



**camoin associates**  
ECONOMIC DEVELOPMENT

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January 12, 2009

Ms. Jody Harris  
Director of Program Services  
Maine State Planning Office  
38 State House Station  
Augusta, ME 04333-0038

RE: Maine's Informed Growth Act: Request for Qualifications

Dear Jody:

I am pleased to submit my qualifications for review by the Maine State Planning Office for inclusion on the list of qualified preparers of comprehensive economic impact studies of large scale retail, as described in the State of Maine's Informed Growth Act.

As you will see in the attached document, I am well qualified to perform economic impact studies for municipalities across Maine. I have years of experience within the economic development field and have been hired by both the private and public sector to perform various types of economic impact studies.

Please contact me if you have any questions regarding this submittal. Thank you for the opportunity and your consideration.

Sincerely,

  
Robert J. Camoin  
Principal

# REQUEST FOR QUALIFICATIONS

**A) Name, address, phone number, and e-mail address**

Robert J. Camoin, CEcD  
P.O. Box 3367  
Saratoga Springs, NY 12866  
Phone: (518) 899-2608  
[RCamoin@camoinassociates.com](mailto:RCamoin@camoinassociates.com)

**B) A description of the applicant's educational background**

Robert has a Bachelor of Business Administration degree in finance and economics from St. Bonaventure University and a Master of Urban Planning degree from the State University of New York at Buffalo. In addition, he is a Certified Economic Developer (CEcD) by the International Economic Development Council (IEDC).

**C) A description of the applicant's experience and training in assessing the potential impacts of large-scale retail establishment, including the number of years the applicant has performed work related to analyzing economic impacts.**

For over 15 years Robert has been working in the business and economic development field. Since his company was established in 1999, Robert has been providing economic and fiscal impact analysis to public, private, and non-profit organizations throughout the Northeast. Through various national development organizations including the Heartland Center for Leadership Development, the National Development Council (NDC) and the IEDC, Robert has obtained training in economic and fiscal impact analysis.

**D) Examples of three previous research projects completed by the applicant that demonstrate the applicant's ability to assess the potential impacts of a large scale retail establishment.**

Lowe's Home Improvement Store, Cobleskill NY.

In an effort to understand the potential community impacts of this project, Camoin Associates was commissioned to complete an Economic Impact Study. Camoin Associates evaluated the impact that Lowe's stores have had on existing hardware and building supply stores in three similar communities in Pennsylvania and Upstate New York. To estimate the market size the new store would draw from, Camoin Associates applied a number of methodologies, including demand from residents based on drive time parameters and a trade area sales leakage analysis. The economic impact analysis projected the direct, indirect and induced effects of the new store on the County.

Temple Farm Associates, East Greenbush NY

The developer retained the services of Camoin Associates to assess the impact of the proposed Village at Tempel Farm on the fiscal resources of the Town of East Greenbush, as well as on the special districts that encompass the project site, specifically the Highway Department, Fire Department, Bruen Rescue Squad, East Greenbush School District, Water and Sewer districts, and the East Greenbush Public Library. In addition, the report also discussed how the project is likely effect the local economy.

Stanford Crossings Retail Center, Niskayuna NY

Highbridge Development Corporation retained the services of Camoin Associates to assess the impact of the proposed Stanford Crossings retail center on the fiscal resources of the Town of Niskayuna, as well as on the special districts that encompass the project site, specifically the school, fire, ambulance, and EMS districts. To assess the fiscal impact of the proposed retail center, Camoin Associates utilized a number of methodologies including interviews with local authorities, an extensive analysis of the local sales tax distributions, estimate of property tax revenues, dislocation of existing businesses and the economic ramifications on the Town.

**E) A description of the consultant's understanding of some of the costs and benefits of large scale retail development**

Robert has analyzed the impact of large scale retail development all across the Northeast and recognizes the positive and negative impacts that retail establishments can have on communities. Some of the fiscal costs for typical large scale retail developments include a need for additional services, such as police and fire protection, and increased infrastructure

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needs, especially transportation. These services may require hiring additional security personnel, purchasing new fire protection equipment or training existing employees. In addition to the fiscal costs there could be a negative impact on local and regional businesses. If the proposed development is selling products at a lower cost, higher volume, greater selection, longer hours or a lower cost structure (wages, benefits, etc.), they may make it difficult or impossible for existing business to survive. This will impact the current business make-up of the community and could impact the local tax base and quality of life. In addition, the impact that the new development will have on any efforts to revitalize downtown will also need to be reviewed to ensure that there are no negative impacts on any economic development efforts currently underway.

Although there will be some costs to the community, there will also be benefits. Some of the benefits of large scale retail development include additional jobs, additional tax base and a recapture of sales that are currently leaking out of the community. The additional tax base from the large scale retail development may have the impact on the residents of lowering their tax rate, having a positive effect on current and future residents. Robert will also analyze if the new development will fill a community need not currently being met and the possibility of other private investment being stimulated in the area.

## **F) A description of the methodology the consultant will use to perform the analysis**

To perform an analysis of the economic impact of a large scale retail development, Robert will look at the community that the project will be locating, surrounding communities and the specific project. The community data will include population, total number of town and school district households, sales tax distribution formula(s), tax calculations used by the town and school district, property assessment methodology, other municipal sources of revenue, and unemployment numbers. Robert will also interview appropriate officials and staff members of the town and school district for any qualitative information required. Using this data, Robert will calculate the effect of the operations of the project on the fiscal health of the taxing jurisdictions. Robert will study each jurisdiction's particular financial situation and sources of revenues and expenses to gauge total changes in revenues and expenditures. Robert will generate an annual net fiscal impact (revenues less expenditures) for each jurisdiction. The overall impacts will be expressed as a net present value of the annual impacts using an acceptable discount rate.

Robert will look at the region to better understand the regional employment base, determine the need or demand for this type of business and identify the impact that the retailer will have on the regional economy. A community inventory will be compiled of existing business likely to be impacted by the development. This inventory will analyze the impact on regional jobs, product and service providers, and transportation and infrastructure needs. Robert will use this information to quantify the impact that the development will have on the community as a whole, showing both the positives and negatives of the development proposal.

It will also be essential to gather information about the specific project to get a clear idea of what the impact will be. Information about the project will include projected employment, wages and benefits, taxable sales, type of product to be sold, and expected revenue. When possible, Robert will do a comparative analysis looking at other similar communities where the retailer has located to determine the impact that the large scale retail development had. Through interviews and literature searches, Robert will identify the proposed retailer's practices and will use this information to identify any additional impacts the retailer may have on the community.

## **G) A description of the key data and the sources for the data necessary to identify the potential costs and benefits of a large scale retail establishment.**

To identify the potential costs and benefits of a large-scale retail establishment, we will utilize IMPLAN, ESRI and EMSI data sources. IMPLAN determines the direct, indirect and induced effects of a development on a particular region in terms of number of jobs, output and wages. EMSI, also an economic modeling software, may also be used to supplement the IMPLAN results and is helpful when precise NAICS code level information is desired. ESRI provides demographic, employment and business information and projections to provide background data on the municipalities experiencing the effects of a large scale retail development.

In addition to looking at the demographic and economic data for the area, Robert would also look at information which is more project specific to help identify the costs and benefits to the large scale retail establishment. Some of the data which will be specific to the project include types of goods or services being provided, estimation of volume of sales, likely

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taxable value of property, what types of goods and services will the retailer purchase locally and sales tax distribution methodology. Information about employment will also be important, including the total number of employees to be hired, projections and what types of wages and benefits they'll receive. In addition to information regarding the fiscal impacts, it will also be important to understand the community impacts such as additional traffic or viewshed concerns.

**H) A description of the methodology the consultant will use to determine the comprehensive economic impact area to be studied**

The comprehensive economic impact area, or trade area, will be based on a combination of the type of product being sold and knowledge of similar situations in other communities. The trade area will typically include both the municipality of the proposed development and adjacent municipalities. In some cases, Robert will base the trade area on the typical drive time for customers of a certain product; this allows Robert to account for the various drive times associated with a certain product, as some products attract customers from a larger area.

**I) A description of how the economic impact analysis will consider the goals, policies, and strategies of the community comprehensive land use plans in the region to be studied.**

The final section of the economic impact analysis will consider the goals and vision for the community to ensure the large scale retail development will support the existing comprehensive land use strategy. Robert will become familiar with any land use planning initiatives as well as local land use laws and zoning regulations which would give a good picture of the goals the community has set for the future. While it is important to ensure a positive financial impact for the community, these financial benefits should not come at the cost of the resident's quality of life.

**J) Three references who are familiar with the applicants work on similar type projects.**

I) Project: Wal-Mart Economic Impact Study  
Client: Village of Ballston Spa  
Contact: Mayor John Romano  
(518) 885-5711

II) Project: Lowe's Economic Impact Study  
Client: Lowe's Home Improvement Warehouse  
Contact: Rob Jess  
(518) 583-0396

III) Project: Village at Temple Farm Economic & Fiscal Impact Study:  
Client: Temple Farm Associates  
Contact: Steve Powers  
(518) 436-8421

IIII) Project: Stanford Crossings Retail Center Economic & Fiscal Impact Study  
Client: Highbridge Development Corporation  
Contact: John R. Roth  
(518) 344-5400