

ECONOMY

Introduction

This chapter describes the local and regional economy, including employment sectors, businesses, employment rates, and retail sales. Recommendations are suggested to improve Union's economy.

State Goal

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

Analyses

- (1) *Is the economy experiencing significant change, and how does this, or might this, affect the local population, employment, and municipal tax base?*

Growth in the local economy has been limited by the slow statewide and national economies. The size of the local labor force has increased by 4.5% from 2000 to 2014, while average weekly wages have increased by 19.5% since 2004. The total number of Union businesses is relatively modest. Total unemployment in 2014 was 5.6%, which was lower than recent years, but still higher than the 2000 level of 2.7%. In 2014, the median household income in Union was slightly lower than Knox County but higher than the State as a whole.

Most Union residents who work commute to areas with greater employment opportunities outside of the Town but still within Knox County, especially to Rockland and to a lesser extent, Augusta. As described in the Population and Demographics Chapter, the Town's population is aging, with more retirees who are not dependent upon the local economy for their income.

The municipal tax base is generated largely from residential property taxes. The residential housing market decline has put pressure on municipalities to conduct revaluations of properties to reflect reduced sales prices, which could affect municipal property tax revenue collections. Projected reductions in Maine's state revenue sharing funding will increase the Town's reliance on property tax revenues. See the Fiscal Capacity Chapter for more information.

- (2) *Does the community have defined priorities for economic development? Are these priorities reflected in regional economic development plans?*

Municipally defined priorities are included in the **Strategies** section of this chapter. They are not reflected specifically in the most recent Mid-Coast Economic Development District's Comprehensive Economic Development Strategy (CEDS) report.

- (3) *Is there a traditional downtown or village center(s) in the community? If so, are they deteriorating or thriving?*

Yes, there is a village center. Small businesses are located here and are also spread throughout the Town. Retail activity is focused on Route 17 and within the village area, which has seen little new development since 2000. Existing development has been relatively stable with some expansions.

Most municipal investments have been related to the maintenance of existing roads and buildings. See the Transportation Chapter and Public Facilities Chapter for a description of these efforts.

- (4) *Is tourism an important part of the local economy? If so, what steps has the community taken to support this industry?*

As noted in the Population and Demographics Chapter, Union has a sizable seasonal population. Tourism is a part of the Town's economy.

Small businesses and individuals have established themselves to provide the service needs of retired or seasonal residents; these include sales, services, construction, painting, landscape care, cleaning, plowing services, electrical, plumbing, security and property management.

The Town has been very supportive of tourist based businesses and activities including hosting events like the Union Fair. See the Recreation Chapter for further discussion.

- (5) *Do/should home occupations play a role in the community?*

Some Union residents work several jobs over the course of the year. Much of this is seasonal and some of it operates out of homes. The Census estimates that 59 people worked at home in 2014 in Union. Between 1996 and 2015, the Town's code enforcement office issued 49 permits for home occupations, of which about 25% to 33% were for childcare services. There is generally a lot of support for home occupations to continue to be allowed when compatible with surrounding residential uses.

See the chapters on Housing and Land Use for further discussion of this topic.

- (6) *Are there appropriate areas within the community for industrial or commercial development? If so, are performance standards necessary to assure that industrial and commercial development is compatible with the surrounding land uses and landscape?*

There are only a few areas suitable for heavy industry. Areas most suitable for light industrial or commercial development in Union are limited to portions of the commercial and rural districts. Public sewer is not readily available in Town. Areas with wetlands, critical natural habitats, resource protected shoreland, high value farmland soils, and established residential neighborhoods are not suitable for industrial or commercial development. See the Future Land Use Plan Chapter for more information on suitable areas and on proposed ordinance performance

standards to ensure that new industrial and commercial development does not degrade the quality or value of existing properties.

- (7) *Are public facilities, including sewer, water, broadband access or three-phase power, needed to support the projected location, type, and amount of economic activity, and what are the issues involved in providing them?*

The small-scale and traditional type of development sought in Union does not necessarily require significant public expenditure for new infrastructure. However, if large-scale development were sought or proposed, new infrastructure would be needed.

Most of the Town depends upon well and septic, with the exception of the village area, which is served by a public water district. See the Water Resources Chapter for more information. See the Public Facilities Chapter and Existing Land Use Chapter for the limitations that this places on additional development.

Limited high broadband internet access via DSL (high-speed fiber) and cable is available portions of the Town, especially along state roads and in the village. Telecommuting opportunities will continue to be constrained until greater bandwidth Internet service becomes available.

Three-phase power is available along Old Route 17 from the Hope town line to Route 131 N, on portions of Route 17 (Heald Highway) to Payson Rd, to Common Rd, and to the power substation on Route 131, and could be extended. The current usage and future demand for three-phase power is not known.

Current municipal revenues are insufficient to upgrade services to subsidize new large-scale development. Large tax increases and/or additional long-term borrowing, a burden that is unlikely to be supported by Town voters, would be needed to make such public improvements. See the Fiscal Capacity Chapter for information on reserve accounts and the Capital Investment Plan.

- (8) *If there are local or regional economic development incentives such as TIF districting, do they encourage development in growth areas?*

The Town has no Tax Increment Financing (TIF) districts in place. Currently, the Town has no economic development incentives.

- (9) *How can/does the community use its unique assets such as recreational opportunities, historic architecture, civic events, etc. for economic growth?*

See the Recreation Chapter for discussion on this topic.

Conditions and Trends

Minimum data required to address Analysis:

- (1) *The community’s Comprehensive Planning Economic Data Set prepared and provided to the community by the Office or its designee.*

Since 2000, the Town’s resident labor force increased by 56 persons. The unemployment rate went from 2.7% in 2000 to 5.6% in 2014. The unemployment rate peaked in 2012. In 2014, 72 persons in Union’s labor force were unemployed and looking for work. This was 39 more people than in 2000.

| Union Resident Employment | | | | |
|----------------------------------|-----------------------------|-------------------|---------------------|--------------------------|
| Year | Civilian Labor Force | Employment | Unemployment | Unemployment Rate |
| 2000 | 1,238 | 1,205 | 33 | 2.7% |
| 2010 | 1,299 | 1,194 | 105 | 8.1% |
| 2011 | 1,290 | 1,196 | 94 | 7.3% |
| 2012 | 1,307 | 1,208 | 99 | 7.6% |
| 2013 | 1,308 | 1,225 | 83 | 6.3% |
| 2014 | 1,294 | 1,222 | 72 | 5.6% |
| Change # | 56 | 17 | 39 | 2.9 |
| Change % | 4.5% | 1.4% | 118.2% | 107.4% |

Source: Maine Department of Labor, Center for Workforce Research and Information
 Note: Annual Not Seasonally Adjusted Labor Force

Since 2000, Knox County’s labor force decreased by 289 persons. The unemployment rate went from 2.8% in 2000 to 5.2% in 2014. In 2014, 1,074 persons in the Knox County labor force were unemployed and looking for work. This was 490 more people than in 2000.

| Knox County Resident Employment | | | | |
|--|-----------------------------|-------------------|---------------------|--------------------------|
| Year | Civilian Labor Force | Employment | Unemployment | Unemployment Rate |
| 2000 | 21,024 | 20,440 | 584 | 2.8% |
| 2010 | 20,377 | 18,874 | 1,503 | 7.4% |
| 2011 | 20,439 | 18,938 | 1,501 | 7.3% |
| 2012 | 20,608 | 19,180 | 1,428 | 6.9% |
| 2013 | 20,844 | 19,605 | 1,239 | 5.9% |
| 2014 | 20,735 | 19,661 | 1,074 | 5.2% |
| Change # | -289 | -779 | 490 | 2.4 |
| Change % | -1.4% | -3.8% | 83.9% | 85.7% |

Source: Maine Department of Labor, Center for Workforce Research and Information, 10/2015
 Note: Annual Not Seasonally Adjusted Labor Force

The State labor force grew by 20,764 persons from 2000 to 2014, while those unemployed and looking for work increased by 17,061 persons. The State unemployment rate rose to 5.7% in 2014, which was similar to the unemployment rate in Union.

| Maine Resident Employment | | | | |
|----------------------------------|-----------------------------|-------------------|---------------------|--------------------------|
| Year | Civilian Labor Force | Employment | Unemployment | Unemployment Rate |
| 2000 | 678,164 | 655,349 | 22,815 | 3.4% |
| 2010 | 695,182 | 638,630 | 56,552 | 8.1% |
| 2011 | 699,171 | 644,091 | 55,080 | 7.9% |
| 2012 | 702,455 | 650,024 | 52,431 | 7.5% |
| 2013 | 707,188 | 660,259 | 46,929 | 6.6% |
| 2014 | 698,928 | 659,052 | 39,876 | 5.7% |
| Change # | 20,764 | 3,703 | 17,061 | 2.3 |
| Change % | 3.1% | 0.6% | 74.8% | 67.6% |

Source: Maine Department of Labor, Center for Workforce Research and Information
 Note: Annual Not Seasonally Adjusted Labor Force

According to the Maine Department of Labor, a net of nine new businesses were located in Union from 2004 to 2014, for 69 firms in total, employing 441 people on average. Union businesses employed 56 more people at the end of this period. Reported average weekly wages in Union workplaces have increased by \$78 from 2004 to 2014. Almost 200 new businesses located in Knox County from 2004 to 2014. Average wages for those who worked in Knox County were higher than for those who worked in the Town. These figures do not fully account for sole proprietors and other home based businesses.

| Annual Employment/Weekly Wages Total All Industries | 2004 | | | 2014 | | |
|--|-----------------------|-------------------|------------------------|-----------------------|-------------------|------------------------|
| | Avg # of Firms | Avg Employ | Avg Weekly Wage | Avg # of Firms | Avg Employ | Avg Weekly Wage |
| Union | 60 | 385 | \$400 | 69 | 441 | \$478 |
| Knox County | 1,728 | 17,995 | \$560 | 1,927 | 17,000 | \$671 |

Source: Maine Department of Labor, 10/2015

The median household income had been higher for Town residents than for residents of the County and State median in 2000 and 2010. For 2014, the Town median is slightly lower than the County but still higher than the State. Note: The margin of error for 2014 data is higher than for 2010 data. Generally, Union’s income earners work outside of the Town, have retirement income, or work for themselves.

| Median Household Income | Union | Knox County | Maine |
|--------------------------------|--------------|--------------------|--------------|
| 2000 | \$37,679 | \$36,774 | \$37,240 |
| 2010 | \$53,412 | \$45,264 | \$46,933 |
| 2014 | \$50,469 | \$50,515 | \$48,804 |
| Percent Change | 33.9% | 37.4% | 31.1% |

Source: US Census, American Community Survey (5-year estimates 2010-2014)

| Per Capita Income | Union | Knox County | Maine |
|--------------------------|--------------|--------------------|--------------|
| 2000 | \$16,240 | \$19,981 | \$19,533 |
| 2010 | \$25,154 | \$25,291 | \$25,385 |
| 2014 | \$27,659 | \$28,062 | \$27,332 |
| Percent Change | 70.3% | 40.4% | 39.9% |

Source: US Census, American Community Survey (5-year estimates 2010-2014)

In 2000, 210 people lived below the poverty line in Union (9.6% of all individuals). In 2014, 130 people lived below the poverty line in Union (6.2% of all individuals). At 2.9%, the Town’s family poverty rate in 2014 was substantially lower than Knox County (7.2%) and the State (9.4%). Poverty rates from 2000 to 2014 decreased in Union but increased at the county and state levels.

| Individuals Below Poverty Level | | | |
|--|--------------|--------------------|--------------|
| Year | Union | Knox County | Maine |
| 2000 | 9.6% | 10.1% | 10.9% |
| 2010 | 5.7% | 12.5% | 12.6% |
| 2013 | 4.5% | 10.8% | 13.6% |
| 2014 | 6.2% | 11.3% | 13.9% |

Source: U.S. Census, American Community Survey (5-year estimates 2006-2010, 2009-2013 and 2010-2014)

| Families Below Poverty Level | | | |
|-------------------------------------|--------------|--------------------|--------------|
| Year | Union | Knox County | Maine |
| 2000 | 6.1% | 6.4% | 7.8% |
| 2010 | 1.8% | 7.9% | 8.4% |
| 2013 | 0.8% | 6.5% | 9.1% |
| 2014 | 2.9% | 7.2% | 9.4% |

Source: U.S. Census, American Community Survey (5-year estimates 2006-2010, 2009-2013 and 2010-2014)

The poverty level in 2014 was \$19,790 for a three-person family. The next table shows federally defined poverty levels by family size.

| 2014 Poverty Guidelines for the 48 Contiguous States and the District of Columbia | |
|--|--------------------------|
| Persons in family/household | Poverty guideline |
| 1 | \$11,670 |
| 2 | \$15,730 |
| 3 | \$19,790 |
| 4 | \$23,850 |
| 5 | \$27,910 |
| 6 | \$31,970 |
| 7 | \$36,030 |
| 8 | \$40,090 |
| For families/households with more than 8 persons, add \$4,060 for each additional person. | |

Source: U.S. Department of Health and Human Services

The two largest occupational sectors in Union and in Knox County in 2014 were ‘Management, business, science, arts’ and ‘Sales and office’. The fastest growing occupation for the Town was ‘Management, business, science, arts’. For the County it was ‘Service’ occupations. The sector decreasing the most was ‘Natural resources, construction, and maintenance’. For the County, it was ‘Production, transportation, and material moving’. The Census-defined industry category ‘Agriculture, forestry, fishing and hunting, and mining’ within the ‘Natural resources, construction, and maintenance’ occupational sector employed an estimated 20 persons in Union in 2014. In 2000, 66 persons were employed in that category in Union.

| Occupations | Union | | | Knox County | | |
|--|--------------|-------------|---------------|--------------------|-------------|---------------|
| | 2000 | 2014 | Change | 2000 | 2014 | Change |
| Total civilian employed population 16 years and over | 1,117 | 1,096 | -1.9% | 19,263 | 19,483 | 1.1% |
| Management, business, science, arts | 317 | 369 | 16.4% | 5,725 | 6,233 | 8.9% |
| Service | 165 | 185 | 12.1% | 2,959 | 3,470 | 17.3% |
| Sales and office | 283 | 249 | -12.0% | 4,881 | 4,867 | -0.3% |
| Natural resources, construction, and maintenance | 186 | 141 | -24.2% | 3,108 | 3,028 | -2.6% |
| Production, transportation, and material moving | 166 | 152 | -8.4% | 2,590 | 1,885 | -27.2% |

Source: US Census, American Community Survey (5-year estimates 2010-2014)

In Union, most who work do so for private sector employers. Sizable numbers work for themselves in unincorporated businesses, or for the government (city, public schools, county, state or federal).

| Class of Worker 2014 | Union | | Knox County | |
|--|-------|---------|-------------|---------|
| | Count | Percent | Count | Percent |
| Civilian employed population 16 years and older | 1,096 | 100.0% | 19,483 | 100.0% |
| Private wage and salary workers | 812 | 74.1% | 13,992 | 71.8% |
| Government workers | 129 | 11.8% | 2,452 | 12.6% |
| Self-employed in own not incorporated business workers | 155 | 14.1% | 2,981 | 15.3% |
| Unpaid family workers | 0 | 0.0% | 58 | 0.3% |

Source: US Census, American Community Survey (5-year estimates 2010-2014)

Total taxable retail sales increased in Union from 2010 to 2014 by 21.5%. The Town’s largest sector, Business Operating increased by 28.5%. This sector comprised 64.3% of total taxable retail sales in 2010 and 68.0% in 2014. The only decline was in ‘Other’, which combines sales that are not included in the named categories.

| Union Total Taxable Retail Sales (Annual) in THOUSANDS OF DOLLARS | | | | | | |
|--|---------|---------|---------|---------|---------|--------|
| Category | 2010 | 2011 | 2012 | 2013 | 2014 | Change |
| Total | 19882.4 | 21468.7 | 21524.2 | 22263.5 | 24156.6 | 21.5% |
| Personal | 7097.9 | 7173.2 | 7575.8 | 7404.2 | 7733.8 | 9.0% |
| Business Op | 12784.5 | 14295.5 | 13948.4 | 14859.3 | 16422.8 | 28.5% |
| Food Store | 4584.6 | 4602.1 | 4800.4 | 4973.4 | 5081.1 | 10.8% |
| Other | 597 | 683.7 | 506.2 | 539.3 | 493.7 | -17.3% |
| Auto Trans | 0 | 0 | 145.6 | 248.6 | 0 | 0 |
| Restaurant | 836.5 | 879.1 | 859.9 | 1110.2 | 1278.7 | 52.9% |
| Lodging | 40.3 | 0 | 0 | 70.5 | 140.1 | 247.6% |

Source: Maine Revenue Services,

Notes: To use these dollar figures, multiply by \$1,000. Some taxable sales are non-disclosable due to the small numbers of businesses in certain sectors.

Of total taxable retail sales in Knox County, about 4.4% were from sales occurring in Union in 2014. In 2010, Union sales comprised about 4.2% of Knox County sales.

Knox County recorded an increase of 15.5% in total taxable retail sales from 2010 to 2014. The largest increases were in ‘Other Retail’ and ‘Restaurant’. No categories recorded a decline.

| Knox County Total Taxable Retail Sales (Annual) in THOUSANDS OF DOLLARS | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|---------------|
| Category | 2010 | 2011 | 2012 | 2013 | 2014 | Change |
| Total | 470,126.0 | 482,574.2 | 492,211.6 | 518,998.6 | 542,912.2 | 15.5% |
| Personal | 412,866.9 | 420,906.5 | 438,175.2 | 462,748.4 | 483,564.9 | 17.1% |
| Business Op | 57,259.1 | 61,667.7 | 54,036.4 | 56,250.2 | 59,347.3 | 3.6% |
| Building | 79,446.9 | 80,857.6 | 84,770.1 | 87,474.4 | 88,498.9 | 11.4% |
| Food Store | 51,271.1 | 51,148.9 | 53,412.8 | 54,345.0 | 54,990.4 | 7.3% |
| General | 74,467.8 | 74,050.1 | 75,310.4 | 77,902.7 | 86,458.2 | 16.1% |
| Other Retail | 64,156.1 | 67,474.4 | 68,168.2 | 78,853.6 | 85,034.2 | 32.5% |
| Auto Trans | 62,320.3 | 65,191.8 | 69,284.6 | 73,229.1 | 75,231.4 | 20.7% |
| Restaurant | 29,265.2 | 31,207.9 | 34,936.6 | 36,714.7 | 38,758.8 | 32.4% |
| Lodging | 51,939.5 | 50,975.8 | 52,292.5 | 54,228.9 | 54,593.0 | 5.1% |

Source: Maine Revenue Services, Note: To use these dollar figures, multiply by \$1,000.

Maine Revenue Services category descriptions:

- **Total Retail Sales:** Includes Consumer Retail Sales plus special types of sales and rentals to businesses where the tax is paid directly by the buyer (such as commercial or industrial oil purchase).
- **Business Operating:** Purchases for which businesses pay Use Tax, i.e., for items that are used by the business in its operation (like shelving and machinery) and not re-sold to consumers.
- **Building Supply:** Durable equipment sales, contractors' sales, hardware stores and lumberyards.
- **Food Stores:** All food stores from large supermarkets to small corner food stores. The values here are snacks and non-food items only, since most food intended for home consumption is not taxed.
- **General Merchandise:** In this sales group are stores carrying lines generally carried in large department stores. These include clothing, furniture, shoes, radio-TV, household durable goods, home furnishing, etc.
- **Other Retail:** This group includes a wide selection of taxable sales not covered elsewhere. Examples are dry good stores, drug stores, jewelry stores, sporting good stores, antique dealers, morticians, bookstores, photo supply stores, gift shops, etc.
- **Auto Transportation:** This sales group includes all transportation related retail outlets. Included are auto dealers, auto parts, aircraft dealers, motorboat dealers, automobile rental, etc.
- **Restaurant/Lodging:** All stores selling prepared food for immediate consumption. The Lodging group includes only rental tax.

- (2) *A brief historical perspective on how and why the current economy of the community and region developed.*

Union began as a community of farmers, foresters and ---. A large portion of that farming ceased, although farming does continue on a modest scale. The Town, which had once been extensively cleared for agriculture has since reverted to forest and rural residential uses in many areas.

The growth of manufacturing, which had employed many in the workforce for generations, occurred principally in larger communities like Rockland and Waldo. Improvement in the roadway networks, especially during the second half of the twentieth century, allowed more people to live farther from their workplaces in search of less expensive land and housing. Service sector employment (both public and private, and in low, moderate and high wage occupations) has surpassed manufacturing over the past four decades. Commuting has sustained predominantly residential towns like Union. However, there are important businesses located in the Town that provide needed services to residents. There have been and continue to be opportunities for business development that is in keeping with the character of Union like small-scale, traditional trades, medical services, and home-based occupations.

Telecommunications with improved broadband services allow more people to work where they want to, usually out of their homes with occasional trips to business meetings elsewhere. Greater bandwidth internet capabilities are available in cities today and will be needed here if Union residents want to participate in what has been termed the information economy.

- (3) *A list of local and regional economic development plans developed over the past five years, which include the community.*

The Midcoast Economic Development District, which includes Knox County and surrounding areas, prepares annual Comprehensive Economic Development Strategy (CEDS) reports. These reports outline economic trends and inventory planning and projects underway that seek to improve the economy by creating or retaining employment and services, and proposals for which there is community interest and for which funding from the U.S. Economic Development Agency is possible. No Union projects were included in the 2014 CEDS, the latest available.

(4) *Where does the community’s population work and where do employees in your community reside? A description of the major employers in the community and labor market area and their outlook for the future.*

As shown in the next table for 2014, most Union residents who work do so in Knox County 78.2%, with 20.1% working within Union. In 2000, 55.1% of Union residents worked in Knox County; of those, 23.4% worked within Union.

| Work Place 2014 Category | Union Residents | | Knox County Residents | |
|------------------------------------|-----------------|---------|-----------------------|---------|
| | Count | Percent | Count | Percent |
| Total: | 1,055 | 100.0% | 18,942 | 100.0% |
| Worked in town of residence | 212 | 20.1% | 7,141 | 37.7% |
| Worked in county of residence | 825 | 78.2% | 16,521 | 87.2% |
| Worked outside county of residence | 223 | 21.1% | 2,228 | 11.8% |
| Worked in state of residence: | 1,048 | 99.3% | 18,749 | 99.0% |
| Worked outside state of residence | 7 | 0.7% | 193 | 1.0% |

Source: U.S. Census Bureau, American Community Survey (5-year estimates 2010-2014)

Most Union commuters (79.4%) drove to work alone. A modest percent (8.8%) carpooled. About 5.6% of Union residents worked at home.

| Transportation - Travel To Work, 2010-2014 Categories | Union | | Knox County | | Maine | |
|---|-------|---------|-------------|---------|---------|---------|
| | Count | Percent | Count | Percent | Count | Percent |
| Total | 1,055 | 100% | 18,942 | 100% | 632,757 | 100% |
| Car, truck, or van - drove alone | 838 | 79.4% | 14,120 | 74.5% | 494,250 | 78.1% |
| Car, truck, or van - carpooled | 93 | 8.8% | 2,082 | 11.0% | 65,134 | 10.3% |
| Public transportation (excluding taxicab) | 0 | 0.0% | 47 | 0.2% | 4,061 | 0.6% |
| Walked | 56 | 5.3% | 1,006 | 5.3% | 24,784 | 3.9% |
| Taxicab, motorcycle, bicycle, or other means | 9 | 0.9% | 394 | 2.1% | 10,657 | 1.7% |
| Worked at home | 59 | 5.6% | 1,293 | 6.8% | 33,871 | 5.4% |

Source: U.S. Census Bureau, American Community Survey (5-year estimates 2010-2014)

Average travel times are longer for Union workers than for Knox County and the State average.

| Travel Time to Work, 2010-2014 | Union | Knox County | Maine |
|-----------------------------------|-------|-------------|-------|
| Average in Minutes | 25.6 | 18.5 | 23.5 |

Source: American Community Survey (5-year estimates 2010-2014)

The next table shows a partial listing in 2015 for businesses in Union that employ five or more people each. Most of these businesses are located on Route 17 (Heald Highway) or in the village (Burkett Rd, Common Rd, and Depot St).

| Union Businesses/Employers with 5+ employees each | | |
|--|--------------------|-----------------------|
| Name | Address | Employee Range |
| Agricola Farms Country Store | 2282 Heald Highway | 5-9 |
| Badger Cafe & Pub | 289 Common Rd | 10-19 |
| Camden National Bank | 52 Burkett Rd | 5-9 |
| Cates Real Estate | 295 Common Rd | 5-9 |
| Coastal Blueberry Service | 60 Common Rd | 5-9 |
| Come Spring Cafe | 1422 Heald Highway | 5-9 |
| Common House of Pizza | 279 Common Rd | 5-9 |
| Common Market | 40 Burkett Rd | 10-19 |
| Crawford Commons Inc | 132 Middle Rd | 5-9 |
| Damariscotta Bank & Trust | 17 Sennebec Rd | 5-9 |
| Four Corner Variety | 1718 Heald Highway | 10-19 |
| Hammond Tractor Co | 1987 Heald Highway | 20-49 |
| Maritimes Farms Convenience | 1923 Heald Highway | 10-19 |
| Mic Mac Market | 994 Heald Highway | 10-19 |
| RSU 40 School Supt | 1070 Heald Highway | 10-19 |
| RSU 40 Union Alternative Education | 1070 Heald Highway | 5-9 |
| RSU 40 Union Elementary School | 1070 Heald Highway | 20-49 |
| RT Allen & Sons Inc | 72 Depot St | 10-19 |
| Seven Tree Manor Inc | 132 Middle Rd | 20-49 |
| Sterling Ambulance | 1924 Heald Highway | 5-9 |
| Union Farm Equipment Inc | 1893 Heald Highway | 20-49 |
| Union Fire Station | 5667 Common Rd | NA |
| Union Town Office | 567 Common Rd | 5-9 |
| Union True Value Hardware | 749 Heald Highway | 5-9 |
| US Post Office | 309 Common Rd | 5-9 |

Source: Maine Dept of Labor, Infogroup 2015

[NOTE: THIS EMPLOYER DATA MAY HAVE ERRORS SO THE TOWN MIGHT WANT TO CONFIRM CURRENT BUSINESSES.]

Most businesses in Union employ just a few people each. The next table shows a partial listing in 2015 for businesses that employ up to four people each.

| Union Businesses/Employers with 1-4 employees each | |
|---|---------------------------------|
| 24 Hour Property Svc | Luce Dirt Excavation |
| A & B Welding Llc | Luce's Garage |
| Adolphsen Line Painting | Luce's Transportation |
| Appleton Ridge Pet Care Ctr | Maine Outdoors |
| Blake Edward Pulp & Logs | Maine Scene |
| Brae Maple Farm | Mic Mac Cove Family Campground |
| Butler Maxcy & Heath Inc | Mishka Plumbing & Heating |
| Cars Certified Auto Repair | MKM Construction |
| Classical Wood Floors | Motion Industries Inc |
| Coity Castle Farm | NP Morith Inc |
| Come Spring Food Pantry | Peoples United Methodist Church |
| Cross Insurance | Positive Images |
| Crowning Touch Embroidery | Professional Heating Service |
| Dolham Donna | Regional Activities Guide –ME |
| Donald Sabins Sewing Mach. | Riverdale Farms & Garage |
| Earth Sun Moon Trading Co | Robbin's Heating & Plumbing |
| Eastern Illustrating | Rowa Tree Farm |
| For His Glory Bible Baptist Church | Savage Oakes Vineyard & Winery |
| Freyenhagen & Freyenhagen | Shep's Import |
| Full Circle Farm Inc | South Union Auto Repair |
| Gallant & Gallant | Studio 4 Salon |
| GDS Warehouse | Sweetgrass Farm Winery |
| Gerald Curry Cabinet Maker | Thurston Bros Inc |
| Gnathos Dental Products | Tidewater Telecom Inc |
| Golden Raven Storyteller | Tri-County Solid Waste Transf |
| Graybrook Studio | Union Fair |
| Phillip C. Groce, MD | Union Historical Society |
| Erica Harriman, CPA | Union Nazarene Church |
| Heritage Floor Sanding | Union Pottery |
| J&L Construction | Union Square Laundry |
| Joly Signs | Union Town Garage |
| Knox County Fish & Game Assn | Vose Library |
| Larry Luce Masonry | Walker Flooring |
| Linita Farms | Washburn Water Plant |
| Litovald USA | Waterfront Properties of Maine |
| Regional Activities Guide –ME | Steven Zizza, DDS |
| Riverdale Farms & Garage | |

Source: Maine Dept of Labor, Infogroup 2015

[NOTE: THIS EMPLOYER DATA MAY HAVE ERRORS SO THE TOWN MIGHT WANT TO CONFIRM CURRENT BUSINESSES.]

For those living in Union and commuting elsewhere to work, there are varied opportunities within Knox County. The next table lists the 25 largest employers in Knox County ranked by the number of employees. According to the Maine Department of Labor, only the Penobscot Bay Medical Center employs between 501 and 1,000 employees. All other firms in Knox County employ fewer than 500 people each.

| Top 25 Private Employers In Knox County by Average Monthly Employment By County (1st Quarter 2015) | | |
|---|--|---|
| Rank | Name | Sector |
| 1 | Penobscot Bay Medical Center | General medical and surgical hospitals |
| 2 | Fisher Engineering | Construction machinery manufacturing |
| 3 | Wal Mart / Sam's Club | Discount department stores |
| 4 | Hannaford Bros Co | Supermarkets and other grocery stores |
| 5 | Camden National Bank | Commercial banking |
| 6 | North End Composites LLC | Boat building |
| 7 | O'Hara Corporation | Finfish fishing |
| 8 | Boston Financial Data Services Inc. | Telemarketing and other contact centers |
| 9 | Maritime Energy | Fuel dealers |
| 10 | Samorock LLC | Hotels and motels, except casino hotels |
| 11 | Quarry Hill | Nursing care facilities, skilled nursing |
| 12 | Penobscot Bay YMCA | Civic and social organizations |
| 13 | FMC Corporation | All other miscellaneous food manufacturing |
| 14 | Lowes Home Centers LLC | Home centers |
| 15 | Home Depot USA Inc | Home centers |
| 16 | Maine Behavioral Healthcare | Outpatient mental health centers |
| 17 | Shaws Supermarkets Inc | Supermarkets and other grocery stores |
| 18 | Coastal Opportunities Inc | Vocational rehabilitation services |
| 19 | Kno-Wal-Lin Home & Hospice Inc | Home health care services |
| 20 | Linda Beans Perfect Maine | Full-service restaurants |
| 21 | Lie-Nielsen Toolworks Inc | Saw blade and handtool manufacturing |
| 22 | Dragon Products Company LLC | Ready-mix concrete manufacturing |
| 23 | Windward Gardens | Nursing care facilities, skilled nursing |
| 24 | McDonald's | Limited-service restaurants |
| 25 | Penobscot Bay Physicians & Association | Offices of physicians, except mental health |

Source: Maine Department of Labor

The medical sector provides a significant amount of employment in low, moderate and high wage positions. Given the forecasted aging of the region's population, this sector is likely to continue growing regardless of the overall condition of the State or national economy. Tourism-related activities also support many businesses.

The State’s major private sector employers are found in service center communities like Augusta, Bangor and Portland. Many of these employers have multiple locations. Retail tops the list followed by medical services.

| Top 25 private employers in Maine by Average Monthly Employment (1st quarter 2015) | | | | |
|---|---------------------------------|-----------------|-------------------------|------------------------------------|
| Rank | Name | Location | Employment range | Business description |
| 1 | Hannaford Bros Co | Statewide | 7,001 to 7,500 | Supermarkets grocery stores |
| 2 | Wal Mart / Sam's Club | Statewide | 6,501 to 7,000 | Discount department stores |
| 3 | Mainehealth | Portland | 6,501 to 7,000 | General medical surgical hospitals |
| 4 | Bath Iron Works Corporation | Bath | 5,001 to 5,500 | Ship building and repairing |
| 5 | L.L.Bean, Inc. | Statewide | 4,501 to 5,000 | Mail-order houses |
| 6 | Eastern Maine Medical Center | Statewide | 3,501 to 4,000 | General medical surgical hospitals |
| 7 | Maine General Medical Ctr | Statewide | 3,001 to 3,500 | General medical surgical hospitals |
| 8 | Central Maine Healthcare Corp | Lewiston | 3,001 to 3,500 | General medical surgical hospitals |
| 9 | Unum Provident | Portland | 3,001 to 3,500 | Direct life insurance carriers |
| 10 | TD Bank NA | Statewide | 3,001 to 3,500 | Commercial banking |
| 11 | Shaws Supermarkets Inc | Statewide | 2,001 to 2,500 | Supermarkets grocery stores |
| 12 | Webber Hospital Association | Statewide | 1,501 to 2,000 | General medical surgical hospitals |
| 13 | Mercy Hospital | Portland | 1,501 to 2,000 | General medical surgical hospitals |
| 14 | Goodwill Industries Northern NE | Statewide | 1,001 to 1,500 | Vocational rehabilitation services |
| 15 | Home Depot USA Inc | Statewide | 1,001 to 1,500 | Home centers |
| 16 | Circle K | Statewide | 1,001 to 1,500 | Gas stations convenience stores |
| 17 | Pratt & Whitney Aircraft Group | N Berwick | 1,001 to 1,500 | Aircraft engine and parts mfg. |
| 18 | Lowe's Home Centers LLC | Statewide | 1,001 to 1,500 | Home centers |
| 19 | Jackson Laboratory | Bar Harbor | 1,001 to 1,500 | Research development biotech |
| 20 | St Mary's Regional Medical Ctr | Lewiston | 1,001 to 1,500 | General medical surgical hospitals |
| 21 | SD Warren | Statewide | 1,001 to 1,500 | Paper, except newsprint, mills |
| 22 | University of New England | Statewide | 1,001 to 1,500 | Colleges and universities |
| 23 | Rite Aid of Maine Inc | Statewide | 1,001 to 1,500 | Pharmacies and drug stores |
| 24 | Sunday River Skiway | Statewide | 1,001 to 1,500 | Skiing facilities |
| 25 | Bowdoin College | Brunswick | 1,001 to 1,500 | Colleges and universities |

Source: Maine Department of Labor

Policies

- (1) To support the type of economic development activity the community desires, reflecting the community’s role in the region.
- (2) To make financial commitments, 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

| Economy: Strategies | Responsible Parties | Timeframe |
|---|---|---|
| <p>(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)</p> <ul style="list-style-type: none"> • Track and evaluate the “State of the Union economy” on an ongoing basis and report to Selectmen annually on actions that could be taken to improve Union’s business climate and investment. | <p>Selectmen, Town Manager, Economic Development Committee, and Chamber of Commerce</p> | <p>Immediate</p> |
| <p>(2) Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development</p> <ul style="list-style-type: none"> • Amend as needed the site plan review ordinance to ensure that performance standards are sufficiently flexible to adapt to changing commercial needs while retaining compatibility with residential neighborhoods and adjacent properties. | <p>Economic Development Committee, Selectmen, Planning Board, Ordinance Review Committee, and Town Meeting Vote</p> | <p>Immediate and Ongoing</p> |
| <p>(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.)</p> | <p>Selectmen, Town Manager, and Town Meeting Vote</p> | <p>See the Capital Investment Plan for items and timeframes</p> |
| <p>(4) Participate in any regional economic development planning efforts that are relevant to improving the economic health of Union.</p> | <p>Economic Development Committee, Selectmen, Town Manager, and Chamber of Commerce</p> | <p>Midterm and Ongoing</p> |

Note: Strategies proposed in this Comprehensive Plan are assigned responsible parties and a timeframe in which to be addressed. Immediate is assigned for strategies to be addressed within two years after the adoption of this Comprehensive Plan, Midterm for strategies to be addressed within five years, and Long Term for strategies to be addressed within ten years. In addition, Ongoing is used for regularly recurring activities.