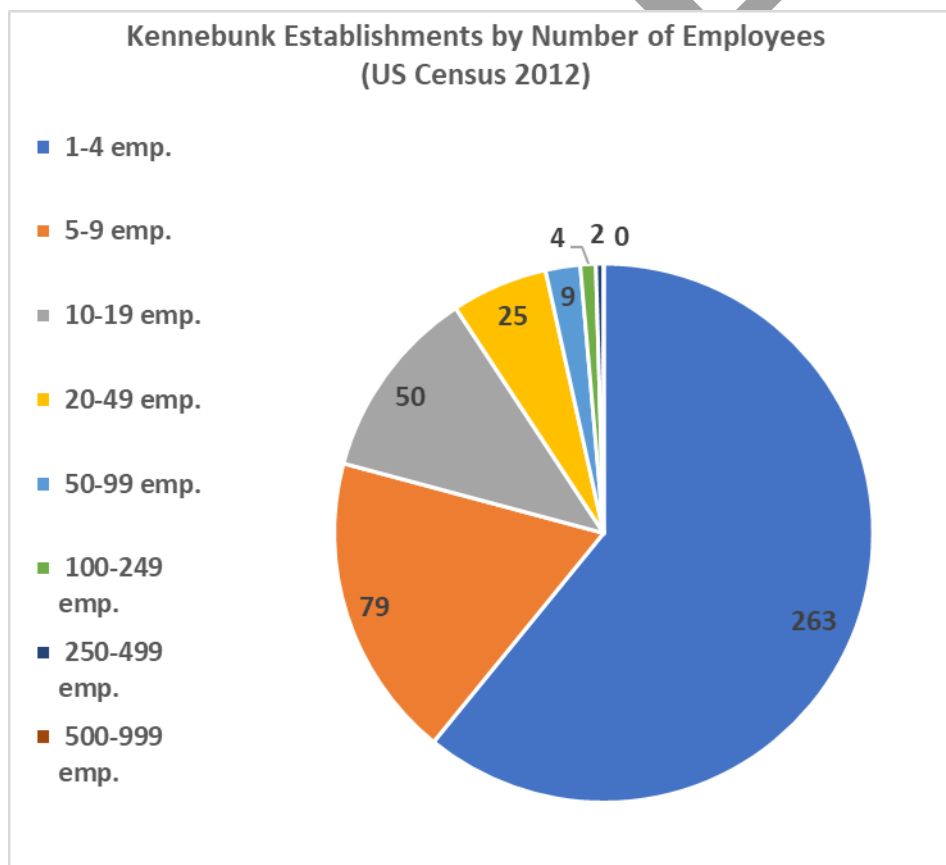
Town of Kennebunk – Largest Employers - year ended 6/30/2017

| Employer | Type of Business | Approximate Number of Employees |
|----------------------------|--------------------------|---------------------------------|
| Regional School Unit 21 | Education | 475 |
| Corning | Medical Lab Equip. | 360 |
| Kennebunk Savings Bank | Bank | 289 |
| Home Instead Care Services | Home Care | 170 |
| Sunrise Senior Living | Assisted Living Facility | 150 |

| | | |
|----------------------------------|--|-----|
| Southern Maine Healthcare | Health Care | 150 |
| Town of Kennebunk | Town Government | 130 |
| River Ridge Center | Brain Injury Rehabilitation | 122 |
| Kennebunk Ctr for Health & Rehab | Assisted Living & Rehabilitation | 110 |
| HMS Host | Turnpike Service | 100 |
| Northeast Coatings | Surface Coating | 97 |
| The Hissong Group | Construction & Property Mgt | 94 |
| Plixer | Software | 85 |
| Hannaford | Food & Pharmacy | 60 |
| Atria | Assisted Living Facility | 50 |
| Downeast Energy | Petroleum Distributor | 50 |
| Garrett Pillsbury | Plumbing, Heating, Petroleum Distributor | 45 |
| KKW Water District | Water Utility | 41 |
| Tom's of Maine | Consumer Products | 40 |
| Bergen & Parkinson | Law Firm | 37 |

Source: Town of Kennebunk 2017 Financial Report

As shown in the pie chart below, the majority of companies in Kennebunk are small (and these do not include home businesses, which are believed to be substantial in the community). In 2012, over half of businesses were in the 1-4 employee category.



A list of Kennebunk's ten largest taxpayers for the year ended June 30, 2017 has considerable overlap with the list of largest employers. Only one of these, Central Maine Power, pays over 1% of the Town's total tax levy. Based on this, Kennebunk has a well-diversified economy in terms of its revenue base in the sense that it does not appear to be vulnerable to the loss of one or two significant taxpayers. It should be noted, however, that as a vacation destination, Kennebunk is vulnerable to events that might impact the beach area. Real estate taxes from the

neighborhoods closest to the beach equal 10% of the Town’s total, and hospitality-related businesses (hotels, motels, restaurants and retail stores) are, in the aggregate, also very significant employers and taxpayers.

| Taxpayer | Business | Assessed Total (in millions) | Property Tax (in thousands) | % of Levy |
|---------------------------------|----------------------|---------------------------------|--------------------------------|-----------|
| Central Maine Power | Electric Utility | \$49.7 | \$822 | 2.40 |
| Corning | Lab Equipment | \$20.1 | \$332 | .97 |
| Shape Drive Medical | Medical Facility | \$19.5 | \$322 | .94 |
| Sunrise Sr. Living (Huntington) | Assisted Living | \$17.9 | \$296 | .86 |
| Kennebunk Savings | Banking & Insurance | \$15.6 | \$258 | .75 |
| Maritimes & Northeast Pipeline | Natural Gas Pipeline | \$8.0 | \$132 | .39 |
| VTR Kennebunk (Atria) | Assisted Living | \$7.6 | \$126 | .37 |
| Farley, William F. | Private Residence | \$5.6 | \$92 | .27 |
| HMS Host | Turnpike Service | \$5.5 | \$91 | .27 |
| Hannaford | Property, Grocery | \$5.3 | \$87 | .25 |
| Top Ten | | \$154.6 | \$2,559 | 7.45 |

Source: Town of Kennebunk 2017 Financial Report

Building permits are another indicator of the health of a town’s economy. Kennebunk’s experience over the past ten years shows a healthy level of economic activity. New construction tends to be a cyclical business sensitive to national economic trends and interest rates. Kennebunk’s residential construction was booming in the first decade of the century but fell off following the global recession of 2008-2009 and has since stabilized at pre-recession levels.

Kennebunk Building Permits – Years Ended June 30

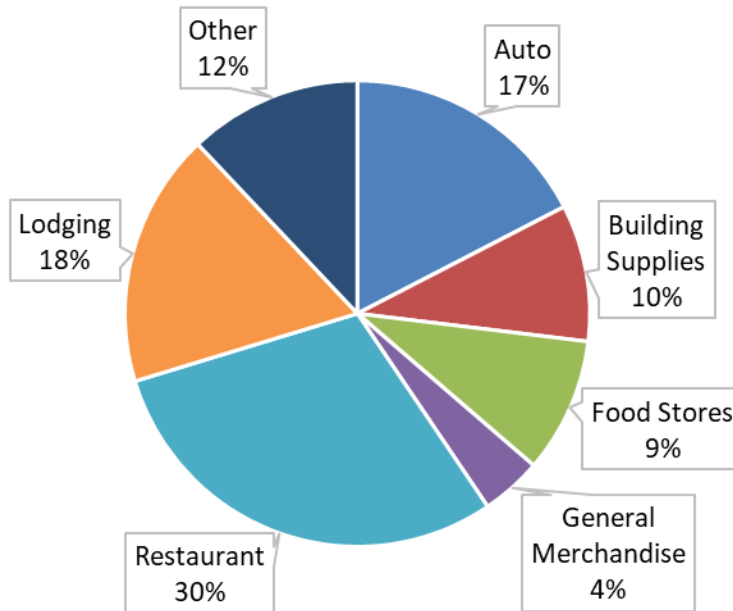
| | Commercial | | Residential | |
|------|--------------|-------------------|--------------|-------------------|
| | # of Permits | Est. Cost \$ Mil. | # of Permits | Est. Cost \$ Mil. |
| 2017 | 167 | \$7.4 | 418 | \$20.9 |
| 2016 | 195 | \$44.4 | 370 | \$23.7 |
| 2015 | 119 | \$6.6 | 432 | \$21.7 |
| 2014 | 221 | \$2.6 | 391 | \$18.6 |
| 2013 | 193 | \$3.3 | 311 | \$22.8 |
| 2012 | 237 | \$46.1 | 402 | \$24.7 |
| 2011 | 152 | \$3.9 | 412 | \$17.6 |
| 2010 | 182 | \$4.1 | 419 | \$18.3 |
| 2009 | 180 | \$8.7 | 435 | \$23.6 |
| 2008 | 119 | \$6.8 | 483 | \$24.2 |
| 2007 | 135 | \$10.5 | 511 | \$22.9 |

Source: Town of Kennebunk 2017 Financial Report

Retail Sales

The retail sector (including restaurants and lodging) is a significant industry cluster for Kennebunk. According to State economic statistics, total retail sales in Kennebunk, Kennebunkport and Arundel grew at a 7.4% annual rate from 2011 to 2016 in contrast to 4.8% for the State of Maine and 4.7% for the City of Portland and its immediate suburbs. The highest growth rates for the Kennebunk area (including Arundel) were food at 10.8% and automotive at 9.7%. The proportion of retail sales by sector over the five years was as follows:

RETAIL SALES
KENNEBUNK, KENNEBUNKPORT, ARUNDEL
2011-2016



Source: <https://www.maine.gov/dafs/economist/taxable-retail-sales>

| Spending Outside Kennebunk="-" | |
|--------------------------------|--------|
| Industry Group | Factor |
| Motor Vehicle and Parts Dealer | -51 |
| Furniture/Home Furnishing | -18.4 |
| Electronic/Appliances | -57.5 |
| Bldg Materials/Garden/Supplie | -17.2 |
| Food and Beverage | 36.2 |
| Health and Personal Care | -9.7 |
| Gasoline | 13.5 |
| Clothing | 22.9 |
| Sporting Goods, Books, Music | -19.8 |
| General Merchandise | -66.7 |
| Florist/Office/Used Merch/Oth | 48.1 |
| Non-Store Retailers | 72.8 |
| Food Services/Drinking Places | 20.1 |

Source: ESRI 2012

The table above represents the spending habits of those who live within a five-mile radius of the downtown. For example, with very few car dealerships, a great deal of money is spent on motor

vehicles out of town. Those industry groups with positive factors suggest surplus funding that is above the ability of the population to support. For example, the food and beverage group is well supported by visiting tourists and not necessarily by the local population (hence some of the closures that occurs during the winter when visitors drop off).

The major competitors, based on a recent consumer survey, appear to be the Biddeford shopping center, Kittery, and Portsmouth, among others.

Seasonality

A key characteristic of Kennebunk's economy is the seasonality of its population (see the discussion in the Population chapter). According to a recent study done by SMPDC, the Town's population swells by 50% in the summer months. Incomers are seasonal residents, vacationers staying in hotels, motels and campgrounds and day trippers. As a result, many jobs are also seasonal and derived from the lower-paying hospitality sectors. (See gokennebunks.com for more detail.)

Housing and Income

A significant population issue (see Population Chapter) is Kennebunk's smaller than normal population in the 20 to 40-year-old range. This is due to the lack of well-paying jobs and affordable housing. Therefore, Kennebunk may need to develop industry clusters that appeal to younger adults and families. While this is a noble effort, it cannot be met without an equal focus on housing development. Of almost 6,000 housing units (not including hospitality units), almost 16% are seasonal (compared to 2.1% for York County) with very few rental units available. With area vacancy rates extremely low, it is very difficult for young adults or families to find housing. This may, in turn, make it difficult for companies to attract workers here to Kennebunk, or they may find that those jobs will be filled by those forced to commute longer distances.

Tax Increment Financing Districts

Under Maine law, in 2006 and again in 2010, the Town established Tax Increment Financing (TIF) Districts to build or improve public infrastructure, to repay principle and interest on any indebtedness incurred to fund such infrastructure, and for expenditures to promote economic development within each TIF as prescribed by the underlying state-approved TIF agreements. There are three TIFs, one along the Route 1 corridor, one in West Kennebunk, and one in Lower Village. In addition to the purposes listed above, the West Kennebunk TIF Utility Corridor amendment also allows for the acquisition of emergency and maintenance vehicles and equipment, and the repayment of a portion of the West Kennebunk Fire Station bond principal and interest.

There was activity in all of the TIFs in fiscal year 2017. The revenue for each TIF is determined based on the so-called "captured assessed value." Revenues and expenditures for each district are accounted for as Special Revenue Funds. In 2012, the Route 1 TIF and West Kennebunk TIF were amended to allow for Credit Enhancement Agreements (CEAs). As of June 30, 2017, one CEA existed for the property identified as Lot 59 on Tax Map 51 of the Town, within the Route 1 corridor. This CEA was authorized at a Special Town Meeting held on January 31, 2012.

The status of the Tax Increment Financing Districts is summarized below.

| TIF District | Route 1 | West Kennebunk | Lower Village |
|------------------------------------|-----------|----------------|---------------|
| Expires | 3/29/2036 | 3/29/2036 | 3/30/2040 |
| Original Assessed Value – \$ Mil. | 27.6 | 15.6 | 4.6 |
| 6/30/2017 Assessed Value - \$ Mil. | 73.8 | 54.6 | 11.4 |
| Fund Balance 6/30/2017 - \$ Thou. | 938.1 | 301.0 | (55.9) |

Source: Town of Kennebunk 2017 Financial Report

One of the key features of a TIF is that it allows the municipality to shelter the new valuation within the TIF District from the calculations of State revenue sharing, State education subsidy and County tax assessment.

For fiscal 2017, these shelters benefitted the Town by the following amounts:

| School State Aid | State Revenue Sharing | Reduction in County Assessment |
|------------------|-----------------------|--------------------------------|
| \$475,896 | \$17,751 | \$35,362 |

Source: Town of Kennebunk Chief Financial Officer

Economic Development Committee Strategic Economic Development Action Plan (SEDAP)

The Economic Development Committee is appointed by the Select Board and meets monthly to discuss strategic economic development issues as well as to help individual business owners move specific business opportunities towards reality. The mission statement of the Economic Development Committee is to guide, assist and enhance economic development within the community that is synergistic with the goals and actions of the Strategic Economic Development Action Plan (see below).

In the fall of 2013, the Economic Development Committee (EDC) conducted a community-wide strategic planning process aimed at providing an update to the 2003 Comprehensive Plan concerning economic development. That update is called the “SEDAP” - the Strategic Economic Development Action Plan. The final set of strategies provided a working blueprint for the EDC to follow over the next five years.

In the context of the SEDAP, economic development in Kennebunk is defined as a series of concerted actions to promote a standard of living and quality of life consistent with the desires of Kennebunk citizens. Such actions include the development of related zoning standards, economic incentives, business attraction and retention efforts, and marketing programs that are sustainable and consistent with town-wide goals. These activities occur within a broader, community development context.

In its role, the EDC provides oversight to ensure that the plan goal and strategies are implemented. The EDC provides advocacy, assistance, and communications about economic development-related matters to three constituencies within the town:

- Town Management – by providing a forum to help in the examination, formulation and implementation of the Town’s economic development policies and programs; participating in public awareness/education efforts to facilitate implementation of policies and programs; and providing help with special projects to assist Town Management
- Board of Selectmen – by providing objective, independent input and recommendations to the Board regarding economic development policies and programs being considered by Town management; and providing recommendations regarding the utilization of TIF funds
- Town Businesses and the Public – by providing advocacy to these groups about economic development-related issues and providing liaison to the Town as required; implementing educational programs for town businesses; and providing communications support for Town Economic Development related issues and programs

As part of the process, the Committee established an initial set of guiding principles:

- A primary focus is the creation of quality, skilled jobs focused on the skill sets of the community, in particular, our youth;
- Any economic program shall be consistent with maintaining the quality of life and experience one presently enjoys here in Kennebunk;
- Economic development actions will consider the community’s stewardship of its natural resources;
- Any program or action will make use of the community’s network of citizen talents and cultural links;
- The Committee will continue to operate a business-friendly delivery system, including the provision of important information about the community and its businesses that will further our mission;
- Every place is special, every place is part of the whole; and
- Kennebunk has a story to tell—let’s be organized and tell it.

Issues & Implications

- Using ESRI data and mapping systems from SMPDC, it is possible to see where Kennebunk dollars are being spent in and out of town. Using this data makes it possible to identify gaps where goods and services are not locally available and whether localization would be beneficial.

Recommendations

- The Town should continue to grow and expand the tourism industry by incorporating trails, parks and the beach into an eco-tourism program.
- The Town should support the creative economy (professionals in the technology, arts, engineering and other creative economy sectors) by:
 - Inventorying and understanding the level and types of creative talent in the community and developing a focused attraction strategy for specific technical and professional sectors.
 - Establishing a program that links youth, schools and new companies to the creative economy.
- The Town should implement an aggressive and supportive development strategy for expanding the health care industry in Kennebunk by defining the industry and services by

identifying what services are here now, where their interests are and how they want to expand

- The Town should continue to develop itself as a regional financial center by:
 - Bringing together the industry in a strategy session that focuses on Kennebunk becoming a regional center.
 - Identifying supply-side industries that could more easily serve this sector if located here.
 - Connecting the industry to the schools and training programs.
- The Town should take advantage of Kennebunk's location and central access to the Turnpike by expanding its presence at the Turnpike rest area.
- The Town should create effective business-to-business Town marketing materials that includes Kennebunk's proximity to the Turnpike.
- The Town should place an emphasis on improving first impressions at our "gateway" locations and continue implementing wayfinding systems that are consistent with Kennebunk's branding programs.

DRAFT