

2021 Program Evaluation Report
to the
Joint Standing Committee on Innovation,
Development, Economic Advancement and
Business



mdf

CONNECTING PEOPLE
& STRATEGIES TO DRIVE
MAINE'S ECONOMY

2021 Government Evaluation Report

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INTRODUCTION & OVERVIEW

The Maine Development Foundation (MDF) was created by the Governor and Legislature in 1977. Established as a private, nonprofit corporation with an IRS 501(c)(3) nonprofit status, MDF has a broad mandate from state government to promote economic development. MDF is the oldest and one of the most successful statewide public-private partnerships in the nation and has received national awards for its accomplishments.

MDF's mission is to promote strategies for Maine's long-term economic growth while nurturing vibrant communities and a healthy environment. Our vision is that: To established and aspiring leaders in Maine the Maine Development Foundation is the convener, thought leader, and catalyst that drives strategies and initiatives that improve Maine's economy and communities.

We manage a diverse array of programs and projects to achieve this promise. We drive ideas and initiatives that bring Maine's leaders together and support them with training and research to make Maine's economy and communities stronger. We are proactive, working with leaders statewide and across sectors to solve problems with long-range, sustainable solutions that promote economic growth, resiliency, and sustainability.

Our hallmarks are that MDF is independent, nonpartisan, data-driven, solutions-oriented, and works on complex issues statewide.

MDF's Board of Directors is elected annually by its members, plus two ex officio members appointed by the Governor from a list of state and independent agency heads. Half of the members are from the public/nonprofit sector and half from the private sector. MDF has fifteen staff and also makes extensive use of volunteers and consultants where appropriate.

MDF achieves substantial leverage, of 20-30X in other funds raised and deployed for each General Fund dollar received. MDF currently receives limited, targeted funding from the state to support only specific programs activities and products (a number of programs are purely private supported and some federally funded). State tax dollars accounted for approximately 5% of total MDF revenues in 2020.

Since our prior report in 2013, three MDF programs have spun off or sunset/evolved. Four notable programs or projects have commenced: ICL, FOR/Maine, SEA Maine, and the Maine Alliance for Health & Prosperity. Each is listed in the program summary below.

Attachments: In most cases, each report section and program summary in the narrative is supplemented by an attachment of one or multiple pages, which follows in the same sequence, with additional information or context.

(A) ENABLING LAW

MDF was created under Maine statute (10 MRSA sec. 915-928) which took effect in October 1977. MDF is “established to foster, support and assist economic growth and revitalization in Maine. The foundation shall carry out its purposes in complement to and in coordination with the economic development activities of the private sector, community and regional agencies and State Government.” Highlights include:

- A broad mandate for economic development, enabling MDF to perform most of the functions of state and other nonprofit agencies in economic development.
- A new public-private partnership, originally conceived as an equal financial partnership between the state and private sectors (no longer the case).
- A board of directors that illustrates that public-private partnership by half of the elected directors are from the public/nonprofit sector and half from the private sector.

Notably, “the Maine Development Foundation shall strive to promote an improved climate for economic development in the State through judicious use of the public and private nature of the foundation to provide objective analysis and develop broad consensus on issues of significance to the economic health of the State.”

MDF may educate and promote strategies and policies for economic growth, but not engage in the activities of a lobbyist nor take a stance on referenda or ballot questions.

In addition, MDF by statute supports the work of the Maine Economic Growth Council, a public commission established in 10 MRSA sec. 929-A et seq., and the Maine Downtown Center, governed by 5 MRSA sec. 13073-B.

CHAPTER 107 - MAINE DEVELOPMENT FOUNDATION; MAINE ECONOMIC GROWTH COUNCIL

§915. Legislative findings and intent

There is a need to establish a new basis for a creative partnership of the private and public sectors for economic development, a partnership which can capitalize on the interests, resources and efforts of each sector, but which does not compromise the public interest or the profit motive. The state's solitary burden to provide for development should lessen through involving the private sector in a leadership role.

§916. Establishment

The Maine Development Foundation is hereby established to foster, support and assist economic growth and revitalization in Maine. The foundation shall carry out its purposes in complement to and in coordination with the economic development activities of the private sector, community and regional agencies and State Government.

§917-A. Purpose

The Maine Development Foundation shall foster, assist and participate in efforts for economic growth and revitalization, in coordination with existing state, regional and local agencies, such efforts to include, but not be limited to, providing for or stimulating the following provisions.

- 1. Public, private partnerships.**
- 2. Economic analysis.**
- 3. Economic education.**
- 4. Economic opportunities.**
- 5. Good climate for economic development.**
- 6. Attract and retain youth in the State.**

§929-A. Maine Economic Growth Council

1. The Maine Economic Growth Council; establishment. The Maine Economic Growth Council is established to develop, maintain and evaluate a long-term economic plan for the State.

§929-B. Powers and duties

- 1. Develop a long-term plan for the State's economy.** The council shall:
 - A. Develop and recommend a long-range plan, goals, benchmarks and alternative strategies for a sustainable state economy;
 - B. Monitor progress in accomplishing the plan's vision, goals and benchmarks; and
 - C. Recommend changes in the plan to reflect the dynamics of the international, national and state economy.

Title 5, §13073-B. Maine Downtown Center

- 1. Establishment.** The Maine Downtown Center, referred to in this section as "the center," is established to encourage downtown revitalization in the State.
- 2. Purpose.** The center serves the following functions:
 - A. To advocate for downtown revitalization;
 - B. To promote awareness about the importance of vital downtowns;
 - C. To serve as a clearinghouse for information relating to downtown development; and
 - D. To provide training and technical assistance to communities that demonstrate a willingness and ability to revitalize their downtowns.

(B) PROGRAM DESCRIPTIONS & PERFORMANCE

Except where specifically noted, MDF programs do not rely on state General Fund support or other state appropriations.

MDF works to achieve its mission through a combination of high-quality programs, nonpartisan research, and statewide outreach. This section of the report provides a description of all MDF's programs (recent past and present), projects and reports, and other initiatives. All MDF reports can be found on our website at www.mdf.org.

A Note about Outcomes: MDF takes seriously tracking hard and qualitative metrics of quality, performance, and impact. In many cases, however, MDF's central role is as the facilitator and catalyst, bringing agencies and people together to create the opportunity for collective action on an issue. The ultimate impact is often a couple of layers downstream from this catalytic and convening and capacity-building function – sometimes beyond MDF's reach to effectively gather end-results or longitudinal data. Nor we would be presumptuous enough to claim exclusive “but for” causation in a complex operating environment. Thus, we most frequently measure how inclusive, persistent, and valued the collaborative process or skill-building process itself is in lifting the capability of the partners.

A Note about Diversity, Equity, and Inclusion: Most recently, MDF - like many institutions – has grappled with the harsh reminders of the deep inequities around race in America and in Maine, and re-committed to do our part as best we can to ensure we understand racial disparities in our economy more fully, and work in true partnership with historically under-advantaged groups and populations towards inclusive and equitable solutions as both an economic and moral imperative of our times. Our statement is in the Attachments. This is most visible currently in our work on measuring these inequities in Measures of Growth, and in building capacity in our leadership and education programs to work with and among diversity and differences with cultural competency.

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Economic Policy & Research



Leadership Development



Programs & Partnerships



Trusted Research

Maine Economic Growth Council & *Measures of Growth*

General Fund support: Yes, \$55,395 per annum

Purpose, Objectives & Goals:

The Maine Economic Growth Council was created by the Legislature in 1993 (10 M.R.S.A., Sec. 929-A). The Growth Council's purpose is to prepare and maintain a long-range economic plan for the state including a vision, goals, performance measures, and alternative strategies. The Growth Council's legislation and work plan is modeled after the work of several other states.

The Growth Council's 19 members are appointed jointly by the Governor, Senate President, and House Speaker. Members serve three-year terms. Membership includes businesspeople, educators, government officials, leaders in the labor, nonprofit, and economic development sectors, four legislators (one Democrat and one Republican from each Chamber), and the Department of Economic and Community Development (DECD) commissioner or commissioner's designee.

In practice, within the broad mandate, the Growth Council's limited resources produce an annual report called *Measures of Growth*. As of 2021, the report consists of 30 indicators that measure the state's performance in the areas of economy, environment, and community. The Council sets a benchmark for each indicator and measures Maine's long-term performance relative to the benchmark. This nonpartisan report is presented to the Governor and Legislature each year and is a critically important tool for policymakers in assessing economic performance.

Recent Performance & Accomplishments:

- Measure of Growth serves as the cornerstone of all other MDF programming, especially including Policy Leaders Academy and Leadership Maine
- 2017 & 2018: MEGC/MDF dialogue with Government Oversight and LCRED/IDEA Committees regarding development of a long-range strategy and more dynamic economic metrics – prelude to the 2019 10-Year strategy.
- 2018: MOG data served as the basis for MDF's collaboration with Maine State Chamber and Educate Maine on the economic growth platform *Making Maine Work*
- 2019: MOG and the MEGC inform 10-Year Maine Economic Development Strategy and planning process
- 2020: MOG refines and adds elements to track/align to the 10-Year MEDS
- 2021: the digital and mobile versions of MOG were substantially improved in interactivity and user experience
- Ongoing: Council and MDF constantly refine MOG to track important economic issues,

for example: in 2020 and 2021 metrics were added or substantially revised to better portray: Racial & Ethnic Income Equity; Pre-K Education; Greenhouse Gas Emissions; Broadband; Entrepreneurship; Labor Force Participation; Postsecondary Degrees & Credentials

- Annually, MDF makes scores of presentations to thousands of civic leaders and citizens about the data and its implications for our economic future

Our objective is that the *Measures of Growth* will be used by legislative committees and every agency of state government to assess performance and guide future action; and that the Growth Council's work will continue to be regarded as a high quality, objective, nonpartisan, and reliable source of relevant data and will be referenced frequently in public discourse. In 2022, the Growth Council membership needs to be reappointed and vacancies filled to maintain a robust, representative body. MEGC funding is inadequate and the MOG is a loss leader to MDF of approximately \$35,000 per annum with the deficit filled by general membership support.

In the future, MEGC and MDF would like to continue to help assure that any updates or refresh of the state's long-term economic strategy (conducted in 2019) are data-driven, collaborative, and non-partisan processes.

Other Economic Research

In 2010, MDF began a partnership with the Maine State Chamber of Commerce on a series of reports addressing the most critical issues for Maine's economy. The resulting series of reports, *Making Maine Work 2010: Critical Investments for the Maine Economy*, is a comprehensive action plan for improving productivity, growing the economy, and providing a higher quality of life for all Maine people. Released in July 2010, the original report and recommendations explored the investments needed to grow the economy and the factors influencing those decisions. Subsequent reports included:

Making Maine Work: The Role of Maine's Public University System (2010)

Making Maine Work: Investment in Young Children = Real Economic Development (2012)

Making Maine Work: Growing Maine's Workforce (2013)

Making Maine Work: Preparing Maine's Workforce (2014)

Making Maine Work: Maine's Labor Shortage: New Mainers and Diversity (2016)

Making Maine Work 2018: Critical Investments for the Maine Economy (2018)

Leadership

Leadership Maine

Purpose, Objectives & Goals:

Leadership Maine was created by MDF in 1993 to meet Maine's need for a broader pool of talented leaders who are both committed to a vibrant, healthy future for Maine and who possess a statewide perspective that enables them to meet the challenges facing the state in the future. The program's purpose is to provide community leaders in all sectors and from all corners of the state with a broad understanding about the dynamics of Maine's economy, refined leadership skills based on a proven model, and a broad network of people with whom to collaborate.

Each year, Leadership Maine provides intensive training to 35 - 45 leaders in business, government, education, health care, and the nonprofit sector each year. The curriculum is designed based on the Maine Economic Growth Council's work measuring critical aspects of our economy, and several models of leadership, which offers a view of key practices that enable effective leadership in a broad range of situations. From September to May, participants learn about the state's natural resources, innovative businesses, workforce, infrastructure, communities, and government. The learning is delivered in a highly interactive, experiential manner aimed at meeting the learning needs of busy adults.

Recent Performance & Accomplishments:

- Leadership Maine passed 1000 alumni recently and celebrated its 25th anniversary in 2018 – and continues to head towards 2000 leaders reached
- The program added a 14th programming day in order to be able to go deeper on leadership practices and reflections without reducing the experiential site visits
- After a pause in 2020-21, LM resumed in 2021 with a strong cohort of 33 with layered precautions in place for health and safety

The expected outcome for each Leadership Maine participant is that, as a result of their Leadership Maine experience, they will act upon what they have learned and use their new skills, networks, and knowledge to create positive change in their neighborhood, community, region or the state. For performance measures, LM examines the

- Number/quality of applicants -- which has remained strong, with strong gender and geographic diversity; we aim for increased racial and ethnic diversity and also provide generous scholarship assistance whenever needed.
- Evaluation responses – to continually update and improve the program's curriculum, Leadership Maine asks participants to complete evaluation surveys after each session and at the conclusion of the program, in order to reflect on both effective aspects of the program and areas of opportunity. Each year, the program is improved based upon this feedback and modified in response to emerging economic trends and critical, timely issues. Alumni of the program continue to state how valuable the program has been to them and wholly endorse the experience to others (including a large-scale all-alumni survey conducted in 2015); and
- Active alumni – MDF formalized our alumni engagement efforts over the past 3 years, with affinity groups of alumni leaders helping to design our **Leadership in Action** programs (open to all but geared to alumni) – such as an upcoming 3-part series on

Diversity, Equity, and Inclusion in one's individual leadership, organization, and the community.

Leadership Maine: Education Leaders Experience (in 2013 report)

N/A: spun off to Educate Maine in 2015 for better mission fit. Still deliver occasional cross-program elements collaboratively.

ICL/Institute for Civic Leadership

NEW to MDF in 2018 (program existed since 1993)

Purpose, Objectives & Goals:

The Institute for Civic Leadership is an experiential, eight-month, inward journey during which leaders hone their understanding of themselves, their teams, their organizations, and communities while developing and practicing the necessary skills to lead effectively in today's fast-paced environment. Through the program, leaders:

- Delve into their capacity to lead in a collaborative, facilitative and adaptive way, and how to develop these skills where necessary
- Learn firsthand how to manage decisions and agreements for interdependent work
- Learn how to lead difficult conversations, provide peer coaching and consultation to support others' work
- Explore systems thinking and network theory for context, perspective, and intervention
- Explore facilitative methods to ensure processes and team relationships have the broadest possible impact

The Institute for Civic Leadership curriculum is designed for leaders from all sectors. 2022-23 is the 29th year of ICL, which has graduated over 800 leaders who are passionate about having a lasting, deep impact on Maine communities.

Recent Performance & Accomplishments:

ICL came under the MDF umbrella in 2018, as a more leadership-skills based program complementing Leadership Maine. The program was heavily concentrated in the greater Portland area, so when ICL was "adopted" by MDF, one of the primary goals was to broaden participation statewide. In 2021-22, in a win-win for ICL and for the FOR work in Forest Economy communities -- which had identified leadership development as a significant need to help communities progress -- the ICL cohort is 60% comprised of participants from FOR/Maine communities and the balance the traditional tuition model from southern Maine. This is a first for ICL as we continue to work toward inclusion of stakeholders from across Maine, which was only made possible through our federal EDA grant funding that paid for direct expenses (including a portion of salaries) associated with FOR/Maine community member participation. Continuing participation from these communities in 2022-23 and beyond would be good for the communities and a model for ICL moving forward.

Lead Now (Pandemic Pivot 2020-21)

Developed and delivered a one-time offering (though with ongoing learnings and application) to substitute for Leadership Maine and ICL during the pandemic:

- Pivoted from in-person delivery to delivery of 20 high quality virtual events (as measured by participant feedback) in 2021.
- While enrollment did not meet financial expectations, we registered over 500 participant slots and 300 attendee slots filled (200 were unique registrants).
- We reached a better-than- ever geographically broad group of participants who would not have otherwise participated in MDF programs.
- We experimented with virtual and found a rhythm of successful delivery. Future programs will benefit from this experience. We will benefit from the experience of fully understanding marketing and delivery capacity.

Policy Leaders Academy

General Fund support: No, but Legislative Council does support certain direct costs

Purpose, Objectives & Goals:

In 1996, MDF launched the Policy Leaders Academy, an outgrowth of an earlier program the “Institute on the Maine Economy.” The purpose of the Academy is to educate state legislators about the dynamics of the Maine economy, how business investment decisions are made, and the impact of legislators' actions on economic growth.

The Academy’s curriculum development is guided by legislative leaders and program partners that include the Maine Community Foundation, the Maine Health Access Foundation, and the Bingham Program, as well as the University of Maine System, Educate Maine, and the Maine State Chamber. Financial support comes from the three philanthropic partners. Legislative Council covers some direct expenses for participants (typically, food, lodging, per diem and some venues).

The program conducts bi-annual economic tours of the state, visiting dozens of businesses to learn first-hand the opportunities for economic growth. The program also conducts forums on the basics of the economy and industry-specific briefings, to give legislators first-hand information on issues facing employers, workers and students, entrepreneurs, innovators, and leaders in economic and community development.

Recent Performance & Accomplishments:

The Academy uses several performance measures to assess its effectiveness including the extent to which legislators - particularly newly elected legislators - participate in learning experiences and find those learning experiences valuable.

In a non-pandemic experience, PLA averaged 90-110 unique legislative participants in one or more core program elements, with partisan mix reaching close to parity in some cycles.

Especially popular were the large format economic symposium during swearing-in week, and the multi-day Bus Tour across portions of Maine. Other policy breakfasts or shorter tours have been trialed but fare less well. First-termer participation tends to be highest as expected.

With remote delivery in 2020-22, both attendance (webinars averaged 30 with overall reach of 57 total unique attendees) and partisan balance of mix has suffered, and we hope to restore both with in-person experiential programming.

Two recent elements have been added and proved very popular: a Budget Primer on the overall major aspects of the “typical” biennial budget – written in accessible terms; and a biennial panel by retired lawmakers on “What I Wish I Knew When I Was a Legislator”.

We request evaluation feedback at every session and improve accordingly. Much feedback is exceptionally positive but for example, in 2015 there was significant feedback that not enough tour stops were private companies – especially small to medium companies -- versus large anchor nonprofit institutions, so we adjusted the 2017 and 2019 itineraries accordingly.

Realize Maine Network

General Fund support: Yes, \$33,444 per annum since 2016 (some variation prior)

Purpose, Objectives & Goals:

The Realize Maine Network (previously REALIZE!Maine) was created by, for and of Mainers ages 20-34 to serve as a catalyst, a collaborative, and a convener of Maine's young people with a stake in our common future. Realize Maine was launched by Governor Baldacci and began with a statewide summit on youth migration issues in June 2004 with over 200 Mainers under age 35. Realize Maine became a program of MDF in the summer of 2005.

The vision of this program is that Maine will be the best place in America for young people under the age of 35 to live, work, thrive, and prosper. Goals of the Realize Maine Network are:

- Maine will attract and retain a greater proportion of people under age 35.
- Maine's economy will be more prosperous.
- Maine's communities will be more vibrant.
- Maine's population will be more highly skilled and more diverse.

While other programs focus on talent attraction, RMN focuses on engagement and “stickiness” of young people who remain, boomerang, or move to Maine.

Recent Performance & Accomplishments:

Maine has experienced notably positive and significant net in-migration over the past four years – concentrated in young, well-educated demographics. Five to six regional groups have

been active during recent periods. Volunteer leadership is strong. A new RMN Steering Committee chair started in January and brings fresh ideas and energy for the coming year. Recent developments include:

The RMN Annual Showcase was held virtually in November 2021 and was well attended with presentations from each of the five member groups about 2021 accomplishments, challenges and plans for 2022.

2021 grant reports have been submitted and applications for the 2022 grant cycle are under review. Based on the applications, groups are focusing heavily on increased and reinvigorated marketing efforts in the coming year. Supporting this focus, we finished filming a marketing video featuring each group's members, events, and region, as a way to highlight fun events, draw new membership, and help people get to know RMN as a whole. MDF will use the video on our website and groups will share their videos via social media accounts and other outlets. Planning for Magnetize Maine 2022 is moving forward with KV Connect (Waterville) as host. With COVID cases escalating, they are planning for a Fall 2022 event and considering a Maine theme with possible collaboration with Live + Work in Maine.

Two Leadership Maine groups continue working on their RMN-themed projects to identify (1) what groups already exist in Maine to develop youth leadership and what gaps exist and (2) what communities in Maine have a critical mass of motivated young professionals who might be interested in organizing and joining RMN. We look forward to their presentations at graduation in May.

Partnerships

Maine Downtown Center (“MDC”)

General Fund support: Yes, \$25,000 per annum. Federal CDBG funds are the core support.

Purpose, Objectives & Goals:

The Maine Downtown Center (MDC) was created in 1999 by the Legislature (1999, c.776 § 3) to encourage downtown revitalization throughout the state utilizing the National Main Street Center’s Main Street Four-Point Approach model. MDC was also created to serve as the State Coordinator for the National Main Street Center, a requirement for local community national “Main Street” designation. MDC has been a core program of the MDF since its inception. An Advisory Council, representing a variety of sectors and geographical interests, provides program advice as well as technical assistance and outreach to Main Street Maine and Downtown affiliate communities. Program goals include:

- Designate, assess, and nationally accredit local communities as “Main Street” programs.
- Serve as a clearinghouse for information related to downtown revitalization.
- Provide technical assistance on downtown revitalization.
- Advocate and promote awareness for place-based downtown revitalization.

Recent Performance & Accomplishments:

MDC is the state coordinator for the National Main Street Center’s [Main Street America](#) program. There are currently ten communities in Maine which have received full national accreditation from Main Street America and are designated Main Street Maine member communities:

- [Augusta](#); [Bath](#); [Belfast](#); [Biddeford](#); [Brunswick](#); [Gardiner](#); [Rockland](#); [Saco](#); [Skowhegan](#); [Westbrook](#)

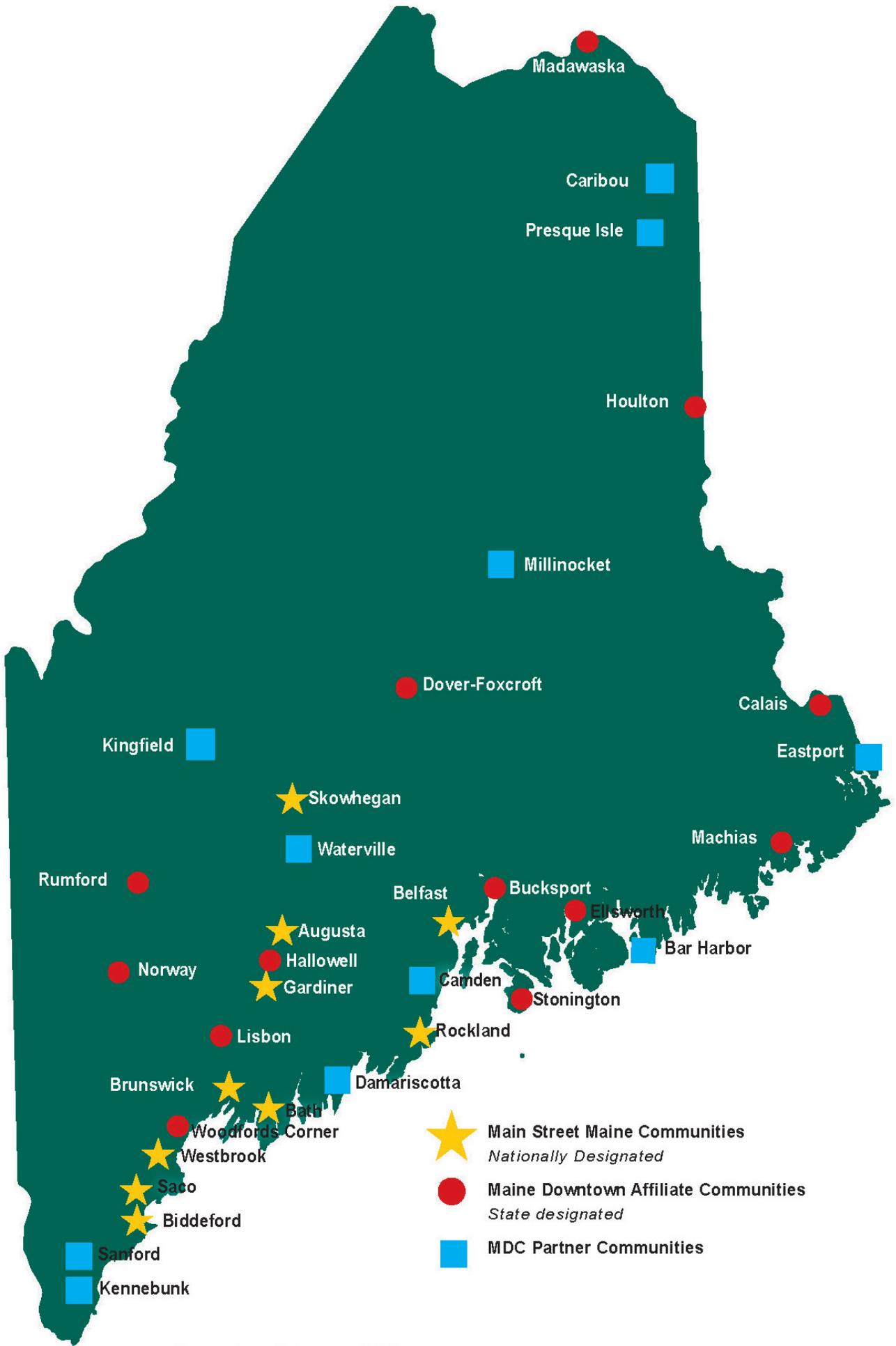
See map attachment for full view of involved communities.

MDC tracks outcomes in the 10 full-fledged Main Streets, with much lighter and only more recent reporting from the affiliate communities.

- Nearly 2,000 new jobs
- 444 new businesses
- 1,030 building rehabilitations
- 438 new housing units
- \$272M total reinvestment
- Investment multiplier = \$20.18 for every \$1 spent by Main Street programs
(cumulative 2002-2019)

Other initiatives and successes:

- MainStreetMaine.org is a collaborative tourism marketing project of Maine's 10 nationally designated Main Street organizations.
- MDC works to funnel resources and best practices into Main Streets and affiliates such as:
 - Administered pandemic Kennebec Valley Disaster Relief Fund for small businesses for two area Main Streets
 - Connected Main Street business needs to state and federal policymakers and programs during design and delivery of pandemic relief programs
 - MDC/MDF was twice (2019 and 2020) awarded the largest award in the country for the Paul Bruhn Historic Preservation Sub Grant Program through the National Park Service: \$750,000 each time – with \$640,000 passing through to local project subgrants for bricks/mortar preservation projects (rare) including privately owned historic buildings (even rarer).
 - Working with Maine Community Foundation on Pilot Entrepreneur Ecosystem Project with 3 communities -- Lisbon, Monson and Skowhegan – with a pending Congressionally Directed Spending (CDS) Request recommended for funding by both Senators for replicating entrepreneur ecosystem work in 9 more communities.
 - Main Street Fellows: Launched 2020, with Americorps Fellows in four communities and at MDF in 2020-21 and two communities in 2021-22
 - From 2014-2017, MDC, Maine Community Foundation, and Efficiency Maine brought in Grants to Green, a national replication program, for a \$1.2 million program that funded 27 projects throughout the state and enabled non-profit organizations to:
 - save money to devote back to their missions/increase sustainability
 - reduce energy use and impact on the environment
 - increase sustainability and vitality of historic buildings that they steward
 - In 2018, the Maine Community Foundation carried on the work of through its funds and partners, awarding \$100,000 for energy efficiency projects in historic buildings.
 - In 2012-14, MDC executed a two-year, \$1.64 million grant from the CDC to launch Healthy Maine Streets, a national pilot program focused on worksite wellness for small downtown business owners.
- Integration with Forest Economy (see below): A large amount of time in Fall 2021 has been spent developing and implementing a concept to work with 7 of the FOR/Maine communities as part of that EDA grant. The core downtown commercial districts along with other community assets are integral when discussing mill site redevelopment and future economic and community development.



Current as of January 2022

FOR/Maine [Forest Opportunity Roadmap for Maine]

New to MDF in 2016

General Fund support: No, but the Maine Rural Development Authority has provided matching support for mill site redevelopment from previously appropriated or bonded funds.

Purpose, Objectives & Goals:

FOR/Maine is a coalition of industry (including three trade groups); communities; and research/education (UMaine), sparked by the closure of six paper mills and several bioelectric plants, for which MDF is a facilitator and project manager. MDF also spearheads the community revitalization aspects. FOR/Maine's vision is that Maine will be a global leader in the forest products economy with a thriving, innovative, and diverse industry that provides good jobs in vibrant Maine communities. We are committed to the focused and persistent effort accomplishing our goals will require. The effort has 17 strategies across five goal areas, including a lead Goal to: ***Sustain and grow Maine's existing and emerging forest products economy, reaching \$12 Billion in economic impact by 2025.***

Recent Performance & Accomplishments:

- An estimated \$1 billion in capital investment has flowed into the sector since 2016, including the reopening of the Old Town mill, expanded sawmill operations, and enhancements to existing facilities.
- The 2018 Roadmap report continues to galvanize a positive focus on the sector, including inclusion as a Thematic area of opportunity in the 2019 Maine Economic Development Strategy, and for Innovation funds in the LD 1733 / MJRP process.
- Coalition members worked to win some potential flexibility from the USEPA in terms of an opportunity to apply for certification for renewable credits for Maine-based biofuels and similar products.
- The development and launch of a partner group dedicated to strategically attracting investment in Maine's forest bioeconomy. This group includes the University of Maine, Maine & Company, Indufor, Maine Forest Products Council, and the Department of Economic and Community Development. This group represents an effort to streamline investment attraction efforts in the state, resulting from recommendations in [Indufor's Stocktaking Report](#), which compares Maine's attraction activities to its competitors.
- Hosting FOR/Maine's first Annual Summit with over 300 attendees (April 2021), "Forwarding the Future of Maine's Forest Bioeconomy," which showcased the work of the coalition, emphasized the centrality of Maine's forest economy in the state's vision for a vibrant future, and shared new research from the Workforce and Small Woodland Owners Committees. [Sessions can be viewed here.](#)

- **Workforce:** The completion of FOR/Maine’s workforce study and recommendations, in partnership with the USM’s Center for Business and Economic Research. The study drew from the expertise and experience of Maine’s forest economy businesses to determine current and projected workforce demand, potential labor pools, and recommended strategy for recruitment. The committee is pursuing an immediate project that is focused on deepening existing place-based efforts to engage K-12 students, rural communities, and industry partners in developing educational connections to forest economy topics and subjects, with the goal of spurring interest among youth in a career in forest products in Maine.
- **Small Landowners:** The Small Woodland Owner Committee has established an implementation plan, which includes the establishment of a professional development credential for forestry professionals to improve their abilities to conduct outreach and engage with specific categories of small woodland owners, e.g., “woodland retreat owners” who have been less likely to participate in active forest management.
- **Community:** Landed a follow-on grant in 2019 to support ten forest communities in their continued economic diversification and resilience efforts.
 - The FOR/Maine communities have completed their work with the housing consultants and have received their reports that provide strategies and funding options to move the projects forward.
 - FOR/Maine communities submitted 13 community leaders to participate in the Institute for Civic Leadership program developed and delivered by MDF. The participants are finding the content, programming, and networking invaluable.
 - Downtown development work has also begun in the FOR/Maine communities with the Maine Downtown Center as noted above.
- **Mill Site Redevelopment:** Created a \$1.5M program to support five brownfields mill sites with redevelopment grants jointly funded by federal Northern Border Regional Commission and state Maine Rural Development Authority.
 - Completion of Madison's scope of work, which was the largest of the subgrants. There is also forward movement on all NBRC/MRDA funded sites.
 - Completed a second round of NBRC/MRDA subawards for master planning of mill sites total \$120K.
- The FOR/Maine coalition, with leadership from the University of Maine, applied for EDA’s Build Back Better Regional Challenge “Moonshot” Grant Program. **WE WON a Phase 1/Planning Grant award against 529 projects nationally and now are among 60 finalists competing for 30 awards of up-to-\$100M (full applications due in March 2022)!**

SEA Maine [Seafood Economic Accelerator for Maine]

New to MDF in 2021

Purpose, Objectives & Goals:

THE SEAFOOD ECONOMIC ACCELERATOR FOR MAINE (SEAMAINE) is an industry-led, statewide collaborative committed to growing Maine’s seafood economy by developing an action plan that will ensure a vibrant, innovative, and resilient marine economy. Funded by the U.S. Economic Development Administration, Maine Technology Institute, and FocusMaine, SEA Maine brings together leaders from aquaculture, commercial fishing, and all sectors related to Maine’s marine living resources to:

- Identify strategies and targeted investments to help transition our heritage seafood economy into a modern engine.
- Increase the number of people employed in good paying, sustainable jobs that derive value from Maine’s living marine resources.
- Sustainably grow the economic impact of these sectors.

Recent Performance & Accomplishments:

Project management has successfully transferred to MDF and various stakeholders in SEA Maine have remarked that the initiative is on much stronger footing due to MDF’s involvement. The essential focus across SEA Maine currently is issuing RFP’s and contracting for key bodies of work to be completed by the end of Quarter 2 in 2022 so that critical gaps in knowledge can be identified and priorities can be identified for a “Chart for the Future.”

Areas of work include:

- Communications
- Data and Benchmarking Committee
- Market Development Committee
- New Opportunities and Emerging Technologies Committee
- Workforce & Talent Development Committee

Education & Workforce (Maine Adult Promise)

Purpose, Objectives & Goals:

The overall MaineSpark objective is to increase attainment by Maine workers of postsecondary credentials of value to 60% or more by 2025. Overall, about 40% of any improvements are expected to come from current working adults upskilling with degrees and certifications. MDF, through its work on the MaineSpark Initiative, has taken on the role of convener and Project Manager for the [Maine Adult Promise Program](#).

- Helping to create a statewide network of [MaineSpark Navigators](#)
- Working to encourage increased appropriations for grants given to adults pursuing post-secondary credentials

- Piloting activities to connect cross-sector, longitudinal data
- Developing direct outreach opportunities between employers and regional education and support providers.

Recent Performance & Accomplishments:

Overall, educational attainment in Maine continues to increase over the past few years – but neither MaineSpark nor Adult Promise would seek to claim disproportionate credit for this population level-shift. However, we have provided support leading to:

- **Navigator Network** is growing and now includes 407 members. The Navigator Advisory Committee continues to meet regularly; members have stepped up to inform professional development and growth opportunities. DEI funding allowed MAP to take Navigators into a deep dive into individual and structural racism with, recently, some deeper conversations about next steps within partner organizations.
- **Statewide Portal/Hub** Maine Adult Promise has a central statewide portal where potential students can explore programs and pathways and get connected to Navigator support; and where Navigators can connect with resources, best practices, and peer learning.
- **Regional Resource Coordination** Kristen Wells, the Regional Resource Coordinator (“RRC”) in Aroostook County coordinated the Synergizing Education and Industry summit (November 2021) attended by over 60 employers, educators, and social services providers. Overall, the event was extremely successful and well received, leading to extension of funding in 2022 to continue to build bridges and action plans for cross-sector collaboration.
- **Support for FOR and SEA workforce efforts** Due to the expertise built around Adult Promise, MDF staff is able to support SEAMaine workforce development and FOR/Maine workforce development robustly in 2022, including the pending Build Back Better mega-grant application.
- **Going Forward**, sustainability and diversification of funding (transitioning from the \$750,000 Lumina Foundation grant that launched and developed Adult Promise) has been a difficult hurdle and the project may be run at a reduced scale unless more funding is secured through philanthropy or federal or MJRP grants. Maine Community Foundation has provided substantial support in the past, and the Avangrid Foundation has committed \$50,000 each year in 2020, 2021 and pending for 2022.

Maine Employers’ Initiative (in 2013 report)

N/A – sunset in 2017 and became part of Maine Spark / Maine Adult Promise.

Next Step Maine (in 2013 report)

N/A – sunset in 2017 and became part of Maine Spark / Maine Adult Promise.

Maine Alliance for Health & Prosperity

New to MDF in 2020

Purpose, Objectives & Goals:

The Maine Alliance for Health & Prosperity is a broad coalition of community, economic development, business, education, social service, public health, and healthcare leaders. Alliance members bring critical expertise in integrating the many factors that influence health commonly known as social determinants of health (SDOH) with the economic status of people and communities. The crises that emerged during the COVID-19 pandemic only served to sharpen the link between health, social determinants, and prosperity as disruptions in employment, housing, food security, education, childcare, and behavioral health made clear. Additionally, the pandemic revealed severe outcomes among some Maine residents, such as people of color, rural poor, and seniors.

Recent Performance & Accomplishments:

MDF facilitates and serves as fiscal agent for the Alliance. The Alliance is identifying priorities and possible impact in the economic recovery process, focusing on the areas of regional service integration Hubs, Housing, and Equity.

(C) ORGANIZATIONAL STRUCTURE

Staffing

MDF employs a total of fifteen staff people – twelve program staff and three support staff. MDF engages the services of outside consultants as the need arises.

The following is a list of key MDF staff roles and responsibilities:

President/CEO

- The CEO is responsible to the MDF board of directors. This position includes setting strategic direction along with the Board of Directors, strategic oversight of all MDF programs and finances, and lead management responsibilities of the staff team. It also includes wide interaction and relationship building with Foundation members and constituents.

Leadership Team

- 5 staff members comprise the Leadership Team, responsible for alignment to the strategic direction, program development and delivery, community outreach and engagement, and funding and financial management: CEO; Senior Team Leader - Leadership, Workforce & Education; Senior Team Leader - Economic & Community Development; Director of Engagement & Communications; and Director of Finance & Administration.

Senior Program Directors, Program Directors, and Program Coordinators

- Progressive levels of scope, responsibility, and/or experience. Senior Program Directors have significant experience, are responsible for designing new initiatives, and working at a high level with collaborators, program constituents, and in supervisory responsibilities. Senior program directors and program directors both carry out the delivery of a major MDF program, including its design, delivery, evaluation, and related fundraising responsibilities; may supervise support staff and others in carrying out this function; and have wide interaction with program constituents and Foundation members. Program Coordinators typically support program directors or have responsibility for delivery of a portion of a major program or a smaller scale initiative.

Core Support Roles

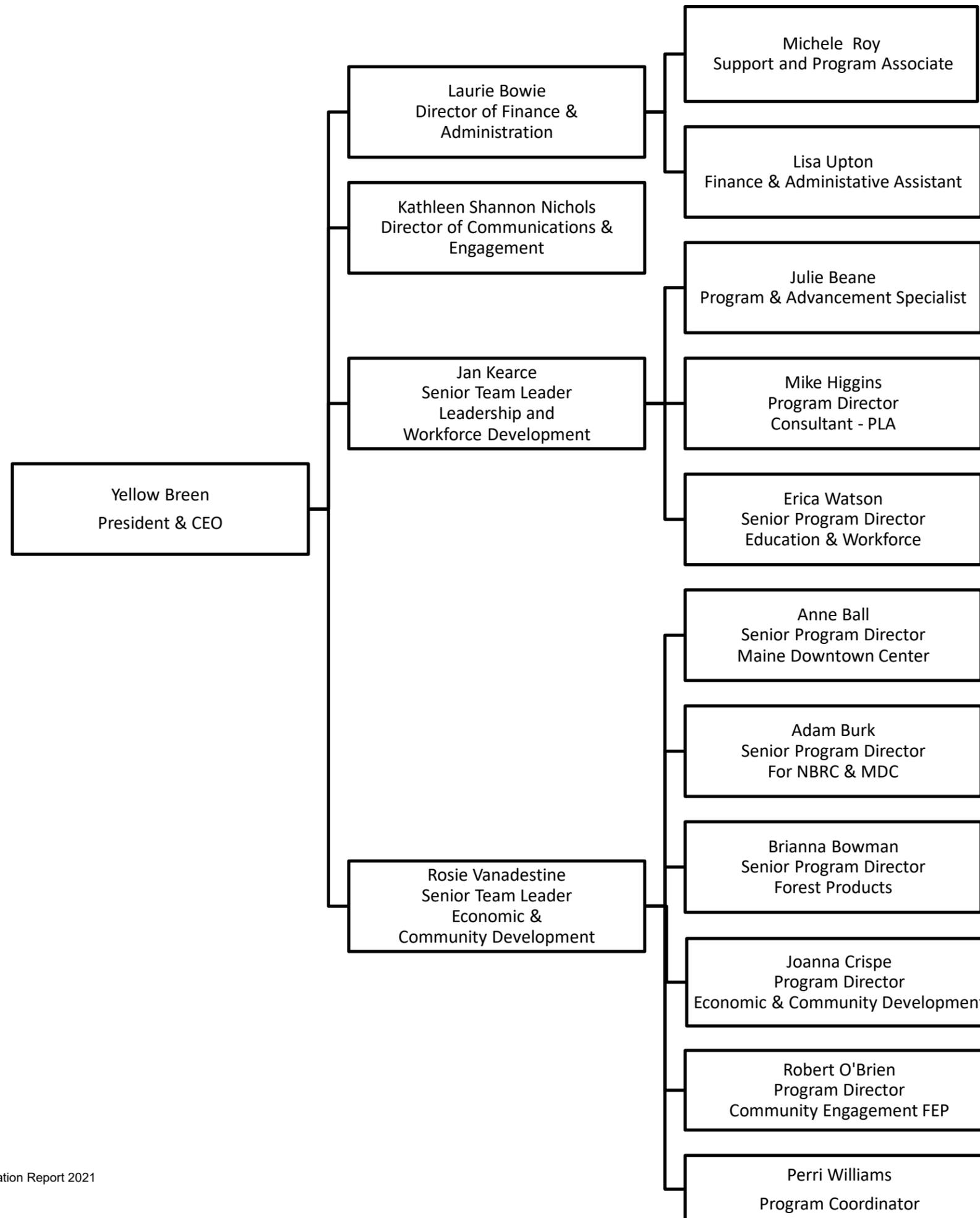
- These important roles are each somewhat distinctive depending on the focus of the role on finance, administration, data management, and/or general program support.

Board Governance & Membership

- As noted, MDF has a Board of Directors balanced across sectors and reaching

MDF Organizational Chart

December 2021



statewide. The current listing is attached. We are in the process of expanding the Board, adding two additional members in 2021 and two in the future – which will enable us to continue to improve sectoral, geographic, and racial diversity. We are committed to Diversity, Equity and Inclusion organization-wide including its effect on Board diversity, culture, and expectations.

- Our membership levels and current membership is also attached. In 2020 & 2021, our largest members had extremely high retention levels. We saw approximately double the non-renewal levels for smaller members – and thus we have opted to waive/auto-renew all members for the past two years unless they opted out.

(E) FINANCIAL SUMMARY

MDF is a private, nonprofit corporation receiving revenue from numerous sources each year including over 220 members, state and private contracts, fee-for-service, conference registration fees, and state and federal grants. The finances are audited annually by Purdy Powers & Company. Copies of these detailed audits are available to the committee.

Attached is a summary of revenues and expenditures for the last ten years taken from these audited statements. MDF's fiscal year ends December 31. Financial Statements are shown according to Generally Accepted Accounting Principles (GAAP) for non-profits as opposed to the format used for State Agencies.

Financially, the largest current programs are Maine Downtown Center and FOR/Maine. Of note, General Fund revenue falls in three program areas: Maine Downtown Center, Economic Growth Council and Realize Maine. This revenue has been consistent since 2016; prior to 2016 funding was more volatile especially due to various curtailments and cuts in the prior recession.

(G) COORDINATION WITH OTHER ENTITIES

A hallmark of MDF's work is its coordination with existing organizations. Dozens of government, education, nonprofit, philanthropy, and business organizations coordinate with MDF every year in delivering MDF's programs.

Most notable since 2013 is the rise in collaborations with Maine philanthropies, and trade associations in key sectors such as forestry and fisheries. In all program areas, private companies and nonprofits are included in program planning and delivery.

The opportunity for MDF and the Growth Council to collaborate heavily on the 2019 10-Year Maine Economic Development Strategy and its later implementation, has been also particularly notable.

Maine Development Foundation
Audited Statement of Activities For Years Ended December 31

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Revenues and Other Support										
Program Fees	270,184	306,905	311,008	284,984	266,406	222,453	234,540	326,329	337,597	153,163
Contributions and corporate support	403,640	395,962	409,520	307,879	274,979	257,105	360,553	476,442	376,305	246,952
Contract income	431,045	96,487	135,166	220,289	194,140	407,374	281,837	324,347	499,285	537,778
Grant income	364,275	751,987	1,092,693	1,185,830	322,310	301,490	774,648	654,667	567,546	1,351,222
Payroll Protection Plan										225,600
Interest income	1,406	961	1,046	817	615	1,080	2,696	5,752	6,915	1,559
In-kind revenue	10,011	3,211	8,560	17,500	22,482	10,230	28,900	51,232	42,128	45,500
Miscellaneous income	2,572	9,810	4,963	4,025	4,549	18,069	4,955	4,836	3,825	50
Total Revenues and Other Support	1,483,133	1,565,323	1,962,956	2,021,324	1,085,481	1,217,801	1,688,129	1,843,605	1,833,601	2,561,824
Expenses										
Personnel	740,176	723,434	632,233	728,641	672,428	635,387	818,471	1,114,372	1,142,078	1,408,238
Direct Program Costs	641,610	417,873	1,314,252	1,196,754	411,148	567,293	474,952	684,900	651,729	1,130,946
Office Operations	117,031	115,516	125,025	117,784	109,759	149,281	157,649	109,184	97,756	106,967
Total Expenses	1,498,817	1,256,823	2,071,510	2,043,179	1,193,335	1,351,961	1,451,072	1,908,456	1,891,563	2,646,151
Revenues Over/(Under) Expenses										
Without Donor Restrictions	(58,304)	58,466	94,295	(17,355)	(180,809)	(79,092)	(18,988)	366	16621	4430
With Donor Restrictions	42,620	250,034	(202,849)	(4,500)	72,955	(55,068)	256,046	(65,217)	(74,582)	(88,757)
Total Revenues Over/(Under) Expenses	(15,684)	308,500	(108,554)	(21,855)	(107,854)	(134,160)	237,058	(64,851)	(57,961)	(84,327)
Gain on disposal of fixed assets			9,900							
Decrease in Net Assets	(15,684)	308,500	(98,654)	(21,855)	(107,854)	(134,160)	237,058	(64,851)	(57,961)	(84,327)
Net Assets at Beginning of Year	347,055	331,371	639,871	541,217	519,362	411,508	277,348	514,406	449,555	391,954
Total Net Assets	331,371	639,871	541,217	519,362	411,508	277,348	514,406	449,555	391,594	307,267
Unrestricted Net Assets at End of Year	288,751	347,217	451,412	434,057	253,248	174,156	155,168	155,534	172,155	176,585
Staff - Full Time Equivalents	8.5	8.5	7.5	8.17	8.5	7	8.5	11.5	13.0	14.0

Some examples as noted under Programs include:

Maine Downtown Center: Works regularly with the Maine Department of Economic and Community Development, the Maine Department of Transportation, the Maine Arts Commission, and municipal government organizations, and -- as well as numerous regional, local, and philanthropic entities.

FOR/Maine: coalition includes UMS, DECD and DACF/Maine Forest Service, as well as important partnerships with MTI, MRDA, FAME, MDOT, MCCA; ten municipalities; numerous federal agencies and regional and non-profit partners. The core strength of the steering committee is in its private sector trade groups and individual business leaders. Within FOR/Maine, the collaboration with Maine Rural Development Authority to blend state and federal resources with MDF's TA and network relationships stands out as an exemplar.

SEA Maine: includes UMS, DECD, DMR; GMRI; numerous marine fisheries trade groups. At least 51% of the steering committee must be private sector entities.

MaineSpark & Maine Adult Promise: Works with the University of Maine System, Maine Community College System, Maine Adult Education, MDOL, FAME, private colleges, nonprofits, and private employers.

(H) CONSTITUENCIES SERVED

MDF was created in statute to serve as an economic development partner with the State of Maine, Executive and Legislative Branches, and to convene business, government, education, economic development, and nonprofit entities to develop long-term, sustainable economic development strategies and programs for Maine. Throughout its 44-year history, MDF has always sought to engage multi-stakeholder groups from across all sectors of the economy.

Most recently, MDF - like many institutions – has grappled with the harsh reminders of the deep inequities around race in America and in Maine, and re-committed to do our part as best we can to ensure we understand racial disparities in our economy more fully, and work in true partnership with historically under-advantaged groups and populations towards inclusive and equitable solutions as both an economic and moral imperative of our times. Our statement is in the Attachments.

(I) ALTERNATIVE DELIVERY SYSTEMS

Not directly applicable as MDF is a public-private partnership and therefore frequently is requested to serve as or facilitate alternative delivery approaches that rely on cross-sector partnership to deliver public benefit. For example, MDF and its networks deliver technical assistance and outreach services that could be delivered by a government agency in theory,

but in practice derive significant added value from MDF’s private sector connections and credibility, private and federal funding leverage, and relative nimbleness of action.

(J) EMERGING ISSUES

Emerging Issues Facing MDF

MDF’s recent growth and assumption of important, ambitious bodies of work in new sectors, places continued and new pressures on being able to operate with excellence and cultivate a positive, entrepreneurial culture.

- Sustainable funding is the biggest issue facing MDF (as well as all nonprofits). State monies represent a small but important share of MDF's overall funding. MDF seeks out additional funding through a variety of sources including corporate donations, fee-for-service, and grants.
- Many federal and private grants are project-based or developmental in nature – which is ill-suited to ongoing network collaboration and technical assistance which should be evergreen. MDC’s partnership with the CDBG program has provided an ongoing core strength which is oft missing in other program areas. MDF does not want to become over-reliant on e.g., federal grants or fall into the trap of “chasing the next grant” versus the important work the state needs.
- Many funding sources cap allowable costs below the true, full costs of doing business – let alone not replenishing working capital to develop the next prospective, valuable initiative. MDF needs to gradually re-capitalize to be vital and proactive.
- A backstop of unrestricted funding is crucial to remain entrepreneurial and responsive: typically, project start-up costs tens of thousands in staff time before becoming a fundable proposal.
- Replicating high-impact work – and importing key best practices from other states – shouldn’t depend so much on whether siloed funding streams exist in the right area at the right time.
- We need thoughtful staff and professional development time, as well as the ability to invest in updated systems (e.g., grants management) to keep up in efficiency and compliance as our work has grown and diversified.

Working in an increasingly diverse Maine, with a true commitment to equity built on strong relationships with historically under-served and under-advantaged groups and diverse leaders across Maine, challenges MDF to grow beyond where we have been historically.

In addition to ensuring the substance of MDF’s work can remain relevant, entrepreneurial, and independent – over the past few years, as politics and society have been more polarized, the urgency and difficulty of sustaining MDF’s nonpartisan reputation and credibility has never been harder. Ultimately, we believe we can preserve that by staying clearly data-driven, such that when we have a point of view it is recognized that it is not an ideological one. How,

too, can we help other institutions, including the Legislature itself, continue to collaborate across partisan and other divides?

Emerging Issues Facing the State of Maine

There are a number of economic and demographic changes that are placing pressure on Maine. There are a number of opportunities for us to seize.

- As always, MDF looks to the Growth Council’s work on Measures of Growth to shape our priorities and outlook: in 2021 the Council highlighted several Gold Stars for high standing or good progress, and Red Flags for notable gaps or adverse trending.
 - This year’s 3 Gold Star indicators reinforce that Maine is a great place to live, work and play: Prekindergarten Education; Safety; and Water Quality.
 - This year’s 4 Red Flags underscore areas of persistent challenge for Maine – which will also be key to economic recovery: Labor Force; Research and Development Expenditures; Broadband Connectivity; Housing Affordability.
- In addition to the Red Flags, the Growth Council worked to make sure its recent reports reflect what we know thus far about the extreme economic and public health impacts of the pandemic; and areas of heightened society-wide concern like racial, gender inequity and climate change.
 - They included a new Indicator this year, Greenhouse Gas Emissions as one way to track the obvious and significant import of the climate crisis for Maine’s economy.
 - They incorporated a new body of data to track Broadband Connectivity in order to better understand access to truly robust connections for learning, business, and health an individual’s overall ability to thrive and prosper in modern society.

In order to be an effective partner in long-term economic development, MDF must be flexible and maintain a core set of programs and entrepreneurial new activity that can capitalize on the opportunities that these changes present while also maintaining its role as a source of trusted and useful economic information.

Issues of accelerating importance include:

- Improving educational opportunities and building a healthy workforce pipeline by investing in high quality early childhood education and continuing sound investments in proven strategies throughout K-12 and well into adulthood.
- Growing the Maine workforce by improving participation of the existing population while also engaging in proactive efforts to attract more people from around the world to live and work in Maine – and ensuring they have affordable housing and robust broadband.
- Facing the demographic reality of the aging Boomer generation and responding

positively to the rapid pace of racial diversity and equity in Maine. Racial equity is a moral as well as economic imperative for us all to continue to work towards.

- Continuing to make strategic investments in R&D and entrepreneurial systems to support innovation, job creation, and opportunities for Maine people.
- Supporting investments in Maine communities that drive restoration, small business development, arts, and cultural offerings, and that build leadership capacity statewide.
- Seizing sector-based and place-based opportunities to add value with sustainable economic growth in the future of the bioeconomy and other comparative advantages for Maine.

(L) COMPARISON OF FEDERAL LAWS AND REGULATIONS TO STATE LAWS AND RULES

Not applicable. MDF does comply with federal laws and regulations in regard to any federal grants or funds it receives.

(M) AGENCY POLICIES FOR COLLECTING AND MANAGING PERSONAL INFORMATION

Generally inapplicable since we do not collect such information from the general public. To the extent that we acquire any non-personal information about members or program participants, we take commercially reasonable precautions and utilize vendors that take compliant commercially reasonable precautions to safeguard NPI. We do not collect payments information (e.g., credit card data) directly, but only through third-party payment processors who take liability for safeguarding data.

(N) REPORTS, APPLICATIONS AND OTHER PAPERWORK REQUIRED OF PUBLIC

Not applicable. Information and application are sought on a voluntary basis from individuals or entities seeking membership eligibility or to access various competitive programs or sub-grants.

(O) LIST OF LEGISLATIVE REPORTS

While MDF does not formally transmit a written report or audit annually, see 10 MRSA sec. 925, it maintains an audit on file (and tax form 990) and would provide it on request at any time; and MDF typically presents on its body of work annually in workshop session to the legislative committee of oversight, in addition to information presented to support any

appropriations sought. *Measures of Growth* fulfills the accountability reporting defined in statute for the Growth Council. 10 MRSA sec. 929-B.

(Q) REQUIRED LEGISLATIVE REVIEW OF STATUTES TO ALIGN WITH FEDERAL LAW, OTHER STATE LAW OR COURT DECISIONS

In the past seven years (and perhaps never), the Maine Economic Growth Council has not fulfilled the function described in 10 MRSA sec. 929-C – nor does it have any capacity to do so absent a substantial additional appropriation. In addition, we do not perceive that such a step is currently valuable relative to the expertise supplied by the MIEAB, DECD, and MTI. If it continues to be perceived as necessary and valuable by the Legislative and/or Executive branches, additional dialogue about implementing it, including appropriations necessary thereto, should be had.

10 §929-C. RESEARCH AND DEVELOPMENT BUDGETARY RECOMMENDATIONS.

The Maine Economic Growth Council, established in section 929-A, with input from the Office of Innovation, established pursuant to Title 5, section 13105, and the Maine Innovation Economy Advisory Board, under section 949, shall review the innovation economy action plan, as described in Title 10, chapter 107-D, and develop specific annual budgetary recommendations to support the plan’s vision and goals. These recommendations must include specific bonding and General Fund appropriations investment levels. By June 1st of each year, the council shall submit its recommendations, along with an annual accountability update that summarizes the State’s commitment to research and development investments in the prior year, to the Governor, the Legislature and the joint standing committee of the Legislature having jurisdiction over business, research and economic development issues. [2007, c. 420, §6 (NEW).]

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Attachments

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**Maine Revised Statute Title 10, Chapter 107: MAINE DEVELOPMENT
FOUNDATION; MAINE ECONOMIC GROWTH COUNCIL**

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10 §915. LEGISLATIVE FINDINGS AND INTENT

The State of Maine has long had serious conditions of unemployment, underemployment, low per capital income and resource underutilization which cause substantial hardships to many individuals and families, impede the economic and physical development of various regions of the State, and adversely affect the general welfare and prosperity of the State. [1977, c. 548, §1 (NEW).]

There is a need to establish a new basis for a creative partnership of the private and public sectors for economic development, a partnership which can capitalize on the interests, resources and efforts of each sector, but which does not compromise the public interest or the profit motive. The state's solitary burden to provide for development should lessen through involving the private sector in a leadership role. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §916. ESTABLISHMENT

The Maine Development Foundation is hereby established to foster, support and assist economic growth and revitalization in Maine. The foundation shall carry out its purposes in complement to and in coordination with the economic development activities of the private sector, community and regional agencies and State Government. [1977, c. 548, §1 (NEW).]

The foundation shall exist as a not-for-profit corporation with a public purpose, and the exercise by the foundation of the powers conferred by this chapter shall be deemed and held to be an essential governmental function. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §917. PURPOSE

(REPEALED)

SECTION HISTORY

1977, c. 548, §1 (NEW). 1981, c. 512, §§8,9 (AMD). 1981, c. 686, §1 (AMD). 1985, c. 161, §1 (AMD). 1987, c. 534, §§B3,B23 (RP).

10 §917-A. PURPOSE

The Maine Development Foundation shall foster, assist and participate in efforts for economic growth and revitalization, in coordination with existing state, regional and local agencies, such efforts to include, but not be limited to, providing for or stimulating the following provisions. [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

1. Public, private partnerships. The Maine Development Foundation shall strive to:

A. Bridge the gap in knowledge and communications between the public and private sectors; [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

B. Build the leadership capacity of public and private sector persons and the institutional capacity of agencies to accomplish economic development; and [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

C. Expand the traditional business and government partnership to include other significant sectors of the economy. [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

[1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

2. Economic analysis. The Maine Development Foundation may:

A. Develop and propose new ideas and recommend changes to State Government and others for the growth and development of the State's economy, including development strategies and economic development programs to best meet the economic needs, problems and conditions of the State; [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

B. Analyze opportunities to improve the marketing of Maine products and the development of new markets, especially foreign; and [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

C. Analyze opportunities to promote business investment in the State. [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

[1987, c. 534, Pt. B, §§ 4, 23 (NEW) .]

3. Economic education. The Maine Development Foundation may provide Legislators, officials of State Government, business people, municipal officials, development professionals and others with an educational program on the Maine economy, including training, information and experiential learning on the Maine economy, business investment, government operations and the relationship between public policy decisions and business investment, with the goal of strengthening public and private partnership to accomplish economic development.

[1987, c. 534, Pt. B, §§ 4, 23 (NEW) .]

4. Economic opportunities. The Maine Development Foundation may:

A. Identify and develop specific economic opportunities in the State; and [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

B. Design, coordinate and implement, when necessary, development projects of a statewide or broad regional significance. [1987, c. 534, Pt. B, §§ 4, 23 (NEW).]

[1987, c. 534, Pt. B, §§ 4, 23 (NEW) .]

5. Good climate for economic development. The Maine Development Foundation shall strive to promote an improved climate for economic development in the State through judicious use of the public and private nature of the foundation to provide objective analysis and develop broad consensus on issues of significance to the economic health of the State, provided that the promotion does not require the foundation to register as a lobbyist employer pursuant to Title 3, chapter 15, and further provided that the foundation does not advocate to the general public a position on a question as defined in Title 21-A, section 1, subsection 35.

[1987, c. 534, Pt. B, §§ 4, 23 (NEW) .]

6. Attract and retain youth in the State. The Maine Development Foundation shall establish and oversee an initiative to develop, recommend and implement specific strategies and efforts to attract and retain youth in this State. For the purposes of this subsection, "youth" means persons 20 to 40 years of age. The initiative must be guided by an independent steering committee selected by the Maine Development Foundation Board of Directors that is composed of youth with a diverse representation of gender, race, geography, professional sector and education and including representation from regional young persons groups and networks across the State. The Maine Development Foundation shall perform activities to advance this initiative, including but not limited to:

A. The support of regional efforts in this State to connect, attract and retain youth. Areas of support include professional and leadership development, social networking and community building and collaboration between regional groups for the purpose of promoting best practices; [2007, c. 240, Pt. RRRR, §3 (NEW).]

B. The support and promotion of existing and emerging economic development, public policy and community initiatives that expand opportunities for youth in this State; and [2007, c. 240, Pt. RRRR, §3 (NEW).]

C. The development and oversight of a comprehensive website linking youth to professional, educational, social, recreational, cultural and civic opportunities in this State. [2007, c. 240, Pt. RRRR, §3 (NEW).]

[2007, c. 240, Pt. RRRR, §3 (NEW) .]

SECTION HISTORY

1987, c. 534, §§B4,B23 (NEW). 2007, c. 240, Pt. RRRR, §3 (AMD).

10 §918. CORPORATORS

Corporators, who shall elect members of the board of directors as provided in section 919, shall consist of individuals and organizations classified as private sector corporators, public sector corporators and ex officio corporators. [1977, c. 548, §1 (NEW).]

1. Private sector corporators. Private sector corporators are those individuals, partnerships, firms, corporations and other organizations providing support annually to the foundation at a level determined by the board of directors.

[1997, c. 662, §1 (AMD) .]

2. Public sector corporators. Public sector corporators are those agencies of government and other organizations providing support annually to the foundation, at a level determined by the board of directors. For the purposes of this chapter, public sector corporators include: municipal and county government; councils of government; local and area development corporations; regional planning commissions; development districts; state agencies; higher educational facilities, including the components of the state university system, the Maine Maritime Academy, private colleges and postsecondary schools, and community colleges; and such other public or quasi-public entities as may be approved by the directors of the foundation.

[1997, c. 662, §2 (AMD); 2003, c. 20, Pt. OO, §2 (AMD); 2003, c. 20, Pt. OO, §4 (AFF) .]

3. Ex officio corporators. Ex officio corporators consist of the heads of the major state departments and agencies and the Chancellor of the University of Maine System. State department and agency heads include the following:

- Treasurer of State;
- Director of the Governor's Office of Policy and Management;
- Commissioner of Economic and Community Development;
- Commissioner of Agriculture, Conservation and Forestry;
- Commissioner of Professional and Financial Regulation;
- Commissioner of Education;
- Commissioner of Environmental Protection;
- Commissioner of Administrative and Financial Services;
- Commissioner of Health and Human Services;
- Commissioner of Inland Fisheries and Wildlife;
- Commissioner of Labor;
- Commissioner of Marine Resources;
- Commissioner of Transportation;
- Chief Executive Officer of the Finance Authority of Maine;

Executive Director of the Maine Municipal Bond Bank; and
Executive Director of the Maine State Housing Authority.

[2011, c. 655, Pt. EE, §13 (AMD); 2011, c. 655, Pt. EE, §30 (AFF);
2011, c. 657, Pt. W, §6 (REV) .]

4. Voting rights. Each corporator shall have a vote in such affairs of the foundation as may involve the corporators, provided that, in the case where the corporator is an organization and not an individual, the governing body of that organization shall designate the individual who is to exercise the voting right.

[1977, c. 548, §1 (NEW) .]

SECTION HISTORY

1977, c. 548, §1 (NEW). 1983, c. 636, (AMD). 1985, c. 779, §38 (AMD).
1985, c. 785, §A87 (AMD). 1987, c. 402, §A88 (AMD). 1989, c. 443, §19
(AMD). 1989, c. 700, §A36 (AMD). 1991, c. 780, §Y113 (AMD). 1993, c.
349, §24 (AMD). RR 1995, c. 2, §19 (COR). 1997, c. 662, §§1,2 (AMD).
2001, c. 354, §3 (AMD). RR 2003, c. 2, §14 (COR). 2003, c. 20, §002
(AMD). 2003, c. 20, §004 (AFF). 2011, c. 655, Pt. EE, §13 (AMD). 2011,
c. 655, Pt. EE, §30 (AFF). 2011, c. 657, Pt. W, §6 (REV).

10 §919. BOARD OF DIRECTORS; OFFICERS

The Board of Directors of the Maine Development Foundation, referred to in this chapter as the "board of directors," consists of a minimum of 15 directors elected or appointed to serve in that capacity in accordance with this section. The board of directors shall annually determine the number of directors for the succeeding year. The corporators shall elect 1/2 of the elected directors from among the private sector corporators and 1/2 of the elected directors from among the public sector corporators. The Governor shall appoint 2 directors from among the ex officio corporators. Except for the president of the Maine Development Foundation, a person may not serve as a director for more than 5 years in succession. The corporators shall elect a chair, a vice-chair and a treasurer from among the board of directors. The board of directors shall appoint a president of the Maine Development Foundation. The president may not be appointed from among the other directors. Upon appointment, the president becomes a director and the chief executive officer of the Maine Development Foundation. [1997, c. 662, §3 (RPR).]

SECTION HISTORY

1977, c. 548, §1 (NEW). 1997, c. 662, §3 (RPR).

10 §920. GENERAL POWERS

The Maine Development Foundation is empowered to: [1977, c. 548, §1 (NEW) .]

1. Suit. Sue or be sued in its own name;

[1977, c. 548, §1 (NEW) .]

2. Application for and receipt of funds. Apply for and receive funds from any private source or governmental entity, whether by way of grant, donation or loan or any other manner;

[1977, c. 548, §1 (NEW) .]

3. Economic development services; fees. Provide services to public or private entities to assist their efforts in economic development in Maine and to charge such fees for these services as it may deem appropriate;

[1977, c. 548, §1 (NEW) .]

4. Real and personal property. Purchase, receive, hold, lease or acquire by foreclosure, and operate, manage, license and sell, convey, transfer, grant or lease real and personal property, together with such rights and privileges as may be incidental and appurtenant thereto and the use thereof, including, but not restricted to, any real or personal property acquired by the foundation from time to time in the satisfaction of debts or enforcement of obligations;

[1977, c. 548, §1 (NEW) .]

5. Expenditures and obligations regarding real and personal property. Make all expenditures and incur any obligations reasonably required in the exercise of sound business principles to secure possession of, preserve, maintain, insure and improve real and personal property or interests therein acquired by the foundation;

[1977, c. 548, §1 (NEW) .]

6. Securities. Acquire, subscribe for, own, hold, sell, assign, transfer, mortgage or pledge the stock, shares, bonds, debentures, notes or other securities and evidences of interest in or indebtedness of any person, firm, corporation, joint stock company, partnership, association or trust, and, while the owner or holder thereof, exercise all the rights, powers and privileges of ownership, including the right to vote thereon;

[1977, c. 548, §1 (NEW) .]

7. Encumbrance of property. Mortgage, pledge or otherwise encumber any property right or thing of value acquired pursuant to the powers contained in subsections 4, 5 or 6 as security for the payment of any part of the purchase price thereof;

[1977, c. 548, §1 (NEW) .]

8. Equity investments and loans. Make direct equity investments in or loans to local and regional economic development corporations and to small and medium size businesses;

[1977, c. 548, §1 (NEW) .]

9. Contracts and liabilities. Make contracts, including contracts for services and incur liabilities for any of the purposes authorized therein;

[1977, c. 548, §1 (NEW) .]

10. Debt. Borrow money for any of the purposes authorized herein; incur debt, including the power to issue therefor its bonds, debentures, notes or other evidences of indebtedness, whether secured or unsecured; and secure the same by mortgage, pledge, deed of trust or other lien on its property, rights and privileges of every kind and nature, or any part thereof, or interest therein;

[1977, c. 548, §1 (NEW) .]

11. Cooperation with agencies and organizations. Cooperate with and avail itself of the services of governmental agencies and the University of Maine System; and cooperate and assist and otherwise encourage organizations, local or regional, private or public, in the various communities of the State in the promotion, assistance and development of the business prosperity and economic welfare of such communities and the State; and

[1985, c. 779, §39 (AMD) .]

12. Bylaws. Adopt bylaws not inconsistent herewith for the governance of its affairs, to have the general powers accorded corporations under Title 13-C, section 302, and do all other things necessary or convenient to carry out the lawful purposes of the foundation.

[2001, c. 2, Pt. B, §23 (COR); 2001, c. 2, Pt. B, §58 (AFF) .]

SECTION HISTORY

1977, c. 548, §1 (NEW). 1985, c. 779, §39 (AMD). RR 2001, c. 2, §B23 (COR). RR 2001, c. 2, §B58 (AFF).

10 §921. LIMITATION OF POWERS

The foundation, notwithstanding the foregoing, shall have no power or authority to enter into contracts, obligations or commitments of any kind on behalf of the State or any of its agencies, nor shall it have the power of eminent domain or any other power not provided to business corporations generally. Bonds, notes and other evidences of indebtedness of the foundation shall not in any way be a debt or liability of the State or constitute a pledge of the faith and credit of the State. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §922. LIABILITY OF OFFICERS, DIRECTORS

All officers, directors, employees and other agents of the foundation entrusted with the custody of the securities of or authorized to disburse the funds of the foundation shall be bonded, either by a blanket bond or by individual bonds, with a surety bond or bonds with a minimum limitation of \$100,000 coverage for each person covered thereby, conditioned upon the faithful performance of their duties, the premiums for which shall be paid out of the assets of the foundation. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §923. PROHIBITED INTERESTS OF OFFICERS, DIRECTORS AND EMPLOYEES

No officer, director or employee of the foundation or their spouses or dependent children shall receive any direct personal benefit from the activities of the foundation in assisting any private entity. This provision shall not prohibit corporations or other entities with which an officer or director is associated by reason of ownership or employment from participating in economic development activities with the foundation, provided that such ownership or employment is made known to the board, and the officer or director abstains from voting on matters relating to such participation. This prohibition does not extend to corporators who are not officers or directors of the foundation. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §924. DONATIONS TO THE STATE

The State of Maine, through the Governor, may accept donations, bequests, devises, grants or other interests of any nature on behalf of the foundation and transfer such funds, property or other interests to the foundation. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §925. ANNUAL REPORT, AUDIT

The foundation shall provide an annual report and an independent audit of its activities to the Governor, the Legislature, its incorporators and members. The foundation shall be subject to such further audit and review as deemed necessary by the Governor or the Legislative Council at the expense of the State. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §926. GENERAL CONDITIONS; DISSOLUTION

The Maine Development Foundation shall operate as a not-for-profit organization consistent with its composition and broad public purposes. The following conditions shall apply to the operation or dissolution of the foundation. [1977, c. 548, §1 (NEW).]

1. Net earnings of the foundation. No part of the net earnings of the foundation shall inure to the benefit of any incorporator, officer, director or employee except that the foundation shall be authorized and empowered to pay reasonable compensation for services rendered, and otherwise hold, manage and dispose of its property in furtherance of the purposes of the foundation.

[1977, c. 548, §1 (NEW) .]

2. Dissolution of foundation. Upon dissolution of the foundation, the incorporators shall, after paying or making provision for the payment of all liabilities of the foundation, cause all of the remaining assets of the foundation to be transferred to the State.

[1977, c. 548, §1 (NEW) .]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §927. LIBERAL CONSTRUCTION

This chapter shall be construed liberally to effect the interest and purposes of the foundation for an improved economic development effort in the State and shall be broadly interpreted to effect such intent and purposes and not as a limitation of powers. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW).

10 §928. INITIAL ORGANIZATION

In order to provide for the initial organization of the foundation, the Governor shall appoint an organizing committee of 14 persons, 7 of whom shall be eligible to be private sector incorporators, 5 of whom shall be eligible to be public sector incorporators and 2 of whom shall be state department and agency heads from among the list set forth in section 918, subsection 3. The Governor shall designate the chairman of the

committee. The organizing committee shall solicit individuals and corporations from the private and public sectors as described in this chapter to be incorporators of the Maine Development Foundation. [1979, c. 127, §57, 1st sent (AMD).]

The committee shall call and hold an initial meeting of the incorporators no later than 6 months from the effective date of this Act. The initial meeting shall be for the election of directors and officers of the foundation. The committee shall prepare an agenda for and the chairman shall chair the initial meeting. The committee shall serve as the nominating committee for the initial election only, and may submit suggested bylaws and procedures for consideration by the incorporators. [1977, c. 548, §1 (NEW).]

After the initial meeting of the incorporators, the organizing committee shall be dissolved and its members shall serve the foundation only as they may be qualified as incorporators. The State Development Office and the State Planning Office may provide assistance to the organizing committee in the initial development of the foundation. [1977, c. 548, §1 (NEW).]

SECTION HISTORY

1977, c. 548, §1 (NEW). 1979, c. 127, §57 (AMD).

10 §929-A. MAINE ECONOMIC GROWTH COUNCIL

1. The Maine Economic Growth Council; establishment. The Maine Economic Growth Council, referred to in this section and section 929-B as "the council," is established to develop, maintain and evaluate a long-term economic plan for the State.

[1993, c. 410, Pt. MMM, §1 (NEW) .]

2. Membership. The council consists of 19 members. The Governor, President of the Senate and Speaker of the House of Representatives shall jointly appoint the following 18 members, 2 of whom shall serve as cochair of the council:

A. Thirteen members having a broad range of expertise in areas including but not limited to: labor, environment, business and education; [2007, c. 420, §5 (AMD).]

B. Four members of the Legislature with a demonstrated interest in economic development; and [2007, c. 420, §5 (AMD).]

C. One member from the Maine Innovation Economy Advisory Board under section 949. [2007, c. 420, §5 (NEW).]

The Commissioner of Economic and Community Development or the commissioner's designee is a member of the council.

[2007, c. 420, §5 (AMD) .]

3. Appointments. Members appointed to the council serve a 3-year term.

[1997, c. 425, §1 (RPR) .]

4. Quorum. Ten members of the council constitute a quorum.

[1993, c. 410, Pt. MMM, §1 (NEW) .]

5. Compensation. Members of the council are not entitled to compensation for their services, except for those members of the Legislature appointed to the council who receive the legislative per diem.

[1993, c. 410, Pt. MMM, §1 (NEW) .]

SECTION HISTORY

1993, c. 410, §MMM1 (NEW). 1995, c. 688, §9 (AMD). 1997, c. 425, §1 (AMD). 2007, c. 420, §5 (AMD).

10 §929-B. POWERS AND DUTIES

1. Develop a long-term plan for the State's economy. The council shall:

A. Develop and recommend a long-range plan, goals, benchmarks and alternative strategies for a sustainable state economy; [1993, c. 410, Pt. MMM, §1 (NEW).]

B. Monitor progress in accomplishing the plan's vision, goals and benchmarks; and [1993, c. 410, Pt. MMM, §1 (NEW).]

C. Recommend changes in the plan to reflect the dynamics of the international, national and state economy. [1993, c. 410, Pt. MMM, §1 (NEW).]

[1993, c. 410, Pt. MMM, §1 (NEW) .]

2. Process. The council shall use the following guidelines when developing the plan described in subsection 1.

A. The process must be long-term and continuous with a 5-to-7-year planning horizon. It must include clear authority for monitoring and evaluating on a regular basis. [1993, c. 410, Pt. MMM, §1 (NEW).]

B. The process must have a strategic focus and measurable outcomes, with clear goal-setting and performance indicators. [1993, c. 410, Pt. MMM, §1 (NEW).]

C. The council may appoint working groups and advisory committees as necessary, representing key concerned parties to accomplish the goals outlined in this section. [1993, c. 410, Pt. MMM, §1 (NEW).]

D. The process must be statewide in scope, using available technology to ensure that all areas of the State have accessibility to the work of the council. [1993, c. 410, Pt. MMM, §1 (NEW).]

E. Preparation and maintenance of the plan must be through a public and private partnership approach that is objective and nonpartisan. [1993, c. 410, Pt. MMM, §1 (NEW).]

[1993, c. 410, Pt. MMM, §1 (NEW) .]

3. Contents. The plan developed by the council must consist of:

A. A plan for the State's economy based on economic opportunity for all citizens and a shared commitment to sustainable development that recognizes that new forms of cooperation among government, business and society are required to achieve the goals; [1993, c. 410, Pt. MMM, §1 (NEW).]

B. Benchmarks for accomplishing the plan that are specific, quantifiable performance indicators against which each of the goals that have been set forth to accomplish the vision can be measured; [1993, c. 410, Pt. MMM, §1 (NEW).]

C. Alternative strategies to accomplish the benchmarks based upon the best practices in Maine, other states and other countries; [1993, c. 410, Pt. MMM, §1 (NEW).]

D. A strategy for the overall economy, broadly defined and not limited to what is traditionally termed "economic development." The plan must include consideration of education and training, redeployment of state resources, investments in science and technology and infrastructure; and [1993, c. 410, Pt. MMM, §1 (NEW).]

E. Identification of:

- (1) The types of industries and jobs with significant growth potential in the State;

- (2) The State's evolving industrial base;
- (3) The dynamic national and international markets;
- (4) Existing efforts to convert military economies to civilian economies;
- (5) Other relevant studies and evaluations in the private and public sector dealing with the long-term economic growth of the State;
- (6) The work force challenges faced by welfare recipients and strategies to address their economic and related needs; and
- (7) Other relevant studies and evaluations in the private and public sector concerning the availability of child care. [1999, c. 272, §3 (AMD).]

4. Fiscal agent. The Department of Economic and Community Development shall serve as the council's fiscal agent providing regular financial reports to the council on funds received and expended and an annual audit. The council shall seek funds and accept gifts, if necessary, to support the council's objectives.

[1997, c. 48, §2 (AMD) .]

5. Staff support. The council shall contract with the Maine Development Foundation for staff support to fulfill the requirements for carrying out the purposes of this section.

[1993, c. 410, Pt. MMM, §1 (NEW) .]

6. Report. The council shall report to the joint standing committee of the Legislature having jurisdiction over housing and economic development matters. The council shall recommend its plan to the committee biennially at the beginning of each new Legislature, except that the first plan must be presented by January 1, 1995. The recommended plan must be used by the Economic Development and Business Assistance Coordinating Council as a guide to deliver economic development services.

[1993, c. 725, §3 (AMD) .]

SECTION HISTORY

1993, c. 410, §MMM1 (NEW). 1993, c. 709, §1 (AMD). 1993, c. 725, §3 (AMD). 1997, c. 48, §2 (AMD). 1999, c. 272, §3 (AMD). 1999, c. 272, §3 (AMD).

10 §929-C. RESEARCH AND DEVELOPMENT BUDGETARY RECOMMENDATIONS

The Maine Economic Growth Council, established in section 929-A, with input from the Office of Innovation, established pursuant to Title 5, section 13105, and the Maine Innovation Economy Advisory Board, under section 949, shall review the innovation economy action plan, as described in Title 10, chapter 107-D, and develop specific annual budgetary recommendations to support the plan's vision and goals. These recommendations must include specific bonding and General Fund appropriations investment levels. By June 1st of each year, the council shall submit its recommendations, along with an annual accountability update that summarizes the State's commitment to research and development investments in the prior year, to the Governor, the Legislature and the joint standing committee of the Legislature having jurisdiction over business, research and economic development issues. [2007, c. 420, §6 (NEW).]

SECTION HISTORY

2007, c. 420, §6 (NEW).

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§13073-B. Maine Downtown Center

1. Establishment. The Maine Downtown Center, referred to in this section as "the center," is established to encourage downtown revitalization in the State.

[PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

2. Purpose. The center serves the following functions:

A. To advocate for downtown revitalization; [PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

B. To promote awareness about the importance of vital downtowns; [PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

C. To serve as a clearinghouse for information relating to downtown development; and [PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

D. To provide training and technical assistance to communities that demonstrate a willingness and ability to revitalize their downtowns. [PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

[PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

3. Collaboration. The Department of Agriculture, Conservation and Forestry shall work collaboratively with the Commissioner of Economic and Community Development, the Maine Development Foundation and other state agencies to coordinate the programs of the center.

[PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF); PL 2011, c. 657, Pt. W, §5 (REV).]

4. Funding. The center shall develop a plan for the ongoing funding of the center.

[PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

5. Definition. For the purposes of this section, "downtown" has the same meaning as in Title 30-A, section 4301, subsection 5-A.

[PL 2011, c. 655, Pt. JJ, §4 (NEW); PL 2011, c. 655, Pt. JJ, §41 (AFF).]

SECTION HISTORY

PL 2011, c. 655, Pt. JJ, §4 (NEW). PL 2011, c. 655, Pt. JJ, §41 (AFF). PL 2011, c. 657, Pt. W, §5 (REV).

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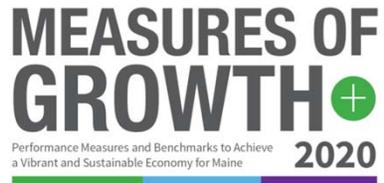
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Economic Policy & Research



Leadership Development



Programs & Partnerships



MAINE DEVELOPMENT FOUNDATION

MADELEINE BRAUN, PHD, MBA, CHAIR
YELLOW LIGHT BREEN, PRESIDENT & CEO

Central Office: 2 BEECH STREET, HALLOWELL, ME 04347

Mail Address: 2 BEECH STREET, HALLOWELL, ME 04347

Established: 1977

Reference: Policy Area: 01 Umbrella: 99 Unit: 399 Citation: T0010 M.R.S.A., Sect.: 000000916

FAX: (207) 622-6346

Telephone: (207) 622-6345

PURPOSE:

The Maine Development Foundation (MDF) is a nonprofit economic development corporation created by the Maine Legislature in 1977 to capitalize on the interests, resources, and efforts of the public and private sectors. MDF champions sustainable, long-term growth for Maine. The foundation is a catalyst for new ideas and provides common ground for solving problems and advancing issues.

ORGANIZATION:

Enabling legislation (10 M.R.S.A. Sec. 915-928) for the Maine Development Foundation was passed by the 108th Legislature and took effect in October, 1977. The Foundation has the power of a private corporation, which allows the Board of Directors the freedom to establish and change the activities of the Foundation as it sees fit, and act decisively to take advantage of economic development opportunities. All but two of the Foundation's Board of Directors are elected by contributors to the Foundation. The Board includes both public and private members. This is designed to encourage active participation of private business and local development interests, and establish the public/private partnership at the Board level. This partnership has improved the Foundation's access to the private sector's ability to generate new business activity and has helped organize public and private resources to stimulate additional business activity in Maine.

The Board of Directors consists of fifteen people: twelve elected by the membership and two appointed by the Governor. Of these twelve, six must come from the public sector members and six from among the private sector members. The president is appointed by the other directors and is the fifteenth member.

The Foundation is financed by membership dues, fee for service, contracts, and grants. Corporations, counties, cities, towns, and other organizations can become members by contributing to the Foundation.

PROGRAM:

LEADERSHIP MAINE is a year-long, fourteen-day training program for CEOs and senior level managers from business, government, education and the nonprofit sector. The program is experiential and helps participants gain new awareness about issues facing Maine's economic future, new skills needed for effective leadership and networks with others throughout the State.

INSTITUTE FOR CIVIC LEADERSHIP is a year-long, fourteen-day inward journey during which leaders hone their understanding of themselves, their teams, their organizations and communities while developing and practicing the necessary skills in an experiential setting to lead effectively in today's fast-paced environment.

MAINE ECONOMIC GROWTH COUNCIL is a permanent, 19 member council appointed by the Governor, the Speaker of the House and the President of the Senate to establish and maintain a long-range economic development plan for the State and benchmarks to measure progress. The Council is staffed by the Maine Development Foundation. More information on the Council is provided in a separate section of this report. See index for page number.

POLICY LEADERS ACADEMY helps prepare Maine legislators to lead in an increasingly dynamic environment through learning experiences which result in greater knowledge about the economy, using the work of the Maine Economic Growth Council as a template and broader leadership skills to ensure their effectiveness.

THE MAINE DOWNTOWN CENTER, supported by 15 volunteer advisors, is the leading

INDEPENDENT AGENCIES - NOT PART OF STATE GOVERNMENT

resource for downtown revitalization statewide. The Center serves as the State coordinator in Maine for the National Trust Main Street Center utilizing a four point historic preservation-based economic development strategy to create vibrant, healthy downtowns. The Center works in dozens of communities representing every county in Maine, including 10 full certified Maine Street Maine communities.

REALIZE!MAINE is created by, for and of Mainers 20-40 to serve as a catalyst, a collaborator and a convener of Maine's young people with a stake in our common future by providing professional, social, cultural, recreational, and civic opportunities in Maine. Projects that lend to these opportunities are a newly created website, virtual network and list service.

MAINE ADULT PROMISE is a partnership initiative of MaineSpark working to increase aspirations and attainment of post-secondary credentials and degrees by adult learners, including by creating a statewide network of MaineSpark Navigators, establishing a statewide online portal for potential adult students, and developing outreach opportunities between employers and providers.

FOREST OPPORTUNITY ROADMAP (FOR/MAINE) in which MDF is a partner and project manager, is an industry-led cross-sector collaboration which has come together to realize the next generation of Maine's forest economy by working to diversify the state's wood products businesses, attract capital investments, and develop greater economic prosperity for communities impacted by recent mill closures.

SEAMaine, or the Seafood Economic Accelerator for Maine, in which MDF is a partner and project manager, is an industry-led initiative bringing together leaders in Maine's commercial fishing, aquaculture, and seafood economy. This statewide initiative is developing a roadmap and action plan for economic growth, market and workforce development, and greater resiliency in Maine's seafood economy.

PUBLICATIONS:

"Measures of Growth," Maine Economic Growth Council
 Leadership Maine Alumni Directory
 Various research reports, surveys, and program and economic evaluations

FINANCES, FISCAL YEAR 2021: The expenditure information for this unit was generated from the Budget and Financial Management System (BFMS).

MAINE DEVELOPMENT FOUNDATION	TOTAL FOR ALL FUNDS	GENERAL FUND	SPECIAL REVENUE FUNDS	HIGHWAY FUND	FEDERAL FUNDS	MISC FUNDS
EXPENDITURES						
GRANTS, SUBSIDIES, PENSIONS	52,600	52,600				
TOTAL EXPENDITURES	52,600	52,600				

INDEPENDENT AGENCIES - OTHER

MAINE ECONOMIC GROWTH COUNCIL

STEVE VON VOGT, CO-CHAIR

Central Office: 2 BEECH STREET, SUITE 203, HALLOWELL, ME 04347
Mail Address: 2 BEECH STREET, SUITE 203, HALLOWELL, ME 04347 FAX: (207) 622-6346
Established: 1993 Telephone: (207) 622-6345
Reference: Policy Area: 01 Umbrella: 94 Unit: 573 Citation: T0010 M.R.S.A., Sect.: 00000929A

PURPOSE:

The Maine Economic Growth Council was established to develop, maintain and evaluate a long-term economic plan for the State. The Council's responsibilities include the development of a long-range plan, goals, benchmarks and alternative strategies for a sustainable state economy. Additionally, the Council will monitor progress in accomplishing the State's goals and benchmarks and recommend changes in the plan to reflect the dynamics of the international, national and state economy.

ORGANIZATION:

The Council's full complement is 19 members appointed for 3-year terms. The Commissioner of the Department of Economic and Community Development is a permanent member. The remaining 18 members are jointly appointed by the Governor, President of the Senate and Speaker of the House of Representatives. Fourteen members are appointed from the public to represent a broad range of expertise in areas including labor, environment, business and education, one of whom must also serve on the Maine Innovation Economy Advisory Council. Also appointed to the Council are four members of the Legislature having a demonstrated interest in economic development. A 2013 law requires that legislative membership is one senator and one representative from both the majority and minority parties.

By statute, the Council is staffed by the Maine Development Foundation.

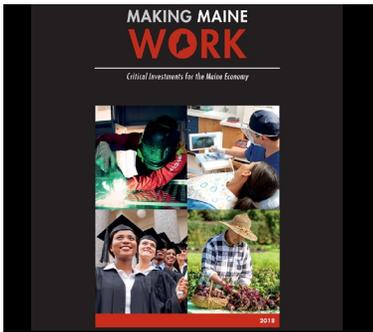
PROGRAM:

The Council's first report, Goals for Growth: Progress 95, was released in fiscal year 1995 and proposed to monitor progress in six key areas: Innovative Businesses, Productive Workers/Reward Employment, Vital Communities, Healthy Natural Resources, Efficient Government and State-of-the-Art Infrastructure. Measures of Growth 97 identified 57 benchmarks in the six areas, with subsequent reports tracking and evaluating Maine's performance on these indicators.

Since those initial reports, the Council has constantly modified and refined the core product to ensure it is measuring the key indicators of Maine's economy, using the best available data to provide a clear and comprehensive evaluation of the most critical factors affecting Maine's economy. The 2020 report released December 2020 added two additional metrics (Racial/Ethnic Income Equality and PreKindergarten Education) for a total of 29 benchmarks, and also included refinements to reflect the State's 10-Year Economic Strategy (issued December 2019) and commentary on the economic impact of the COVID-19 pandemic. The 2021 Measures of Growth report will be released December 2021 and will be accompanied by major improvements in the web and mobile presentation of the content.

The Council distributes the Measures of Growth report widely and conducts briefings for organizations and agencies statewide. From 2006 to 2011, the council administered the "Adopt-a-Benchmark" program, which encouraged Maine organizations to take and report action to move the State closer to one or more of the Council's benchmarks. The program was discontinued in favor of promoting more comprehensive efforts.

FINANCES, FISCAL YEAR 2021: The Bureau of the Budget does not maintain comprehensive fiscal data relative to this unit.



MDF is a non-partisan, statewide public-private organization that works to drive sustainable economic growth and improve the lives of all Mainers. We do this through trusted research, leadership development and creative partnerships that connect businesses, policymakers, educators, community leaders and other non-profits.



Trusted Research

Our multi-sector, non-partisan methods of collecting data, testing its validity with our cross-sector partners, and sharing it widely across our network is why we are one of the most trusted sources of economic data in Maine.

MDF manages or is a lead partner in key research initiatives and reports used by policymakers, businesses, educators and individuals:

- Maine Economic Growth Council
- Measures of Growth
- Making Maine Work



Leadership Development

Our leadership development programs provide training and experiential learning opportunities to ensure decision makers of every type and from every sector have access to the training and resources they need to be effective catalysts and conveners in their businesses and communities.

MDF is proud to offer programs for business, non-profit, policymaking and emerging leaders:

- Leadership Maine
- Institute for Civic Leadership
- Policy Leaders Academy
- Realize Maine Network



Creative Partnerships

MDF is here to connect you with the people, research, and resources you need to solve problems and implement innovative approaches that make visions of a more vibrant community the reality.

MDF is honored to manage statewide initiatives that help individuals and communities achieve their highest potential:

- Maine Downtown Center
- Maine Spark
- Forest Opportunity Roadmap
- SeaMaine

There's a place at the MDF Table for You

MDF is also a member organization representing individuals, businesses and organizations from all sectors and regions of the state. Members inform our research, partner in our work, and hold us accountable to high standards of impact. With membership rates starting at \$50, a seat at the table is accessible and brings benefits that include: early access to our research, discounts for leadership programs, and opportunities to promote your business to our broad network.

For more information about our programs and how to become a member, visit mdf.org

MDF Statement on Racial Equity

The MDF Team is saddened and horrified by the killing of George Floyd by Minneapolis police officers last week. The nationwide outrage over this brutal act has prompted a searing national confrontation with the continued legacy and realities of racism against Black Americans. It is a stark call for us all to confront how racism impacts our lives, our communities, and our work – and what we will do about it.

For MDF's core mission to drive sustainable economic improvement across the state to succeed, we must recognize and address the impact that racism and bias have on economic opportunity and prosperity. Increasing prosperity is not true progress unless it is equitably shared. Economic opportunity is not real unless it can be equitably accessed.

Maine needs the contributions of everyone if we are to achieve a vibrant sustainable economy and a high quality of life. Discrimination and racism – whether explicit, implicit, or systemic -- rob human beings of dignity, fairness, and opportunity, and undermine our economy by depriving Maine of crucial creativity, talent, and growth for all.

MDF is committed to being part of the necessary changes and solutions, and to partner in building an equitable economy and communities in Maine. We have not done enough in our past work to spotlight and spur action on racial and other disparities in Maine's economy. We will redouble our efforts to:

- Deepen our own understanding of racial equity, implicit bias, and systemic racism and incorporate this awareness into our actions and our work; we understand this challenge is magnified by the limited diversity of our current staff and board
- Strive through our programs and partnerships to address racial disparities and the impacts of systemic racism, working to ensure that all communities of color and indigenous peoples in Maine share in economic opportunity and prosperity
- Support and equip Maine leaders to collaboratively take on the urgent challenges of racial and other disparities in our economy, workplaces, organizations, and communities

These efforts are particularly critical as we simultaneously grapple with the COVID-19 health crisis and the resulting economic fallout – both of which have disproportionately impacted individuals and communities of color.

We write this in the humility of recognizing our own knowledge and expertise are limited, and our own contributions to impacting the enormity of this issue are only a small part of a larger change – but nonetheless it is critical to take on. We know that we will be judged by our actions and not these words.

As we always have, we invite our stakeholders to undertake this journey also and inform, share, and partner with us in shaping impactful work.

We look forward to this work to build a strong, equitable, and inclusive Maine economy ... together.



CONNECTING PEOPLE
& STRATEGIES TO DRIVE
MAINE'S ECONOMY

VISION

A HIGH QUALITY OF LIFE
FOR ALL MAINE PEOPLE



MEGC

Maine Economic
Growth Council

MEASURES OF GROWTH+

Performance Measures and Benchmarks to Achieve
a Vibrant and Sustainable Economy for Maine

2020

MAKING MAINE WORK

Critical Investments for the Maine Economy



2018



MAINE DEVELOPMENT FOUNDATION

9

MEASURES OF GROWTH

Performance Measures and Benchmarks to Achieve
a Vibrant and Sustainable Economy for Maine

2021



27TH
REPORT OF
THE MEGC

 **MEGC**
Maine Economic
Growth Council

Administered by
mdf

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FUNDAMENTAL PERFORMANCE INDICATORS	ECONOMY
<h3 style="color: #e6b800;">PROSPERITY</h3>	
<p>+10% 1. Wages pg 4 In 2020, average wages rose 10%, but may be distorted because many low-wage jobs were lost due to COVID.</p> <p>-1% 2. Poverty pg 5 In 2019, poverty fell about 1%. Official 2020 estimates are not yet available.</p> <p>-4% 3. Gender Income Equity pg 6 In 2019, women’s average earnings fell 4% further behind men’s earnings, to 80%.</p> <p>+2% 4. Racial/Ethnic Income Equity pg 7 In 2015-2019, the average incomes of BIPOC* and Latino or Hispanic Mainers rose but remained 37% below white Mainers, dramatically short of full equity. <i>(*Black, Indigenous, People of Color)</i></p>	<h3 style="color: white;">INNOVATION</h3> <p>9. Research & Development pg 13 From 2017 to 2018, R&D spending remained virtually unchanged.</p> <p>-14% 10. International Exports pg 14 In 2020, Maine’s exports fell 14%, similar to the national decline of 13%.</p> <p>+4% 11. Entrepreneurship (NEW) pg 15 In 2019, the number of business starts exceeded closures by 4%.</p>
<h3 style="color: #e6b800;">PEOPLE</h3>	
<p>-3% 5. Labor Force pg 8 In 2020, the labor force shrank 3% (20,000 fewer working Mainers).</p> <p>-2% 6. Labor Force Participation (NEW) pg 9 In 2020, 60.5% of Maine adults were in the labor force, down 2 percentage points.</p>	<h3 style="color: white;">TALENT</h3> <p>+2% 12. Prekindergarten Education pg 16 In 2020-21, the share of schools with a pre-K program rose from 77% to 79%.</p> <p>0% 13. Fourth-Grade Reading pg 17 In 2019, the share of 4th graders proficient in reading remained at 36%.</p> <p>-2% 14. Eighth-Grade Math pg 18 The share of 8th graders proficient in math dropped slightly and has remained below 40% for decades.</p> <p>+2% 15. Postsecondary Degrees & Credentials pg 19 In 2019, 53% of Mainers had a degree or a professional credential, up 2% from 2018 but still below the New England average of 58%.</p>
<h3 style="color: #e6b800;">PRODUCTIVITY</h3>	
<p>+2% 7. Value-Added pg 10 In 2020, value added per worker rose 2%, but remained 25% below the U.S. average.</p> <p>-4% 8. Gross Domestic Product pg 11 Maine’s GDP fell 4% in 2020, mirroring declines elsewhere in the U.S.</p>	<h3 style="color: white;">BUSINESS CLIMATE</h3> <p>0% 16. Cost of Doing Business pg 20 In 2020, Maine’s cost of doing business was unchanged.</p> <p>-0.7% 17. Cost of Health Care pg 21 In 2020, health care spending dropped to 17.3% of total expenditures.</p>

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<p> 18. Cost of Energy pg 22 The price of industrial electricity fell 0.3¢/kWh in 2020 but still exceeds the U.S. and New England averages.</p> <p> 19. State and Local Tax Burden pg 23 In 2019, Maine’s tax burden was 12.3%.</p>	<p> 24. Wellness and Prevention pg 29 In 2020, the share of overweight or obese adults remained about 66%.</p> <p> 25. Health Insurance Coverage pg 30 In 2019, 92% of Mainers had health insurance, unchanged from 2018.</p>
<p> COMMUNITY</p>	<p> ENVIRONMENT</p>
<p>INFRASTRUCTURE</p> <p> 20. Broadband Connectivity pg 25  COVID highlighted the critical need of high-speed internet but new data show just 18% of Maine locations have access to high-speed service (100 Mbps/100 Mbps).</p> <p> 21. Transportation pg 26 In 2020, 59% of Maine roads were rated excellent, good or fair, about the same as 2019.</p> <p> 22. Housing Affordability pg 27  In 2020, Maine’s housing affordability index fell 4%.</p> <p>HEALTH & SAFETY</p> <p> 23. Safety pg 28  In 2020, the crime rate fell 7% and was well below the U.S. average.</p>	<p> 26. Food Security pg 31 In 2018-2020, Mainers experiencing food insecurity fell 0.6% to 11.4%. Federal COVID-relief aid may have helped bolster food security in 2020.</p> <p> 27. Air Quality pg 33 In 2020, there were 26 moderately unhealthy days, slightly worse than last year.</p> <p> 28. Water Quality pg 34  Maine’s water quality remains high but no new data have been released since 2016.</p> <p> 29. Sustainable Forest Lands pg 35 In 2019, the growth-to-harvest ratio fell 8% but remained well above the sustainability goal, at 1.27.</p> <p> 30. Greenhouse Gas Emissions (NEW) pg 36 From 2016 to 2017, GHG emissions fell 5%.</p>

-  **Exceptional Performance**
Very high national standing and/or significant positive progress compared to past performance.
-  **Needs Attention**
Very low national standing and/or established trend toward significant decline. The indicator may show improvement but is still viewed as needing attention.

-  Favorable movement since the last available data.
-  No significant movement since the last available data.
-  Unfavorable movement since the last available data.
-  Movement unknown since this is a new data set.



AT THE HEART OF IT ALL, IT'S ABOUT OUR PEOPLE.

RISING TOGETHER

The Maine Economic Growth Council is pleased to present *2021 Measures of Growth*—a tool to support Maine’s short-term recovery and long-term prosperity. Even as COVID continues to challenge the day-to-day operation of businesses, schools, hospitals, and households, the Council firmly believes that a long-term perspective is as crucial as ever, and that Maine’s enduring assets can be springboards for long-term prosperity.

Economic recovery

Recovery will take time. Since the 1960s, it has taken Maine 38 months on average to regain the jobs lost during a recession.* The speed of our COVID recovery will depend on many factors, including: the course of the virus, vaccination rates, adherence to public health advisories, and how well we recognize and leverage the cultural and economic shifts resulting from the pandemic. The health of Maine’s economy and the wellbeing of its citizens have perhaps never been more interconnected.

Enduring assets

Beyond COVID lies the prospect of brighter days—if we maintain a strategic focus on long-term goals. The Council sees reasons for optimism. Maine’s quality of life was attracting new residents before COVID, and the pandemic seems to have accelerated this trend. Maine’s safe communities could be increasingly valuable economic assets. Strengthening social and digital connections between rural areas and nearby cities may be a key to future growth, rather than traditional efforts to grow place-bound jobs.

Stronger together

The Council steadfastly believes that Maine has the potential to push through the COVID headwinds and build a stronger, better connected, more resilient, and more equitable economy than ever before. Doing so will require collaboration, disciplined adherence to a long-term strategy, and a renewed commitment to shared prosperity. We look forward to joining other Maine leaders to realize this vision.

Report Highlights

This year, the Council updated its benchmark targets to 2030. This gave us an opportunity to take stock of Maine’s progress over the past decade. We see reasons both for celebration and renewed resolve.

For 2021, the Council assigns Gold Stars for progress in Prekindergarten Education, Safety, and Water Quality. We assign Red Flags for needed attention to Housing Affordability, Research and Development, Broadband Connectivity, and Labor Force. This year’s report also includes the new measure Greenhouse Gas Emissions. This metric acknowledges the growing impact of climate change on our environment and economy. It tracks Maine’s progress toward its statutory emissions reduction goal.

We also updated four benchmarks. The new, more ambitious Broadband benchmark reflects the growing importance of high-speed internet access; the Postsecondary benchmark now includes valuable non-degree credentials; the new Entrepreneurship benchmark measures how well business start-ups are off-setting closures; and a new Labor Market Participation benchmark replaces the former Employment benchmark.

Within Wages, Labor Force, and Value-Added, we report on progress toward the goals of Maine’s 10-Year Economic Strategy.

A comprehensive, user-friendly, digital edition of this report is now available online for desktop, tablet and mobile devices. Visit www.mdf.org/economic-policy-research/measures-of-growth-report

* Maine Department of Labor, Center for Workforce Research and Information, Recession Index, accessed October 6, 2021.

Achieving our vision requires a vibrant and sustainable economy supported by vital communities and a healthy environment.



SUPPORTING MAINE'S ECONOMIC STRATEGIC GOALS

Maine has a promising economic recovery plan¹ that builds on its existing ten-year economic development strategy.² These multi-pronged and potentially deeply impactful roadmaps can guide Maine toward recovery and sustainable, equitable growth for all residents. The state's strategy aims to achieve three goals by 2030.

GOAL 1: Increase wages by 10%

This goal would increase the value of Maine's annual average wage, adjusted for inflation, from \$45,370 in 2018 to \$49,900 by 2030. In 2020, wages reached and exceeded this goal, rising fully 11% above 2018 levels to \$50,407. Normally, this would be cause for celebration, but it largely reflects the temporary, disproportionate loss of low-wage jobs due to COVID. Stay-at-home measures and social distancing caused losses of high-contact, low-wage jobs, even as employment in middle- and high-wage jobs grew slightly. The Wages metric on page 8 shows how this growth compares to other states.

GOAL 2: Increase the value of what we sell per worker by 10%

Goal 2 seeks to increase value-added per Maine worker from \$88,804 in 2017 to \$97,684 by 2030 (adjusted for inflation). In 2020, value-added reached \$95,933, an increase of 8% compared to 2017. Again, this is welcome growth, but it largely reflects the steep loss of low-wage jobs caused by COVID. For more information, and to see how Maine fared compared to other states, see the Value-Added metric on page 15.

GOAL 3: Attract 75,000 people to Maine's talent pool

The final goal aims to increase Maine's labor force by 75,000 above previous projections for 2030, which showed a 65,000 decline. The result would be a net gain of 10,000 workers, or about 700,000 workers total. COVID dealt a blow to this goal, as many people stopped working or looking for work during the pandemic. Over the course of 2020, Maine's labor force contracted by 20,000. Fortunately, there are strong signs of recovery in 2021 as more and more people return to work. See the Labor Force metric on page 13 for more details.

¹ State of Maine, Governor's Economic Recovery Committee, "Recommendations to Sustain and Grow Maine's Economy," November 24, 2020.

² State of Maine, "Maine Economic Development Strategy 2020-2029," November 2019.

BACKGROUND

The Maine Economic Growth Council was established by statute in 1993 to develop, maintain, and evaluate a long-term economic plan for Maine. Its members represent a broad cross-section of Maine's key constituencies. Members are jointly appointed by the Governor, Senate President, and Speaker of the House. The Council is chaired by Steve Von Vogt, President and CEO of Maine Marine Composites. The annual *Measures of Growth* report is a widely used and respected report on Maine's economy. The report is revised from time to time to provide the most current and meaningful assessment of Maine's progress toward long-term economic growth and a high quality of life for all Maine people.

The Council is administered by Maine Development Foundation (MDF), a private, non-partisan membership organization created in statute in 1978 that drives sustainable, long-term economic growth for Maine. The work of the Growth Council is financed by a state appropriation through the Maine Department of Economic and Community Development, with additional support provided by the membership of MDF.

ACKNOWLEDGEMENTS

The Maine Economic Growth Council and MDF extend their sincere appreciation to the individuals and organizations that generously provided data and guidance in the development of this report. Special thanks to Jim Damicis of Camoin Associates, Donald Mansius of the Maine Forest Service, Wade Merritt of the Maine International Trade Center, Ryan Neale of the Maine Department of Transportation, Peggy Schaffer of ConnectME, and Susanne Meidel and Martha Webster of the Maine Department of Environmental Protection. This year's report was researched by Catherine deLutio. The print version was designed by Pica and printed by J.S. McCarthy. The web version was designed by VONT.

THE NATURE OF DATA

The Growth Council strives to provide the most accurate, timely, and consistent data available. Some source data are regularly revised as methodologies improve and more information becomes available. As a result, the data presented here may differ slightly from that of past reports. The Council accounts for these limitations in identifying overall trends and policy implications.

MAINE ECONOMIC GROWTH COUNCIL MEMBERS 2021

(Affiliations as of publication release date except as noted)

Stephen Von Vogt, Co-Chair

*President and CEO
Maine Marine Composites*

LuAnn Ballesteros

*Vice President, External
and Government Affairs
The Jackson Laboratory*

Keith Bisson

*President
Coastal Enterprises Inc.*

Sheena Bunnell

*Professor of Business Economics
University of Maine at Farmington*

Donna Cassese

*Government Relations Consultant
Sappi North America*

Hon. James Dill

*State Senator
Senate District 5*

James Erwin

*Partner
Pierce Atwood LLP
Former Chair, University
of Maine System*

Steve Hewins

*Hospitality Consultant
Former CEO, HospitalityMaine*

Thomas Kittredge

*Economic Development Director
City of Belfast*

John Napolitano

*Business Manager, Financial
Secretary, Treasurer
Plumbers and Pipefitters
Union 716*

Hon. Harold Stewart

*State Senator
Senate District 2*

Tim Walton

*Founder and President
Walton External Affairs*

Martha Bentley

*Former Director, Economic
Development Coordination
Maine Dept. Economic and
Community Development
(Commissioner's designee)
(Martha left her role in
October 2021, but contributed
substantially to the development
of this report while in her role)*

PHOTO CREDITS:

Page 12 courtesy Gardiner Main Street; Page 24 courtesy Friends of Woodfords Corner.

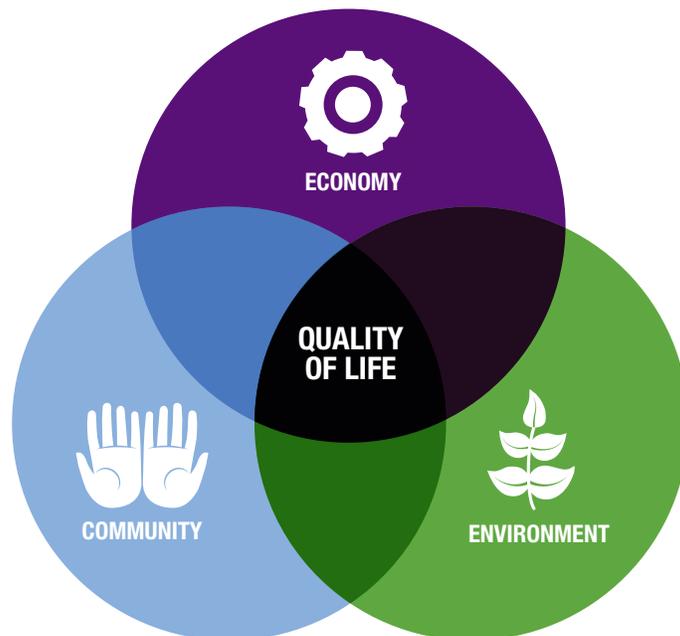


Online Report available at:

www.mdf.org/economic-policy-research/measures-of-growth-report

VISION

A HIGH QUALITY OF LIFE
FOR ALL MAINE PEOPLE





Leadership Maine is a powerful, year-long, outward journey that takes a leader beyond their day-to-day experience and expands their capacity to shape our state’s future. Through the program, leaders:

 Learn firsthand about critical issues facing our state by exploring Maine’s diverse regions, assets, economies, issues, and people through direct interaction;

 Uncover and build upon their personal leadership strengths and opportunities for growth, and the skills to build effective teams through experience;

 Gain an increased commitment to making a difference in Maine communities; and

 Develop important and lasting relationships with a diverse community of business, community, government and educational leaders.

Voices of Leadership in Action

“Leadership Maine taught me I don’t have to always have all the answers – no leader or person ever does. I learned to recognize the unique strength every person on the team brings and how to leverage those skills to find answers TOGETHER. Teams can achieve great things that no individual – or leader – would likely be capable of.” – Kathy Garrard, Leadership Maine, Xi Class

To hear more of Kathy Garrard’s career takeaways from her Leadership Maine experience, watch this 3- minute video:

<https://www.youtube.com/watch?v=LIFGj2xveeY&t=8s>

The Leadership Maine curriculum is designed for leaders from all sectors. Founded in 1994, the program has a dedicated 1,000+ alumni network of leaders who are leading the way in creating an economy driven by educated, healthy, innovative and engaged people.

Are you up for the challenge? To learn more about the program, see this year’s schedule and participant list, find out how to apply and what scholarship assistance is available, visit: www.mdf.org.

Leadership Maine
2021-2022 Calendar

VIRTUAL ORIENTATIONS

Wednesday, June 23, 2021 & Friday, August 6, 2021

Overview of the Program, Understanding the Economy, and Forming Community Partnerships

SESSION 1

OPENING RETREAT (mandatory/three days)

Wednesday, September 8 – Friday, September 10, 2021

Establishing a Foundation and Forming Teams

Wavus, Jefferson

Facilitated by Hurricane Island Outward Bound School

SESSION 2

(mandatory/three days)

Exploring Rural Maine: A three-day bus tour

Wednesday, October 13 – Friday, October 15, 2021

SESSION 3

Friday, November 12, 2021

SESSION 4

Friday, December 10, 2021

SESSION 5

Friday, January 7, 2022

SESSION 6

Friday, February 4, 2022

Experiencing a Day as a Legislator: Mock Legislative Session

State House, Augusta

SESSION 7

Friday, March 4, 2022

SNOW DATE

Friday, March 25, 2022

SESSION 8

Friday, April 15, 2022

CLOSING RETREAT & GRADUATION (mandatory/two days)

Thursday, May 5 & Friday, May 6, 2022

Learning Demonstrations and Celebration

Migis Lodge, South Casco



The Institute for Civic Leadership is an experiential, year-long, inward journey during which a leader hones their understanding of oneself, one’s team(s), organizations and communities while developing and practicing the necessary skills to lead effectively in today’s fast-paced environment. Through the program, leaders:

-  Delve into their capacity to lead in a collaborative, facilitative and adaptive way, and how to develop these skills where necessary;
-  Learn firsthand how to manage decisions and agreements for interdependent work;
-  Explore facilitative methods to ensure processes and team relationships have the broadest possible impact;
-  Learn how to lead difficult conversations, provide peer coaching and consultation to support others’ work; and
-  Explore systems thinking and network theory for context, perspective and intervention.

Voices of Leadership in Action

“The ICL technique of process agreements is a tool I use continuously in my career. It ensures that everyone agrees to the process and is included in the process so you have a much better engagement and success rate.”

– Shireen Shahawy, Pi Class

To hear more of Shireen Shahawy’s and other ICL alumni’s career takeaways from ICL, watch this 3-minute video:

[https:// www.youtube.com/watch?v=rO11sZr2gc](https://www.youtube.com/watch?v=rO11sZr2gc)

The Institute for Civic Leadership curriculum is designed for leaders from all sectors. Founded in 1994, the program has a dedicated 750+ alumni network of leaders who are passionate about having a lasting, deep impact on Maine communities.

Are you up for the challenge? To learn more about the program, see this year’s schedule and participant list, find out how to apply and what scholarship assistance is available, visit: www.mdf.org.

Institute for Civic Leadership
2021-2022 Calendar

SESSION 1

Friday, September 17, 2021

SESSION 2

OUTWARD BOUND RETREAT

Wednesday through Friday, October 6 - 8, 2021 **(mandatory/three days)**

Facilitated by Hurricane Island Outward Bound School

SESSION 3

Thursday & Friday, November 4 & 5, 2021

SESSION 4

Thursday & Friday, December 2 & 3, 2021

SESSION 5

Thursday & Friday, January 13 & 14, 2022

SESSION 6

Thursday & Friday, February 10 & 11, 2022

SNOW DATE

Thursday, March 10, 2022

SESSION 7

Friday, March 11, 2022

FINAL SESSION

Thursday, April 7, 2022

GRADUATION DAY

Friday, April 8, 2022

11:30am – 2pm

January 2022 Policy Leaders Academy Events

Maine Development Foundation is pleased to offer the following three January 2022 virtual learning opportunities for all members of the 130th Maine Legislature. These will be panel discussions followed by Q&A. Please RSVP to Julie Beane at jbeane@mdf.org indicating which forum(s) you wish to attend. All forums are for legislators only and free of charge.

The Maine Economy: Fundamentals, Trends & Vision for Growth

When: Friday, January 7, 8:00 – 10:00 a.m.

Where: Zoom

After nearly two years of the COVID-19 pandemic, the Maine economy is showing signs of both strength and concern. Join us for a two-part primer on the Maine Economy in 2022, starting with a discussion of the new 2022 Measures of Growth report, which offers a non-partisan, data-based snapshot of where Maine sits relative to other states and the U.S. Then hear an up-to-the-minute overview by State Economist Amanda Rector, and learn about what has changed in Maine's economy, what hasn't, and what the future may hold. Don't miss this substantive overview of where the Maine economy stands and the challenges and opportunities for prosperity in the years to come.

Presenters: Yellow Light Breen, MDF, and Amanda Rector, Maine State Economist.

Connecting Maine People with Training and Career Pathways

When: Friday, January 14, 8:00 – 10:00 a.m.

Where: Zoom

Join us for a discussion with higher education and business leaders to learn more about innovative training models to help Maine people thrive in various sectors of our economy. The conversation will include details about employer-led training, apprenticeships, short-term training, and advanced degrees.

Presenters: Jason Judd, Educate Maine; David Daigler, Maine Community College System; Joan Ferrini-Mundy, University of Maine; other guests TBA.

How to Help Small Businesses in Your Legislative District

When: Friday, January 21, 8:00 – 10:00 a.m.

Where: Zoom

Small business is the lifeblood of the Maine's economy: the state has over 150,000 small businesses that employ over 55% of all employees, and new business startup and survival rates are among the highest in New England. This session focuses on how YOU can help the small businesses in your district access the information and expertise they need to begin, grow, and thrive. Our highly interactive panel discussion and break-out sessions will feature small business owners and state and federal program experts who will answer your questions and provide practical, useable information to share with constituents. The session also will feature an update on the State's 10-Year Economic Development Strategy in action and the use of Federal American Rescue Plan Act (ARPA) funds.

Presenters: Diane Sturgeon, U.S. SBA; Charlotte Mace, DECD; Chris Rector, Entrepreneur and Former Legislator; Grace Mo-Phillips, CEI; Anne Ball, Maine Downtown Center, MDF.

Policy Leaders Academy Partners

Policy Leaders Academy is a program of Maine Development Foundation, with strong financial and personnel support from several prominent Maine foundations and organizations committed to a prosperous and thriving state. The generous support of these organizations allows MDF to leverage expertise from across Maine to provide legislators with rich learning opportunities at no cost to individual legislators.

This year's Policy Leaders Academy is brought to you by the following partners:



THE BINGHAM PROGRAM



Maine's Public Universities

UNIVERSITY OF MAINE SYSTEM



MAINE STATE LEGISLATURE



THE UNIVERSITY OF MAINE



MAINE STATE CHAMBER of COMMERCE



Policy Leaders Academy 2020 - 2021 Overview

Policy Leaders Academy programming for 2020-21 presented unique challenges due to the COVID-19 pandemic. In a normal biennium, PLA begins with a full day of programming for legislators in early December as part of the bi-annual Pre-Legislative Conference, continues with the three-day January storied “bus tour” to a region of Maine, and concludes with three policy breakfast sessions or half-day visits to sites of interest within easy driving distance of Augusta. The two initial events are typically the big draw.

Process guidance from legislative leaders was uncertain and late arriving in 2020 in terms of whether PLA would be possible at all, in what mode, and when. Ultimately, we received permission/request to begin programming in December and quickly sprang into delivery mode.

In consultation with our planning partners, we had already agreed that all PLA sessions would be **virtual for safety**, that **the work of the Governor’s Economic Recovery Committee** would be a major theme, and that we would have **an expanded focus on Equity** in the economy throughout the sessions. We were initially planning 4 PLA sessions but expanded to 7 once we had the green light for December sessions and the request of the ERC chairs to fold their outreach under the PLA mantle.

With no track record for what to expect in this format, we had strong participation throughout – 29 legislator attendees per session on average and over 70% of pre-registrants actually showed up. Attendance in December was higher (an average of 33 participants per session) than in January (an average of 26 per session). This was in keeping with past years where attendance falls off as legislative committees begin to schedule public hearings and work sessions in January and February.

There were 70 total unique legislator registrants and 57 total unique legislative attendees of at least one of the seven sessions (unique attendees = 31% of the 186 members of the House and Senate). With over 200 total session seats filled, we obviously had a high number of repeat customers. Notably, significantly more Democrats than Republicans attended PLA events. We continued to work proactively with all four caucuses to build interest and commitment to attendance.

Feedback on PLA content and quality was high across all sessions. The revised Maine State Budget Primer (updated in December 2020) was widely praised, including several mentions during legislative committee meetings. Other plusses include:

- Virtual platform eliminated weather as a variable and likely resulted in higher participation rates by both legislators and invited speakers.
- Cooperation from Legislative Leadership and staff was strong.
- Active participant Q&A and discussion persisted even in the virtual format.
- PLA is seen as an effective venue for groups to get key information in front of legislators (e.g., the Economic Recovery Committee elected to present its findings to the legislature via PLA).
 - ERC Co-Chairs and 4 of 6 ERC subcommittee chairs helped lead sessions.
- The focus on equity and inclusion in the economy, across the sessions, was noted and appreciated by many legislators and resulted in strengthened content and quality.

There were **challenges as well**, particularly planning and scheduling due to the uncertainty of the legislative schedule. Additional challenges include:

- Most legislators were doing all business via Zoom, which resulted in meeting fatigue and competition with many other meetings and events.
- All virtual programming eliminated one of the most important virtues of PLA – legislators getting to know one another and building a foundation for working ‘across the aisle’.
- The inability to hold the December Pre-Legislative Conference and the January Bus Tour, eliminated the two biggest PLA events that historically draw the most bi-partisan participation.
- Our funding partners scaled back due to the pressure of their commitments to direct humanitarian aid in the pandemic, and perhaps heightened uncertainty about the efficacy of PLA under the constraints.

Our **biggest concern continues to be the proportionality of partisan mix**: Of the 57 unique attendees, they significantly skewed D. A unique total of 42 Democrats (42% of all Democratic House and Senate members) attended at least one PLA event compared to a unique total of 13 Republicans (17% of all Republican House and Senate members). As noted, the most equal partisan mix in the past has been at our largest and broadest events, the symposium and bus tour that were unavailable this year.

As in the past, planning and direct assistance from our PLA partners remains enormously helpful and important to programming outcomes. Funding from Maine Community Foundation and Maine Health Access Foundation comprise the bulk of outside funding for PLA, and their planning assistance, along with that of the Maine Chamber, Educate Maine, the University of Maine, the University of Maine System and the Legislative Council provide incalculable benefits.

PLA funding partners:



MAINE STATE
LEGISLATURE

MEHAF
MAINE HEALTH ACCESS FOUNDATION

Additional planning partners:



POLICY LEADERS ACADEMY 2020 – 2021 COMPENDIUM

Dec. 9 “What I Wish I’d Known as a First-Time Legislator”
Dec. 16 “The Maine Economy I – Fundamentals”
Dec. 18 “The Maine Economy II – The Road to Recovery”
Jan. 15 “Building Budget Consensus in Challenging Times”
Jan. 22 “Economic Recovery Session 1 – Focus on Talent”
Jan. 29 “Economic Recovery Session 2 – Focus on Infrastructure”
Feb. 5 “Economic Recovery Session 3 – Focus on Innovation”

Themes for the First Regular Session of the 130th Legislature

Economic recovery, equity of outcomes for all Mainers, and public health and healthcare infrastructure were major themes for the First Regular Session of the 130th Legislature. Session presenters were advised of this focus and invited to speak to the themes as appropriate. As the PLA Compendium underscores, panelists were chosen who could speak knowledgeably about these issues, and they did. Throughout the panel/speaker selection process MDF sought to include the widest range of perspectives possible, with a particular focus on BIPOC participation. While MDF staff have many existing relationships with BIPOC communities across our program areas, the PLA process introduced us to new collaborators and potential partners and was an important step toward building stronger relationships. MDF’s separate, internal work on understanding the implications of increasing its commitment to diversity, equity, and inclusion helped guide this outreach.

About the Realize Maine Network:

The Realize Maine Network brings together regional group representation united around the cause of attracting and retaining young people in Maine.

The Network strives to promote opportunities for young people to live, work and thrive in Maine communities and creates a forum for connecting regional groups to each other, sharing new ideas and lessons learned, and works to develop tangible solutions to attracting and retaining more young people throughout Maine.

First started as an outcome of Governor John Baldacci's Summit on Youth Migration in June 2004, today, the network is a self-directed network led by regional group representatives in partnership with light staff facilitation by Maine Development Foundation.

Together, the Realize Maine Network:

- Creates opportunities for like-minded, Maine-based organizations to share best practices, share resources and collaborate.
- Celebrates the work and accomplishments of young people in Maine.
- Raises awareness about career, civic and social opportunities for young people in Maine.
- Adds value to other programs and initiatives that benefit young people in Maine.
- Informs policy makers about issues affecting young people in Maine.

Benefits of being a regional group member of the Realize Maine Network include:

- **Statewide reach & expanded network relationships** increase access to best practices and resources.
- **Grant funds** – The Realize Maine Network provides grant funding for regional groups to assist with local projects and planning.
- **Leadership** – The Realize Maine Network provides scholarship funds to members of regional groups for participation in leadership training programs.

Currently, the network is made up of the following regional groups:

Cynergy (Augusta area), **Fusion:Bangor** (Bangor area),
KV Connect (Waterville area), **Momentum Aroostook** (Aroostook County), and
Uplift LA (Lewiston-Auburn area).

Note: RMN has helped sustain numerous other groups over the years, but due to heavy reliance on local volunteers and participation, affiliate groups' viability ebbs and flows. Recent former members of the Network include BayPro (Belfast area), Midcoast Magnet (Rockland area), Midcoast Edge (Brunswick area), Synergize Sanford, and Spark (Lincoln County). Propel (Greater Portland) is another former member that RMN supported in its formative years, but is now independently active and self-sustaining.

For current regional group contact information, go to: <https://www.mdf.org/leadership-development/realize-maine-network/>.

REALIZE MAINE NETWORK GRANT PROGRAM - HISTORY

Since 2008, the Realize Maine Network competitive grant program has provided \$176,500 in funding to regional affiliate groups. The funds have been distributed among 13 regional groups in support of 64 different projects. Grant funds are instrumental in supporting the efforts of the regional groups, who use the grant awards to leverage additional funds and in-kind support from a range of community partners. As an example, \$5,000 in grant funds awarded to Uplift LA (Lewiston-Auburn region) in 2019 leveraged another \$15,500 in sponsor funds to support their “40 Under 40 Showcase,” an event honoring emerging leaders committed to the betterment of their communities.

The grants have supported six general types of efforts:

- 20 have supported organizational development and expansion;
- 10 have supported community development and engagement;
- 6 have supported entrepreneurship;
- 10 have supported professional development;
- 8 have supported networking activities and connections (note: no grant funds may be used for alcohol for any reason); and
- 5 have supported recreational opportunities.
- 5 grants just awarded for 2022 including one to host the third “Magnetize” statewide summit

An additional total of \$15,200 has supported four Realize Maine members participating in MDF’s Leadership Maine program in 2015-2016, 2016-2017, and 2019-2020. We extend this scholarship opportunity each year to members interested in either our Leadership Maine or Institute for Civic Leadership (ICL) programs.

Of special note, seven grants have supported or catalyzed the creation of new regional groups.

By design, the funds provided by the legislature and distributed by MDF comprise a small portion of the operating funds for the Realize Maine Network regional affiliates. The funds help to leverage support from local community partners, on whom the regional entities rely for the majority of their financial support.



Vibrant downtowns are at the core of a community.

MDF knows the critical importance of preserving Maine’s unique downtowns, enhancing their livability and connectivity, and giving local businesses the opportunity to grow. Through our Maine Downtown Center (MDC) we work to build stronger communities with a sense of place that help to strengthen Maine’s economy.

We partner formally with 23 communities implementing the National Main Street Center® four-point approach. We also serve as a statewide resource for anyone interested in revitalizing downtowns. Our programs include:

- Main Street Maine – professionally staffed and nationally designated programs
- Maine Downtown Affiliates – primarily all-volunteer organizations just beginning their revitalization programs
- Community Connections – technical assistance and community engagement

Our Work, by the Numbers:



Nearly **2,000** new jobs



444 new businesses



1,030 building rehabilitations



438 new housing units

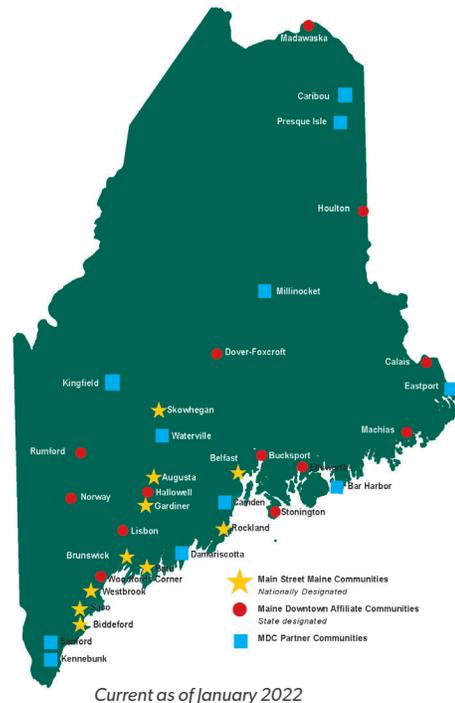


\$272m total reinvestment



Return on investment = **\$20.18 for every \$1**

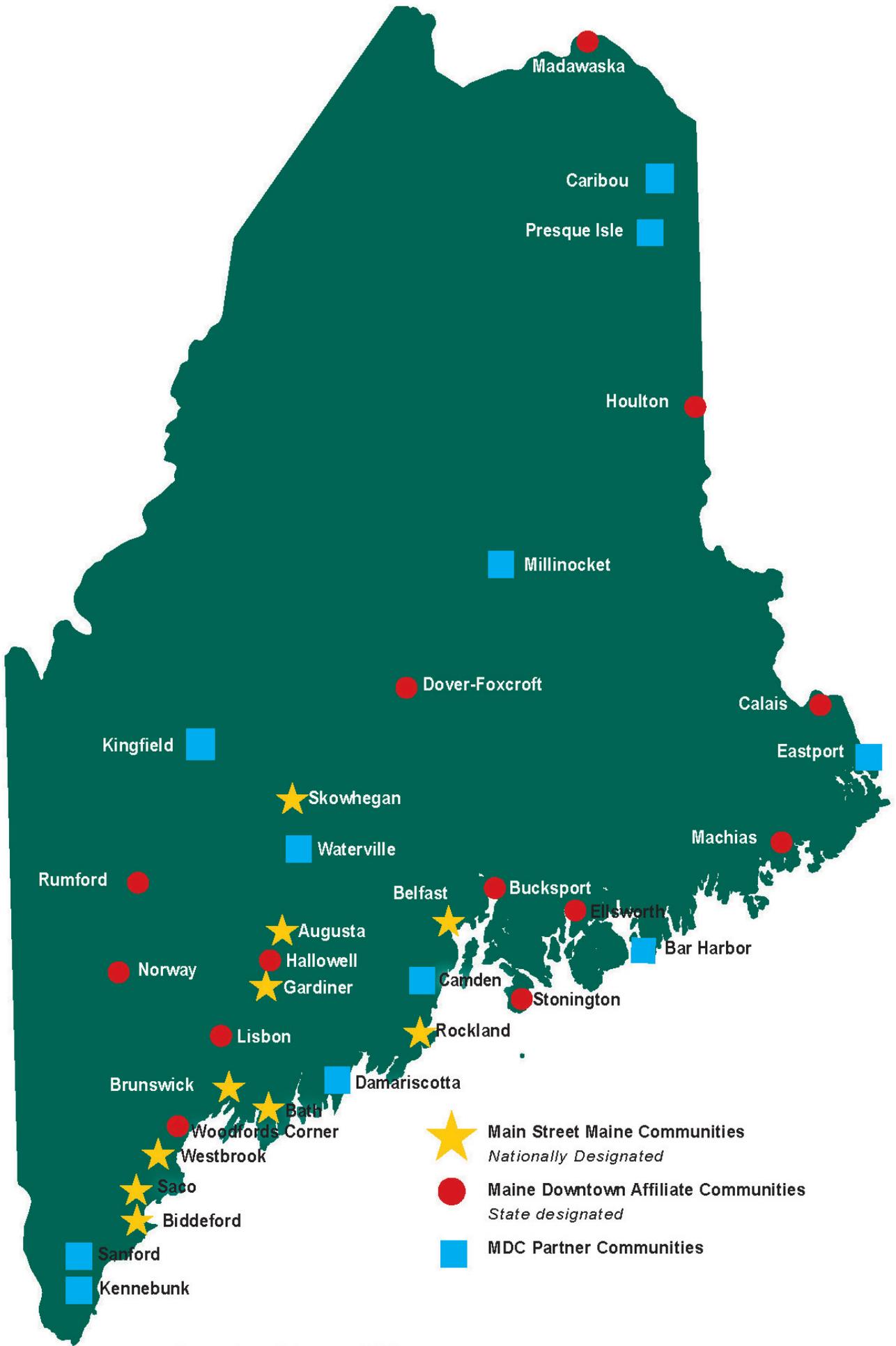
**Source: cumulative data collected 2002-2019 by MDC*



Visit mdf.org for more information



MAINE STREET AMERICA™ MDF's Maine Downtown Center is a Main Street America™ Coordinating Program

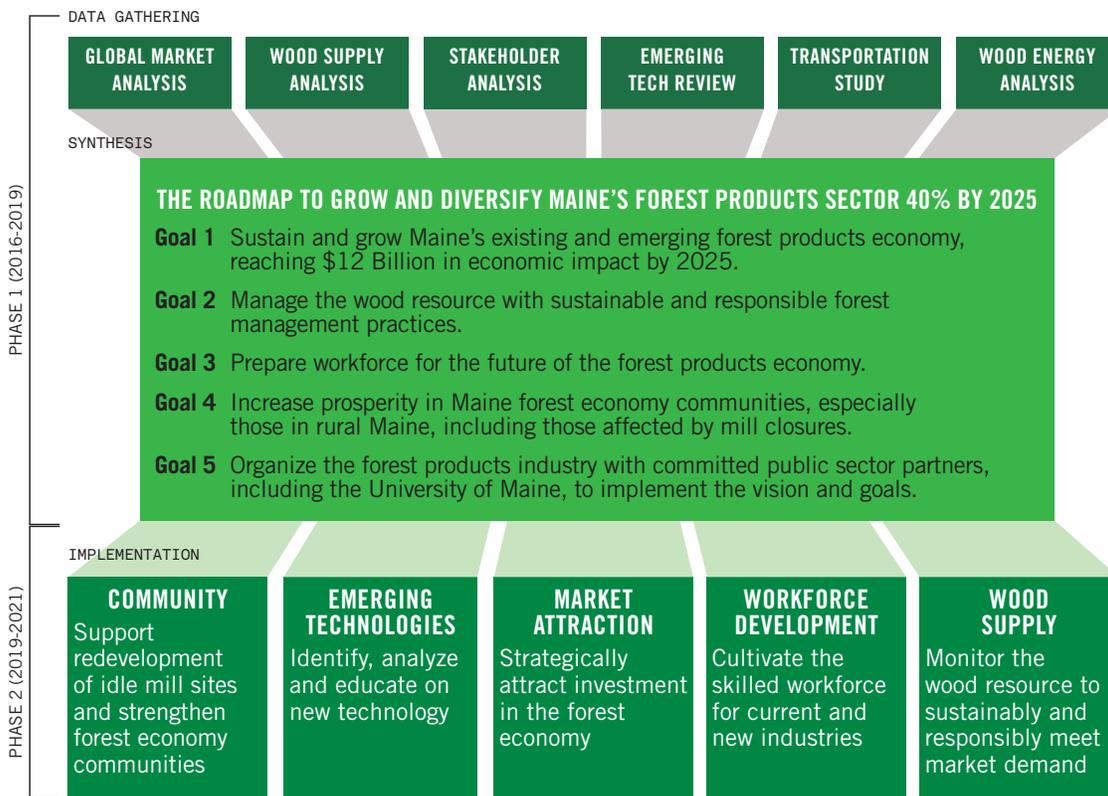


Current as of January 2022

WHAT IS FOR/MAINE?

Forest Opportunity Roadmap / Maine (FOR/Maine) is a unique cross-sector collaboration between industry, communities, government, education, and non-profits, which have come together to ensure that Maine strategically adapts and capitalizes on changing markets, to maintain our leading role in the global forest economy and support prosperity in our state.

The coalition was created with support from the U.S. Economic Development Administration and U.S. Dept. of Agriculture. We are combining collaborative actions, innovation, market and resource management expertise, and reliable data to guide smart investment and market expansion in the forest economy. In 2018 FOR/Maine concluded its Phase I preliminary data-gathering efforts, and released its recommended goals and strategies in the Forest Opportunity Roadmap, available at www.formaine.org. Phase II of the project focuses on sustained collaboration for implementation of the Forest Opportunity Roadmap.



PHASE II: FROM FACT-FINDING TO IMPLEMENTATION

FOR/Maine is building on recent investment in the forest economy to promote continued growth through implementation of the Roadmap's goals and strategies. Through rigorous research, we have identified the global wood products that can be competitively made in Maine; we've modeled and continue to update our sustainable wood supply projections; we are moving forward to commercialize new uses of wood and place Maine as a global center of wood technology innovation; we are developing a marketing plan to bring more capital investments to Maine; and building a communications strategy to promote career opportunities in a resurging forest industry.

Our success is defined by our collective ability to adapt to market opportunities and build resilient rural communities and a strong workforce, while constantly focusing on an economic development strategy that retains existing businesses, promotes innovation, encourages investment and builds market diversity. Together, we are realizing the next generation of Maine's great forest economy.

EXECUTIVE COMMITTEE

Yellow Breen Maine Development Foundation

Kaitlyn Bernard The Nature Conservancy

Ryan Bushey LP Corp.

John Cashwell BBC Land

Donna Cassese SAPPI North America

Patty Cormier Maine Forest Service

Peggy Daigle East Millinocket

Tom Doak Maine Woodland Owners

Dana Doran Professional Logging Contractors of Maine

Andy Hamilton Eaton Peabody

Bob Linkletter Maine Woods Pellet Company

Charlotte Mace Maine Department of Economic and Community Development

Scott Madden Madden Timberlands

Rosaire Pelletier

Jim Robbins Robbins Lumber

Steve Schley (chair emeritus)

Retired, Pingree Associates

Steve Shaler University of Maine

Charlie Spies CEI Capital Management

Pat Strauch Maine Forest Products Council

Peter Triandafilou Huber Resources

Jake Ward University of Maine

Aaron Weiskittel University of Maine

Brian Whitney Maine Technology Institute

PARTNERS



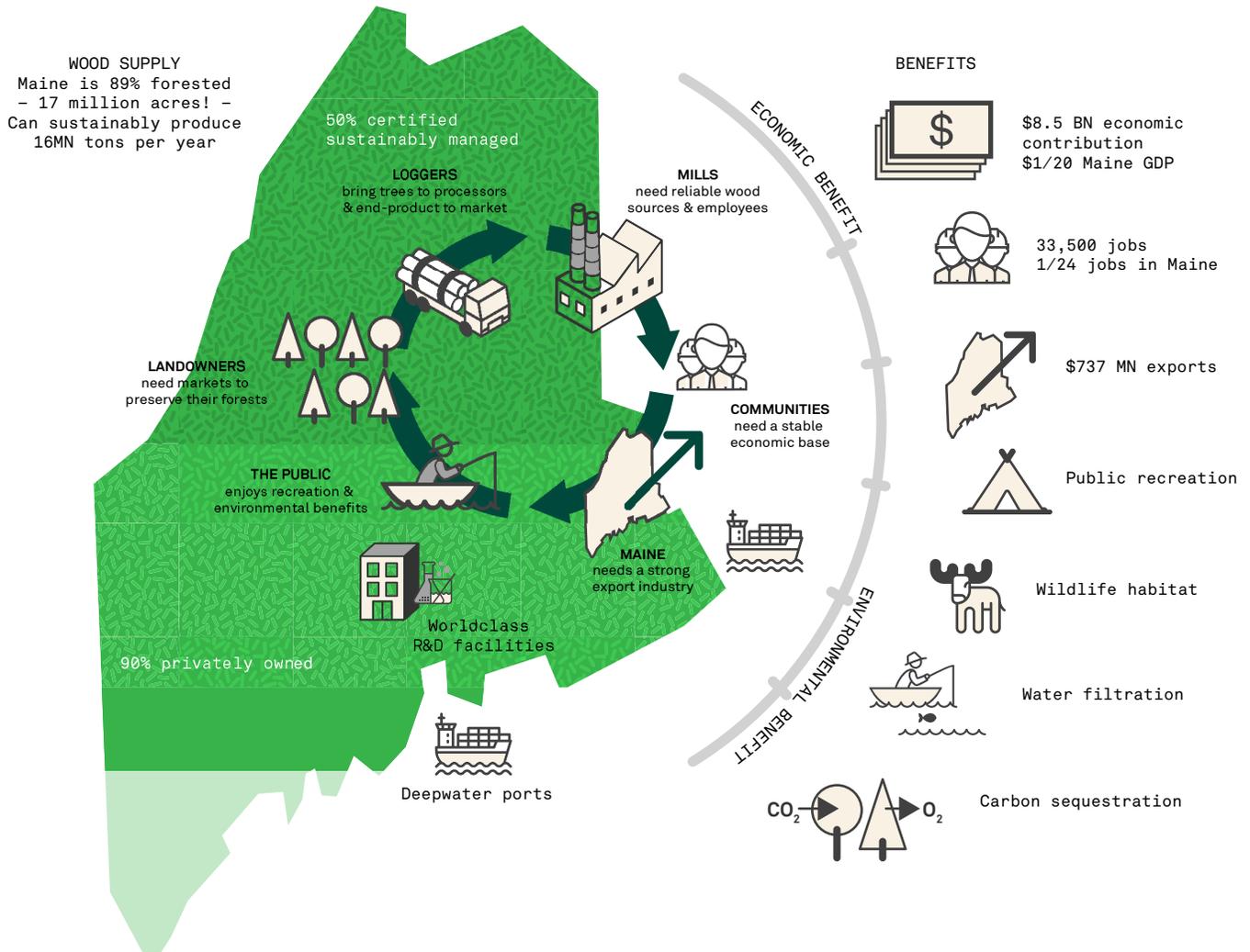
Strong forest. Strong economy. Strong communities.

Maine is 89% covered by one of the most advanced, productive, and sustainable “resources” imaginable – the forest. More than half of Maine’s forests are certified sustainable, meaning they are managed for the health of the forest, wildlife, water quality, and economic contributions to the surrounding communities. They reduce carbon emissions as they grow, provide habitat for a huge variety of wildlife, invite recreation, and foster quality of life for residents and tourists year round.

For generations, Maine forests have provided economic opportunity for Maine families and communities. Forest outputs can be made into a staggering array of products, from packaging and advanced building materials, to eco-friendly chemicals and biodegradable plastics (replacing harmful petrochemicals), textiles, and cutting edge medical and technical products made from nanocellulose.

Technology, globalization, and evolving social trends are bringing change and new opportunities to Maine’s traditional forest economy. The industry is adapting and diversifying in response, developing new economic revenue streams to produce sustainable, bio-based products for both domestic and global markets – all while conserving natural lands for recreation, tourism, and wildlife. Maine’s forest communities are creating the conditions to attract investment and high-quality jobs to rural areas, including efforts to redevelop mill sites and improve broadband access in rural areas.

FOREST ECONOMY ECOSYSTEM, ACTORS & BENEFITS





THE SEAFOOD ECONOMIC ACCELERATOR FOR MAINE (SEAMAINE) is an industry-led, statewide collaborative committed to growing Maine’s seafood economy by developing an action plan that will ensure a vibrant, innovative, and resilient marine economy. Funded by the U.S. Economic Development Administration, Maine Technology Institute, and FocusMaine, SEA Maine brings together leaders from aquaculture, commercial fishing, and all sectors related to Maine’s marine living resources to:

- Identify strategies and targeted investments to help transition our heritage seafood economy into a modern engine.
- Increase the number of people employed in good paying, sustainable jobs that derive value from Maine’s living marine resources.
- Sustainably grow the economic impact of these sectors.

This cross-sector effort builds on substantial existing research in many areas of the seafood sector, and the partners are sharing their research to forge a new vision for the future of Maine’s economy. Co-led by Curt Brown of Ready Seafood, and Bill Mook of Mook Sea Farm, the SEA Maine steering committee includes 37 members located across the state. The members include industry associations, nonprofits, academia, and research and development. MDF serves as the project manager for SEA Maine.

The work of the project is delegated to four working groups: Marine Resource & Data Benchmarking, Workforce & Talent Development, Market Development, and New Opportunities & Emerging Technologies.

These four groups are working to achieve the following objectives:

- Understand the natural, economic, and demographic landscape of Maine’s marine living resources economy over the next 10 years.
- Identify and prioritize opportunities to sustain and grow Maine’s marine living resources economy: maximizing jobs, investment, new technologies, sustainable management, and economic resiliency.
- Unlock existing potential that connects Maine to new opportunities, attracts investments, and sustains growth in Maine’s marine living resources sector
- Match opportunity and talent by growing Maine’s skilled workforce
- Sustain the public-private partnerships to implement the vision and goals

Initiated in June of 2020 and modeled after what the forestry industry is doing with FOR/Maine, this three-year, \$2.1 million project will create a strategy and plan for ensuring the vibrancy and resiliency of Maine’s marine economy for years to come. Even after the project is complete, the results of our final report and the SEA Maine network are intended to endure far into the future.

60%
by 2025

Core Steering Committee

Educate Maine
Finance Authority of Maine
Maine Community
College System
Maine Development
Foundation
Maine State Chamber
of Commerce
University of Maine System



What is MaineSpark?

MaineSpark is a 10-year commitment from Maine's most influential education and business leaders to work together to ensure that Maine's workforce is productive and competitive. MaineSpark organizations connect people with the education, training, jobs, programs and resources needed to thrive in Maine's robust and changing economy. MaineSpark is powered by a coalition of organizations—schools and universities, nonprofits and foundations, government agencies and businesses—with a common goal: **by 2025, 60% of Mainers will hold education and workforce credentials that position Maine and its families for success.**

MaineSpark comprises four tracks, each offering and supporting programs and services for Mainers at all stages of life to reach their education and career goals.

Who is MaineSpark for?

MaineSpark links people in every stage of life, from every economic and educational background, and from every corner of the state and beyond who are pursuing their goals in this great state with member organizations that provide support and services. Whether you are preparing a child for a bright future, getting ready to start work toward or complete a degree or credential, looking to switch careers, or considering a move to Maine, MaineSpark can connect you to a network of beneficial resources.

Why is MaineSpark important?

Maine has jobs—excellent jobs in growing industries. And Maine has workers—hard workers with dreams to fulfill. By working together, MaineSpark's team of organizations and services will best serve Mainers who are aspiring to gain access to the skills, knowledge and information needed to land the jobs they want.

MaineSpark's mission: to shed light on the current employee/employer mismatch; to close the gap between worker skills and industry needs by connecting people with programs that provide training and education resources and services; to increase the overall educational attainment of Maine's people; and to broaden the understanding that Maine is a state full of opportunities and a great place to live and work.

To connect with
MaineSpark, or to sign up
for updates and news,
go to: MaineSpark.me

Press Contact
Ed Cervone
connect@MaineSpark.me

Core Steering Committee

Educate Maine
Finance Authority of Maine
Maine Community
College System
Maine Development
Foundation
Maine State Chamber
of Commerce
University of Maine System



Tracks

MaineSpark's coalition members offer and support a wide range of services and resources aligned with the goals of its four tracks. Below are some highlights of the innovative programs offered through its coalition members.



Strong Foundations, for children
from birth through Sixth Grade

Strong Foundations wants all Maine's children to begin life with good educational opportunities and plenty of hope. MaineSpark can connect children to their futures through programs like the Harold Alfond College Challenge, which gives every Maine baby a \$500 start toward higher education costs, and Educare, a state-of-the-art early learning facility for low-income children in Central Maine.



Future Success, for students from Sixth Grade
through post-secondary education

Future Success prepares Maine's youth for college, trainings and career options so they are ready to launch successful adult lives. MaineSpark can connect young people to their futures through programs like JMG's Drop Out Recovery program, which counsels youth back into quality jobs and post-secondary enrollment, and the Island Institute's Island Fellows Program, which places recent college graduates in professional positions in Maine's year-round island communities.



Adult Promise, for adult learners looking
to earn credentials or change careers

Adult Promise offers information, support and resources for those looking to start or finish a degree or certificate, change careers or learn a new trade or skill. MaineSpark can connect Mainers to their futures through programs like the Finance Authority of Maine Lifetime Learning Kit, providing tools that adults need to get ready (and pay) for education beyond high school; and through the University of Maine System's Adult Degree Completion Scholarship.



New Opportunities, for professionals looking
to move or begin new careers in Maine

New Opportunities supports graduates of Maine colleges and other programs who would like to stay and build their careers here, and professionals looking to begin a new chapter of life in Maine. MaineSpark can connect new and potential residents with the resources they need to thrive through programs like Live + Work in Maine's interactive job board, and the Opportunity Maine Tax Credit student loan reimbursement for college graduates.

To connect with
MaineSpark, or to sign up
for updates and news,
go to: MaineSpark.me

What is MaineSpark's Goal?

60% of the Maine population with a credential of value by 2025.

At least 40% of the newly credentialed Mainers will be students ages 25 and older.

What is MaineSpark's Adult Promise?

Adult Promise is one of four areas of focus—or “tracks”—of the MaineSpark initiative.

The Adult Promise track is a network of MaineSpark coalition member agencies whose focus is on supporting adult learners looking to earn post-secondary credentials, change careers, or learn a new trade or skill.

What is the MaineSpark Adult Promise vision?

Adult Promise member agencies are **working on**



connecting Maine's adult learners to affordable degree and credential programs



comprehensive and coordinated systems that address the diverse needs of adult learners



an easy-to-access **online resource center** for adult learners and the professionals who serve them to **easily navigate pathways toward their futures**



training service providers to make **effective and coordinated internal and external referrals** to adult learner clients



a statewide **promotional campaign** that emphasizes the value of degrees and credentials, in helping adults achieve their goals

What are “Credentials of Value” and why is MaineSpark focusing on them?

MaineSpark defines a credential of value as a recognized degree, diploma, certificate or credential that leads to further education and high quality employment.

Who's working on MaineSpark's Adult Promise?

A diverse group of public and private higher education institutions, businesses, philanthropic groups, state departments, and non-profit organizations.
 (For the most up-to-date list, visit mainespark.me).

*The initial group researched and conceived of the **60% by 2025** attainment goal, a formal resolution was developed and signed in 2016, and an Attainment Challenge Grant from Lumina Foundation was awarded in April 2017.*



How can YOU help Maine reach the Goal of 60% by 2025?



Keep doing the good work you're already doing, and tell us about it!



Strengthen collaborations and partnerships with other MaineSpark agencies and in your local community.



Go to mainespark.me to get involved and stay in touch



Send stories of how your organization is helping Maine get to 60% by 2025 to Lisa MacDonald Cooper, lcooper@mdf.org

Adult Promise Steering Committee



What is the MaineSpark Navigator network?

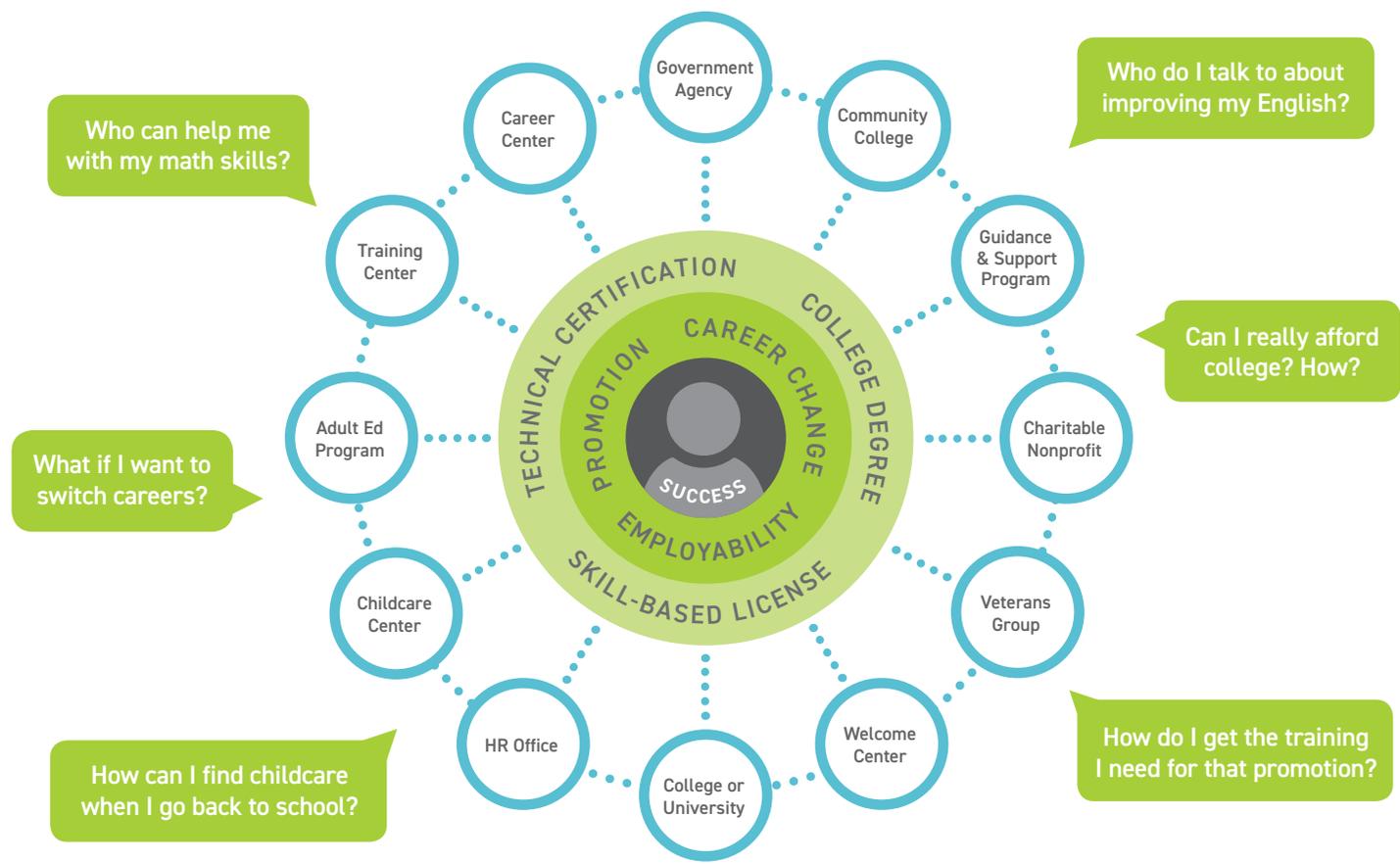
The **MaineSpark Navigator** network is a dedicated and trained group of education and career specialists who help **Mainers connect to their futures**. Through one-on-one conversations, they explain the value of education and the role of MaineSpark in helping Mainers obtain the credentials they need to qualify for good jobs and pursue their life goals. Navigators understand financial, logistic and other challenges, and are able to point Mainers to the right resources for their individual situations.

The Navigators in the network are here to work directly with the public, helping Mainers in every way they can. In return, MaineSpark keeps the Navigators up-to date on information and resources through trainings, resources and events.

Issues on which Navigators can advise

applications / enrollment / admissions / financial aid / scholarships / career planning
 tutoring / apprenticeships / housing / healthcare / transportation / childcare

With Navigators, Mainers can start anywhere and be connected to answers!



Why is the Navigator network necessary?

MaineSpark's goal is for 60% of Mainers to hold credentials of value by 2025 so that they can fill the excellent jobs available in the state. This ambitious milestone—which requires an increase of over 63,000 skilled adults in the next six years—is vital to the economic success of our state. To reach it, many Mainers will need to overcome significant barriers in order to enroll in educational or training programs.

Similar efforts in other states have shown that people are most likely to meet their educational and/or skill training goals when they receive **individualized, one-on-one, continuous guidance**. The MaineSpark Navigator network provides this vital support.

Who are the Navigators currently in the network?

The MaineSpark Navigator network is made up of 375 professionals from across the sectors supporting adults in Maine, all of whom are experienced in offering professional advising and guidance. Each Navigator brings expertise to the table, and through this program, MaineSpark is establishing a community of practice that optimizes skill- and information-sharing.

Where are we in the process?

With the support of Lumina Foundation and Maine Community Foundation, MaineSpark's Adult Promise track began developing the Navigator network in 2018. By pulling in knowledgeable professionals already serving in a diverse array of programs and fields to serve as Navigators, MaineSpark has helped streamline a sometimes complex process. Through the MaineSpark Navigator network, we are able to share data and work collaboratively with a wide range of institutions and service organizations, thereby providing Mainers with a more seamless guidance process.

MaineSpark's Adult Promise track launched an online hub which can be used by Navigators and the public to more quickly and easily access the most relevant resources for individuals on the path to career success. mainespark.me/hub

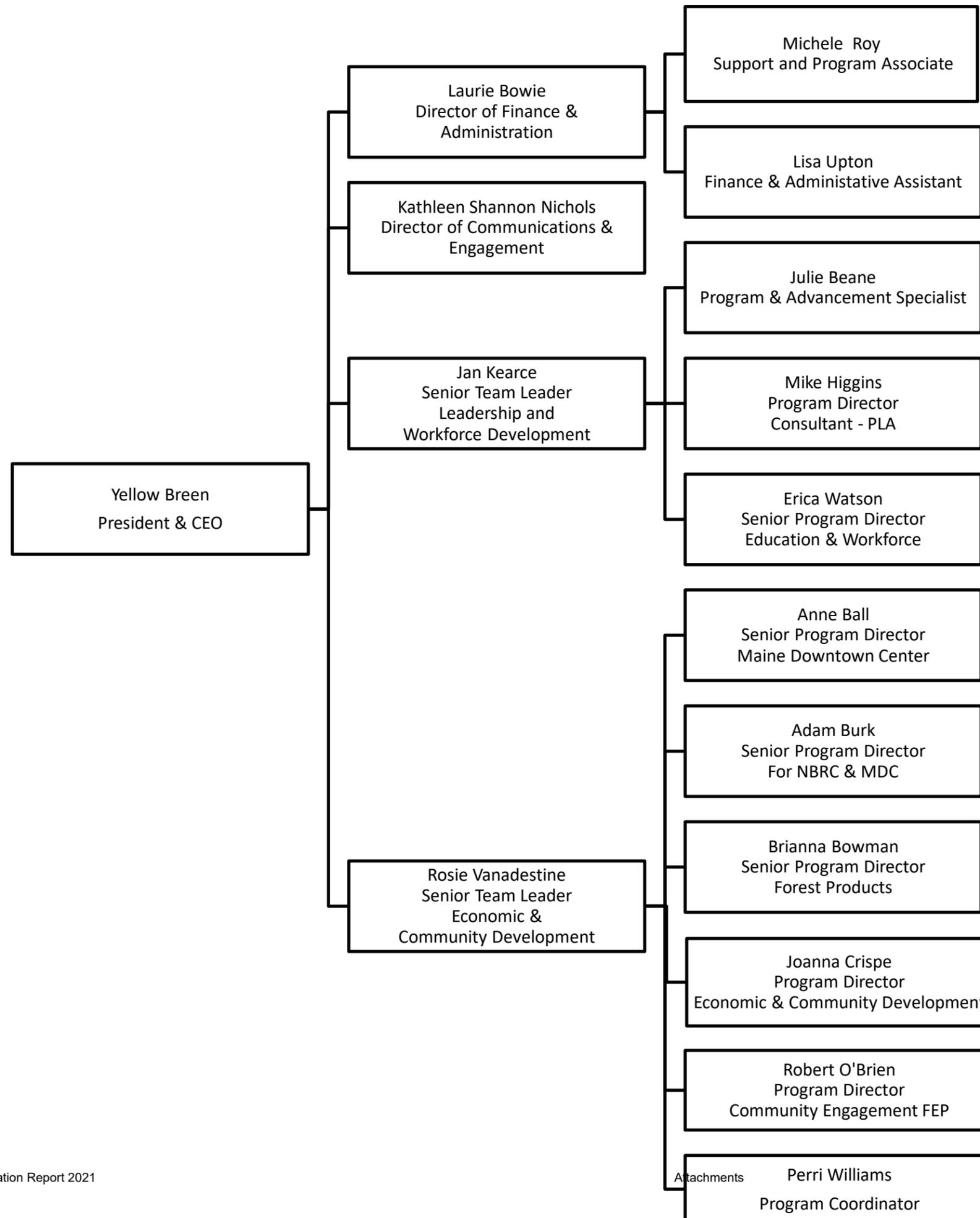
What still needs to be done?

In order to achieve the 60% by 2025 goal, Mainers must be able to strategically negotiate community, education, and employment resources that support their college and career access. Navigators are central to this effort. MaineSpark hopes to increase the number of Navigators to 500, offering scholarships for Navigators to attend trainings.

Other similar successful initiatives are state-led. Through a shared public/private model, the number of Navigators could continue to grow, as will the amount of time and energy the Navigators are able to focus on each aspiring adult who connects with them.

MDF Organizational Chart

December 2021





CONNECTING PEOPLE
& STRATEGIES TO DRIVE
MAINE'S ECONOMY

MDF Board of Directors, 2021-2022

Linda Ball	Vice President, Customer Service Central Maine Power
Scott Blake (ExComm)	SVP, Chief Information Officer, Bangor Savings Bank
Dan Bookham	Business Development Director, Allen Insurance and Financial
Madeleine Braun (Chair)(ExComm)	Chief, Presidential Initiatives, The Jackson Laboratory
Meredith Strang Burgess	President & CEO, Burgess Advertising & Marketing
Hannah Carter	Dean, UMaine Cooperative Extension
Lori Dwyer	President & CEO, Penobscot Community Health Care
Catherine Wygant Fossett	Executive Director, Institute for Family-Owned Business
Thomas Francoeur (Treasurer)(ExComm)	Senior Managing Scientist, VHB Inc.
Deborah Johnson	Delegate of Comm'r Heather Johnson Dir., Office of Community Development ME
Amy Landry (ExComm)	Executive Director, Androscoggin Valley Council of Governments (AVCOG)
Rick C. Leonard	Director of Finance & Assistant Treasurer, Cianbro
Carlos Mello	Ex Officio, Acting CEO, Finance Authority of Maine
Joy Barresi Saucier(Vice Chair)(ExComm)	Executive Director, Aroostook Agency on Aging
Lisa Sockabasin	Director, Wabanaki Public Health
Eric Soelberg	VP of Customer Marketing & Analytics, L.L. Bean, Inc.
Yellow Light Breen	Ex Officio President & CEO, Maine Development Foundation

MDF Board of Directors, 2021-2022



Linda Ball, Vice President, Customer Service, Central Maine Power

Recruited by Customer Service to a newly created position to address strategic challenges in regulatory and public venues, drive a customer first mentality and rebuild corporate reputation. Direct responsibility for in-source Contact Center, Billing and Revenue Recovery, with in-direct responsibility for all aspects of customer service provided by Avangrid cross-operational teams like Remittance Processing, field Customer Service, Key Account Management, customer and corporate communications, digital strategy teams. Provide Customer Service perspective on all regulatory issues. Rebuild relationships through frequent and transparent communications regulatory agencies and public advocates. Responsible to achieve regulatory SQI with significant ROE impacts.



Scott Blake, Senior Vice President and Chief Information Officer, Bangor Savings Bank

A member of the bank's Leadership Committee, Scott is responsible for overseeing the Information Technology, Business Intelligence, and Operations units of the bank. Previously, he was Chief Information Security Officer of Liberty Mutual Insurance Group, where he created an enterprise-level information security program, and Vice President for Information Security of BindView Corporation, where he led advanced technology strategy and security research.

Scott holds a MA in Sociology from Brandeis University, a BA in Social Sciences from Bard College at Simon's Rock, and the Certified Financial Planner™ and Certified Information Security Manager designations. Scott has served on and led the boards of the Bangor Symphony Orchestra, Bangor Area Homeless Shelter, FUSION: Bangor, and Simon's Rock Alumni Leadership Council. He has participated in numerous civic, nonprofit, and industry activities and councils.

Scott lives in Bangor, Maine with his family and is an avid skier, sailor, and traveler.



Dan Bookham, Vice President for Business, Allen Insurance & Financial

Dan serves as Vice President for Business Development and as a commercial lines producer at Allen Insurance and Financial, an employee-owned Maine company with worldwide resources and expertise in insurance, risk management, and financial planning. He primarily focuses on marine, waterfront, processing, manufacturing, offshore, international, and cargo exposures, but doesn't exclude any opportunity to be of assistance to any business or non-profit with insurance or risk management questions, and works with insureds across a wide range of industries.

Dan holds the Accredited Adviser in Insurance designation from the American Institute for Chartered Property Casualty Underwriters, is a Member of the Propeller Club of the United States and the International Association of Maritime & Port Executives. He also serves as a founding board member of the New England Ocean Cluster, an ocean technology incubator.

Born, raised, and educated in Britain, Dan moved to Maine in 1995 and has spent his career in the Pine Tree State, living or working in Bar Harbor, Camden, Belfast and Rockland. He was the executive director of the Penobscot Bay Regional Chamber of Commerce from January 2009 to September 2012, and was named Maine Chamber Executive of the Year in 2011.

In the community, in addition to board service with the New England Ocean Cluster, he serves as chair of the Board of Trustees of the LifeFlight of Maine Foundation. He also serves on the board of Camden Classics Cup regatta, on the Youthlinks Advisory Group, and as a member of America's Edge (a nationwide organization advocating for investment in early childhood development and education). He is a member of West Bay (Camden) Rotary and is the 2017-18 Commodore of the Pen Bay Fellowship of Yachting Rotarians.

He lives in downtown Rockland with his wife and daughter and their two dogs.



Madeleine J. Braun, Ph.D., MBA Chief, Presidential Initiatives, The Jackson Laboratory

Dr. Braun serves as the Chief, Presidential Initiatives, at The Jackson Laboratory, where she has responsibility for enterprise and research information technology applications, infrastructure, project management and information security. A graduate of Cornell University with a Bachelor of Arts in Biological Sciences, Genetics & Development, Madeleine holds a Ph.D. in Genetics from the University of Washington in Seattle. In May 2017 she earned her MBA, with advanced study in the Healthcare sector track, from the Yale School of Management.

Madeleine has held several laboratory management and business unit management positions at Jackson Labs as Senior Director, Transgenic Genotyping and Reproductive Sciences, as Business Unit Manager for JAX Breeding Services, and as Product Development Manager for development and

launch of new products and services. These divisions are high throughput, industrial laboratories, and operations teams providing key genetic services for Jackson faculty and for scientists worldwide.

Prior to joining the Laboratory, Madeleine worked in the biotechnology sector at two companies focused on cancer immunotherapeutics. As a Principal Scientist of Analytical Biochemistry and Formulations at Seattle Genetics Inc., she ran an immunogenicity testing laboratory for toxicology and Phase 1 & 2 clinical studies. As a Development Scientist at Corixa Corporation, she performed vaccine research and development work and oversaw a clinical immunology team in support of clinical trials.

Madeleine also serves on the Board for the Maine Development Foundation. She lives in Bar Harbor with her husband Bob and her two children, where she enjoys hiking, skiing, and participating in her boys' swim and soccer meets.



Meredith Strang Burgess, President & CEO, Burgess Advertising & Marketing

Burgess Advertising & Marketing is a 30+ year old full service communications company located in Falmouth, Maine. Over the years the company has received many accolades including the Governor's Award for Business Excellence and was named Best Places to Work in 2009, 2010 and 2011.

Meredith is very active in the community and is a past laureate in the Maine Business Hall of Fame; a Jefferson Award recipient; received the Mary Rines Thompson Award from WCSH 6 Who Care Awards; and was named the 2014 Woman of Distinction by the Girl Scouts of Maine. Diagnosed with breast cancer in 1999, she is a very active and out spoken advocate for cancer awareness and prevention. She is the past president of the Maine Cancer Foundation and helped create the successful pink ribbon Maine specialty license plate program in 2008.

In 2006, she was elected to the Maine State House of Representatives and served with distinction in the 123rd, 124th and 125th Legislatures, and is the third generation to serve in the Maine Legislature. She served one term on the Education and Cultural Affairs Committee and two terms on the Health and Human Services Committee, and served as House Chair in her final term. She served on the commission to create the Maine Children's Growth Council and served four years on the Council. She is now a board member of Maine Early Learning Investment Group (MELIG), raising funds to support Elevate Maine. In 2014, she joined the Board of Directors of MEMIC. Active in education, Meredith is the past president of the University Of Maine Board Of Visitors and currently serves as a trustee at Hebron Academy. In 2012, she rejoined the Board of Maine Historical Society. She has also served on the Boards of the Maine Cancer Consortium and the Maine Public Health Association, and is the past president of the Portland Ronald McDonald House.

Meredith resides in Cumberland and has three adult sons. When not working on communications, genealogy, community or political projects, she can be found skiing at her beloved Sugarloaf or cruising Casco Bay. She has completed thirteen triathlons and has the great honor of being the last finisher at the annual Maine Tri for a Cure triathlon every July.



Dr. Hannah Carter, Dean, University of Maine Cooperative Extension

Dr. Hannah Carter grew up surrounded by the potato fields of Aroostook County, Maine. A former 4-H'er and Maine FFA officer, her love of agriculture was developed early and has served as a guide in her career. She graduated 1995 with a B.S. degree in Environmental Science from the University of Maine at Presque Isle. Upon graduation, she began her career with UMaine Extension working within the potato industry.

In 1999, she graduated with her M.S. in agricultural education and communication, with a concentration in extension education, from the University of Florida and returned to UMaine Extension. She returned to the University of Florida and in 2004 she earned her Ph.D. in agricultural leadership. She stayed with UF and directed the Wedgworth Leadership Institute for Agriculture and Natural Resources, a leadership development program for individuals involved in Florida's agriculture and natural resource industries for 15 years.

In addition, she taught graduate and undergraduate classes and received tenure and was promoted to an associate professor in 2013. For her last two years at UF/IFAS, she also served as the interim director of the

UF/IFAS Center for Leadership, which provided leadership programming to internal UF/IFAS audiences and external stakeholder groups across Florida and the nation. She has been named “Outstanding Leadership Program Director” by the International Association for Programs of Agricultural Leadership and “Educator of the Year” by the Florida Nursery Growers and Landscapers Association. In addition, she has authored or co-authored over 30 publications and presented her research at national and international meetings.

In 2019, she assumed the role of Dean of Cooperative Extension for the University of Maine. In this role, she oversees the work of county and state extension faculty, provides leadership to extension programs and works with campus administrators to further the UMaine land grant mission.



Lori Dwyer, JD, President & Chief Executive Officer

Lori Dwyer joined Penobscot Community Health Care in 2012 as PCHC’s General Counsel and Compliance & Risk Officer. A graduate of Duke University (B.A.), the University of Alabama (M.A.), and the University of Maine School of Law (J.D.), Dwyer taught high school and community college after receiving her Master’s degree, practiced labor and employment law with Bernstein Shur in Portland, Maine for 7 years after graduating from law school, and became a member of PCHC’s executive management team in 2013.

Dwyer holds a graduate certification in healthcare compliance from George Washington University’s school of graduate studies, served as interim Chief Human Resources Officer until January 2016, and currently serves as President & Chief Executive Officer as of September 2017.

Dwyer is devoted to public and pro bono service throughout her career and was recognized by the Maine Bar Foundation in 2012 for her pro bono service. She currently serves on the Board for the Maine Development Foundation, Health Info Net, Bangor YMCA, and the Maine Primary Care Association. In addition, serves on the Health Policy Committee for the National Association of Community Health Centers



Catherine Wygant Fossett, Executive Director, Institute for Family-Owned Business

Now in its 27th year, the Institute for Family-Owned Business (IFOB) is a non-profit 501(c)3 organization dedicated to supporting family-owned businesses, which represent about 80 percent of all businesses in Maine. Catherine leads the organization which offers a wide range of services and programs including: consulting, seminars, workshops, an annual awards gala, networking and more. The Institute assists family-owned firms in meeting the unique managerial challenges associated with operating and sustaining a successful family enterprise.

Prior to joining the IFOB in 2014 as its executive director, Catherine was the executive director of the Boothbay Harbor Region Chamber of Commerce where she oversaw the 50th Anniversary of Windjammer Days, developed the Claw Down lobster bite competition, and annually produced the region’s definitive travel guide. She is a graduate of the Maine Association of Nonprofits’ Executive Leadership Institute.

Catherine’s prior experience includes 20 years in the travel industry, at Hewins Travel, as director of marketing,

and Hurley Travel Experts, as director of sales. A graduate of Bates College, she has served on dozens of boards including the Advertising Club of Maine, the World Affairs Council of Maine, MidCoast Chamber Council, Mobilize MidCoast Maine leadership committee, Rotary, Maine Sports Commission, the Amputee Association of Maine, the Advisory Board for the MWM Maine Women Magazine, the Boothbay Sea and Science Center and she currently serves on the Maine Development Foundation board. She lives with her husband in the MidCoast, is an avid boater and outdoor enthusiast with a love of great food and local crafts.



Thomas Francoeur, Senior Managing Scientist, VHB

Tom currently leads VHB's Forensics & Environmental Liability practice. Mr. Francoeur is a senior level executive familiar with the complex daily challenges of a rapidly growing organization. In addition to 28 years of professional services experience, he has driven strategic, board, organization, technology, finance and business planning processes for the last 20 years within the executive teams of private and non-profit organizations. Mr. Francoeur has a passion for developing leaders and high performing teams committed to achieving a common goal. His broad experience as a small business owner, Financial Manager, Operations Manager, Business Center Manager and Chief Technology Officer gives him a broad perspective when dealing with organizational challenges. Mr. Francoeur has over 10 years of both private and non-profit Board experience.

Tom is a lifelong learner and committed to leadership, learning and the values of growth, freedom, challenge, and recognition. He and his family founded a scholarship in 2002 after the unexpected death of his oldest brother. This scholarship fund was established to honor Greg Francoeur's memory and to encourage his "pursuit-of-excellence" in others. To date, the family has raised more than \$250K for a scholarship endowment and has awarded more than \$80K in scholarships. In 2009, Tom joined the Board of Institute for Civic Leadership. He currently serves on the Board of Lift360 (a result of the merger of Common Good Ventures and the Institute for Civic Leadership) whose mission is to strengthen leaders, non-profits and communities. Also, he was a founding member and first president of the Woodard & Curran Foundation which is a grant-making organization dedicated to local and global solutions for a healthier world.

Tom was born, raised and educated in Maine. He grew up in Cumberland, Maine with his parent's and two brothers where he was the product of a public education. He then pursued higher education at Bowdoin College in Brunswick, Maine where he received a liberal arts degree in Chemistry with a minor in Religion. While at Bowdoin, Tom was the Captain of the water polo and swimming teams.

Currently, Tom lives in Alfred, Maine with his wife of 20 Years, Sharon Secovich. They enjoy the country lifestyle and have a houseful of adopted pets. Sharon was appointed by the Governor of the State of Maine to the State's Animal Welfare Advisory Council which she is a former Chair. She is also a co-founder of the cat rescue group Friends of Feral Felines, and was integral in starting a first of its kind low-income spay/neuter program for the state of Maine called Help Fix ME. She now consults with other non-profits and state legislatures to bring similar programs and laws to other states.



Deborah Johnson, Delegate of Comm'r Heather Johnson, Director, Office of Community Development, Maine DECD

Deborah is the Director of the Office of Community Development (OCD), at the Maine Department of Economic and Community Development (DECD). Deborah joined DECD in 1997 as a Development Program Manager and has been the Director since 2010.

The OCD oversees the Community Development Block Grant, the Maine Made program, the Code Officer Certification & Training Program, the Maine Uniform Building and Energy Code Board and state-owned landfills.

Prior to joining DECD, Deborah worked for the City of Portland, Maine as a Program Manager for the CDBG and Home programs. She graduated from the University of New Hampshire with a BS in Business Administration.



Amy M. Landry, Executive Director, AVCOG

Amy is responsible for the overall direction and administration of AVCOG and its programs. AVCOG assists area municipalities in Androscoggin, Franklin and Oxford Counties in the areas of Land Use Planning, Economic Development and Transportation. Amy joined AVCOG in 1996.

Prior to assuming her responsibilities as Executive Director she served as Economic Development Specialist and Planner where she was responsible for the coordination of the agency's economic development programs including the region's Comprehensive Economic Development Strategy and AVCOG's Economic Development District's programs. In addition she was responsible for overseeing the region's asset based strategic initiatives and coordinated general planning projects and technical assistance programs, Brownfields program and underwriting for AVCOG's microlending program.

From 2010-2012 Amy was also contracted to serve as Business Development Specialist for the Maine Department of Economic and Community Development.

She is currently the President of The Economic Development Council of Maine and serves on the Central/Western Maine Workforce Investment Board; Androscoggin Transportation Resource Center Policy Committee; Lewiston-Auburn Metro Chamber of Commerce Board of Directors, Lake Auburn Watershed Protection Commission, and past board member of the Lewiston Development Corporation. Amy holds a Masters in Business Administration from Southern New Hampshire University and a B.S. in Business Administration from Bryant University. She resides in Lewiston with her husband and 2 children.



Rick C. Leonard, Director of Finance & Assistant Treasurer, CIANBRO

Rick has 28 years of service with Cianbro advancing to his current position of Director of Finance and Assistant Treasurer. Over his career, Rick has held positions of responsibility for all financial functions in the company. Rick has extensive experience in leading initiatives that develop future financial leaders, and has advanced the company in the technical areas of insurance and risk management, employee ownership, organizational structure, company acquisitions, strategic planning, and corporate governance. Rick has been a key part of ensuring the most critical company transactions have been carefully planned, executed, and sustained.

Dedicated to the construction industry, Rick began his career as a CPA auditing construction clients with the professional services firm KPMG. He has been active in Associated General Contractors of Maine, (AGC), and the Construction Financial Management Association, (CFMA), in Maine, and nationally. A member of CFMA for more than 31 years, Rick has twice served as President of the Maine Chapter of CFMA, served on local and national committees, and presented at the national conference.

After spending his childhood years in Newport, Maine Rick attended the University of Maine earning degrees in accounting and finance. Since 1993, Rick has been a resident of northern Kennebec County. Rick participates in numerous charity and civic events. Rick and his wife reside on their farm in Winslow when not visiting with their children in Ohio and Colorado. An exercise enthusiast, Rick enjoys trail running, bike riding and kayaking as often as possible



Carlos Mello, Acting CEO, Finance Authority of Maine

Carlos has over thirty-five years of banking, lending, investment, finance and accounting experience. In addition to his role as FAME's Acting CEO, he has served as the Chief Risk Officer at the agency.

Prior to joining FAME, Carlos served as the President and CEO of Prudential Bank & Trust, FSB, and held other leadership positions at Prudential Financial. He also held senior vice president and managing director positions at People's United Bank.

Carlos is a certified financial planner and has held investment representative, investment advisor, and securities principal licenses. He is a former certified public accountant and received his B.S. in accounting from Boston College.

Carlos currently serves as chair of the CEI Ventures Board of Directors and is an active member of the Episcopal Diocese of Maine, serving as a trustee of Diocesan funds and recently as senior warden at St. Thomas' Camden. Carlos and his wife live in Camden and are the parents of three adult children.



Joy Barresi Saucier, RN, MHA, FACHE, Executive Director, Aroostook Agency on Aging

Joy is the Executive Director of the Aroostook Agency on Aging, a non-profit serving Aroostook County since 1972. The agency's mission is to improve the quality of life, maximize the independence and promote the well-being of older people in northern Maine. It does this through the provision of programs and services for older adults and individuals with disabilities focused on food assistance, transportation, elder care, caregiver support, and health insurance counseling.

Joy began her career as a Registered Nurse graduating from the University of Maine School of Nursing. She later received a Graduate Certificate in Healthcare Administration from the University of Maine School of Public Administration and a Master of Health Administration degree from St. Joseph's College of Maine.

She has worked in a variety of healthcare positions with progressive responsibility including patient care, community education, fundraising, and project management. For over a decade, she served as vice president of a rural, regional medical center providing leadership to several functional areas, including strategic planning, business development, analytics, advocacy, communications, philanthropy, and community benefit. She is board certified in healthcare management and is a Fellow of the American College of Healthcare Executives. Joy serves as Vice Chair of the Aroostook District Public Health Council and in this role represents Aroostook County on the Statewide Coordinating Council for Public Health. She is a member and Past President of the Presque Isle Rotary Club and is Rotary District 7810 Foundation Committee Chair. In addition, she serves as an advisor to five young women at Presque Isle High School through the Olympia Snowe Women's Leadership Institute.

Joy is an alumna of Leadership Maine (Phi Class), serves on the Board of Directors for the Aroostook Partnership, and is a founding member of Empower Aroostook, a group committed to empowering individuals to connect Aroostook.



Lisa Sockabasin, MS, RN | Co-CEO, Wabanaki Public Health

Lisa is a citizen of the Passamaquoddy Tribe at Motahkomikuk with extensive experience and expertise in Tribal, State, and Federal governments, non-profits, and philanthropic organizations.

Lisa has over 19 years of experience addressing inequities experienced by and providing opportunities to tribal populations. Prior to joining WPH, Lisa served as the Director of the Office of Health Equity in the Maine Department of Health and Human Services, as an epidemiologist in the Infectious Disease Program for the State of Maine, as a nurse epidemiologist with the North American Indian Center of Boston, Inc., and served as coordinator to Harvard's Four Directions Summer

Research Program – a capacity she still serves in.

Lisa holds a B.S. in Biology from the University of Maine, a B.S. in Nursing from the University of Maine, and an M.S. in Health Policy and Management from the University of Southern Maine. She holds a graduate

certificate in Non-Profit Management-Organizational Strategic and serves on a number of boards including Maine Philanthropy Center, Planned Parenthood of New England, and the ACLU of Maine.



Eric Soelberg, VP of Customer Marketing & Analytics, L.L. Bean

Eric Soelberg has worked at L.L.Bean for 9 years and in his current role, Eric oversees the Analytics, Customer Insights, and Sales Planning functions. Eric is also responsible for managing L.L.Bean’s end-to-end Commercial Planning process. Eric has held additional roles at L.L.Bean, including various FP&A roles, overseeing digital analytics, sales forecasting, and leading the accounting department.

Prior to L.L.Bean, Eric worked as a certified public accountant at PricewaterhouseCoopers in their Boston office, where he worked in PWC’s Private Client Services group doing various tax compliance and consulting work. Eric is a graduate of Brigham Young University with undergraduate and graduate degrees in Accounting.



Yellow Light Breen, President & CEO, Maine Development Foundation

Yellow’s passion is promoting economic and educational opportunity for all Mainers regardless of geography or background. He became CEO in August 2015, where he develops strategic direction, integration, and partnerships across MDF’s mission and programs.

Yellow is a sought-after public speaker with a diverse background in business, public policy, and law. He spent twelve years as an executive with Bangor Savings Bank, overseeing strategic planning, marketing, online banking, community development, and charitable activities. Prior, he was a senior official at the Maine Department of Education and an advisor to Independent Governor Angus King.

Yellow was born and raised in rural, central Maine, a product of Maine public schools, and earned undergraduate and law degrees from Harvard University. He has been an active volunteer in many education and economic development efforts, including the boards of the Maine Community Foundation and Educate Maine. He previously served on the MDF Board and chaired Realize Maine, an ongoing initiative to attract, retain, and support young professionals.

Yellow lives in Holden and loves to hike, swim, and ski with his wife and children.

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Freeport

Carlos Mello
Finance Authority of Maine
Augusta

Membership Structure:		
# of Employees	Non-Profit Rate	Business Rate
1 - 25	\$150	\$250
26 - 50	\$200	\$350
51 - 75	\$250	\$500
76 - 100	\$300	\$750
101 - 125	\$350	\$1,000
126 - 150	\$425	\$1,000
151 - 200	\$500	\$1,500
201 - 300	\$750	\$2,000
301 - 400	\$1,000	\$2,500
401 and above	\$1,500	\$3,000
Library Rate	\$50	
Individual Rate - Retiree	\$50	
Individual Rate - Non-retiree	\$250	

Member Benefits

As an MDF member, you'll receive the following benefits:

- Special membership rates for you and your employees at all MDF events including:
 - Annual Meeting
 - Annual Maine Downtown Center Conference
- Special member rate for Leadership Maine and ICL Leadership Intensive
- First release of MDF publications and curated information

Additional Champion Circle member benefits (non-profit \$5,000; for-profit \$10,000)

- Prominent logo recognition and listing on all MDF materials
- Special sponsorship opportunities
- Special recognition at MDF Annual Meeting

Thanks to our Champion Circle Members:



MDF MEMBERSHIP



*Some organizations are designated as Champion Circle members due to their combined donations for membership and in-kind services.

Champion Circle Members Per Rate Paid

Business Rate - \$10,000

Bangor Savings Bank
Hannaford Bros. Co.
L.L Bean Inc.
MEMIC

Non-profit Rate - \$5,000

The Jackson Laboratory
Maine Community Foundation
University of New England
Nellie Mae Education Foundation

Organizations Designated as Champion Circle Members Due to Combined Cash Donations for Membership and/or In-Kind Services

Ethos|Vont
Flyte New Media

Mainebiz
Maine Today Media
Maine The Magazine

Top MDF Members by Dues \$1,000 to Champion Circle

Poland Spring	\$3,500	MaineGeneral Health	\$1,500
Bank of America	\$3,000	Northern Light Health	\$1,500
Bath Iron Works	\$3,000	Penobscott Community Health Care	\$1,500
Camden National Bank	\$3,000	Preti Flaherty Beliveau & Pachios, LLP	\$1,500
Central Maine Power	\$3,000	Southern Maine Health Care	\$1,500
Cianbro Corporation	\$3,000	Spurwink Services	\$1,500
Dead River Company	\$3,000	University of Maine - Orono	\$1,500
Hancock Lumber Company, Inc.	\$3,000	J.S. McCarthy Co., Inc.	\$1,250
TD Bank	\$3,000	Kennebec Savings Bank	\$1,250
Sargent Corporation	\$2,500	People's United Bank, N.A.	\$1,250
Bar Harbor Bank & Trust	\$2,000	Skowhegan Savings Bank	\$1,250
First National Bank	\$2,000	Systems Engineering Inc.	\$1,250
Gorham Savings Bank	\$2,000	United Insurance	\$1,250
Machias Savings Bank	\$2,000	Versant Power	\$1,250
MMG Insurance	\$2,000	Bath Savings Institution	\$1,000
Wright-Pierce	\$2,000	Cary Medical Center	\$1,000
Androscoggin Bank	\$1,500	Newscenter Maine (WCSH-6 & WLBZ2)	\$1,000
Bowdoin College	\$1,500	Purdue University Global	\$1,000
Diversified Holding Co. & Diversified Communication	\$1,500	University of Maine - Augusta	\$1,000
Goodwill Industries of Northern New England	\$1,500	University of Maine - Farmington	\$1,000
Hussey Seating Company	\$1,500	University of Maine System	\$1,000
		University of Southern Maine	\$1,000

All MDF Members

AARP Maine	Bangor Savings Bank
Alfond Scholarship Foundation	Bank of America
Allen Insurance and Financial	Bar Harbor Bank & Trust
Alternative Manufacturing Inc. (AMI)	Baskahegan Company
American Red Cross of Maine	Bath Iron Works
Androscoggin Bank	Bath Savings Institution
Androscoggin Valley Council of Governments	Bethel Area Chamber of Commerce
Appalachian Mountain Club	Blue Hill Heritage Trust
Aroostook Agency on Aging	Blue Water Workshop
Aroostook Aspirations Initiative	Boothbay Region YMCA
Aroostook County Action Program	Bowdoin College
Aroostook Partnership	Bowman Constructors
Augusta Housing Authority	Burgess Advertising & Marketing
Axiom Technologies	Camden National Bank
Baker Newman Noyes	Career Management Associates
Bancroft, Ronald	Cary Medical Center

CCB, Inc.
CEI
Central Maine Power
Central Western Maine Workforce Initiatives
Cianbro Corporation
City of Augusta
City of Bangor
City of Biddeford
City of Biddeford Historic Preservation Commission
City of Brewer
City of Ellsworth
City of Waterville
City of Westbrook
Coffee by Design
Community Concepts Finance Corporation
Consolidated Communications Inc.
Covenant Health
cPort Credit Union
Curtis Thaxter LLC
Dead River Company
Desert of Maine
Developers Collaborative Predevelopment, LLC
Diversified Holding Co. & Diversified Communicatio
Dwyer, Lori
East Brown Cow Management Inc.
Eastern Maine Development Corporation
Eaton Peabody Consulting Group LLC
Education Action Forum of Maine
Elmina B. Sewall Foundation
Epstein Properties
Ethos Marketing & Design
Falmouth Memorial Library Association
Farm Credit of Maine, ACA
Ferry Beach Park Association
Finance Authority of Maine
First National Bank
FirstLight
Flight Deck Brewing
Flyte New Media
Francoeur, Thomas
Franklin Savings Bank
Freeport Economic Development Corp.
Good Shepherd Food Bank
Goodwill Industries of Northern New England
Gorham Savings Bank
Great Diamond Partners
Great Schools Partnership
Greater Franklin Development Corporation
Greater Portland Council of Governments
Green Tree Event Consultants
Grommes Pulaski Consulting, LLC
Gulf of Maine Research Institute
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Hammond Tractor
Hancock County Auditorium Associates
Hancock Lumber Company, Inc.
Hannaford Supermarkets
Healey & Associates Inc.
Heino, Dianne
Hospice Volunteers of Somerset County
HospitalityMaine
Houlton Band of Maliseet Indians
Housing Initiatives of New England
Huber Resources Corp
Hurley, Maureen
Hussey Seating Company
Husson University
IDEXX Laboratories, Inc.
Institute for Family Owned Business
Island Institute
ITE/PC's for MAINE/e Waste Alternatives (give IT.
J.B. Brown & Sons
J.S. McCarthy Co., Inc.
Jobs for Maine's Graduates, Inc. (JMG)
John T. Gorman Foundation
Kelly, Theresa
Kennebec Savings Bank
Kennebec Technologies
Kennebec Valley Community Action Program
Kennebec Valley Council of Governments
KeyBank, N.A.
Kieve-Wavus Education Inc.
L.L. Bean, Inc.
Langford & Low, Inc.
Lapham, Nicholas
Live + Work in Maine
Lyman, Christine
Machias Savings Bank
Maine Arts Commission
Maine Association of Broadcasters
Maine Association of Nonprofits
Maine Bankers Association
Maine Better Transportation Assn.
Maine Center Ventures
Maine Children's Alliance

Maine Children's Home for Little Wanderers
Maine Coast Heritage Trust
Maine Community College System
Maine Community Foundation
Maine Conservation Voters
Maine Credit Union League
Maine Farm Bureau Association
Maine Farmland Trust
Maine Food for Thought
Maine Masonic Charitable Foundation
Maine Mathematics & Science Alliance
Maine MEP
Maine Municipal Association
Maine Municipal Bond Bank
Maine Philanthropy Center
Maine Potato Board
Maine Preservation
Maine Primary Care Association
Maine Public Broadcasting Network
Maine Public Health Association
Maine Resilience Building Network
Maine School of Science and Mathematics
Maine Small Business Development Centers
Maine State Credit Union
Maine Technology Institute
Maine Venture Fund
Maine Women's Fund
Mainebiz
MaineGeneral Health
MaineHealth Accountable Care Organization
MaineStream Finance
Mano en Mano - Hand in Hand
Maple Way Dental Care
Margaret Chase Smith Library
Martin's Point Health Care
Masthead Maine (MaineToday Media/Portland Press
McMullen-Pelsor, Marlene
MEMIC
Merrill Memorial Library
Midcoast Regional Redevelopment Authority
Mission Broadband
MMG Insurance
Mount Desert Island Biological Laboratory
Nellie Mae Education Foundation
New Ventures Maine
Newscenter Maine (WCSH-6 & WLBZ2)
NH Bragg, A Division of Horizon Solutions

Nickerson & O'Day
Noble Adult & Community Education
Northern Light Health
Northern Maine Development Comm.
Northern Maine Medical Center
Northern New England Passenger Rail Authority/Amtr
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Preti Flaherty Beliveau & Pachios, LLP
Pro Search, Inc.
Purdue University Global
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Repa, J. Theodore
Ruhe, Deborah
Rural Aspirations Project
Saint Joseph's College of Maine
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Sargent Corporation
Sawyer Island Consulting
Scarborough Economic Devel. Corp.
Scott Simons Architects
Sea Bags, LLC
Sea Cove Solutions
Sealander Architects
Seeds of Hope Neighborhood Center
Sheridan Construction Corporation
Skowhegan Savings Bank
South Park Development Corp.
Southern Maine Community College
Southern Maine Health Care
Southern New Hampshire University

Sprague, Patricia
Spurwink Services
St.Germain
State 23 Media/Maine Magazine
Sugarloaf & Sunday River Ski Resorts
Sunrise County Economic Council
Susan L. Curtis Charitable Foundation
Synergent
Syntiro
Systems Engineering Inc.
TD Bank
The County Federal Credit Union
The Foundation for Maine's Community Colleges
The Jackson Laboratory
The Nature Conservancy
The Sustainability Lab D/B/A Fork Food Lab
Thomas College
Town of Bridgton
Town of Carrabassett Valley
Town of Fryeburg
Town of Hampden
Town of Houlton
Town of Madawaska
Town of Windham
TrainRiders/Northeast
U.S. Small Business Admin.

United Insurance
United Way of Kennebec Valley
United Way of Mid Coast Maine
United Way of Southern Maine
UniTel Inc.
Unity College
University of Maine - Augusta
University of Maine - Farmington
University of Maine - Orono
University of Maine - Presque Isle
University of Maine Alumni Assn.
University of Maine Hutchinson Center
University of Maine System
University of New England
University of Southern Maine
Unum
Versant Power
Walsh Engineering Associates
WEX Inc.
Wild Blueberry Commission of Maine
Woodard & Curran
Wright-Pierce
Wright-Ryan Construction Inc.
York County Community College
Zinchuk, Robin

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Finance Authority of Maine
Governor's Office of Policy Innovation
& the Future Maine
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Maine Dept. of Agriculture, Conservation & Forestry
Maine Dept. of Economic & Community Development
Maine Dept. of Education
Maine Dept. of Environmental Protection
Maine Dept. of Health & Human Services

Maine Dept. of Inland Fisheries & Wildlife
Maine Dept. of Labor
Maine Dept. of Marine Resources
Maine Dept. of Professional & Financial Regulation
Maine Dept. of Transportation
Maine Municipal Bond Bank
Maine State Housing Authority
Maine Treasurer of State
University of Maine System

Maine Development Foundation
Audited Statement of Activities For Years Ended December 31

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Revenues and Other Support										
Program Fees	270,184	306,905	311,008	284,984	266,406	222,453	234,540	326,329	337,597	153,163
Contributions and corporate support	403,640	395,962	409,520	307,879	274,979	257,105	360,553	476,442	376,305	246,952
Contract income	431,045	96,487	135,166	220,289	194,140	407,374	281,837	324,347	499,285	537,778
Grant income	364,275	751,987	1,092,693	1,185,830	322,310	301,490	774,648	654,667	567,546	1,351,222
Payroll Protection Plan										225,600
Interest income	1,406	961	1,046	817	615	1,080	2,696	5,752	6,915	1,559
In-kind revenue	10,011	3,211	8,560	17,500	22,482	10,230	28,900	51,232	42,128	45,500
Miscellaneous income	2,572	9,810	4,963	4,025	4,549	18,069	4,955	4,836	3,825	50
Total Revenues and Other Support	1,483,133	1,565,323	1,962,956	2,021,324	1,085,481	1,217,801	1,688,129	1,843,605	1,833,601	2,561,824
Expenses										
Personnel	740,176	723,434	632,233	728,641	672,428	635,387	818,471	1,114,372	1,142,078	1,408,238
Direct Program Costs	641,610	417,873	1,314,252	1,196,754	411,148	567,293	474,952	684,900	651,729	1,130,946
Office Operations	117,031	115,516	125,025	117,784	109,759	149,281	157,649	109,184	97,756	106,967
Total Expenses	1,498,817	1,256,823	2,071,510	2,043,179	1,193,335	1,351,961	1,451,072	1,908,456	1,891,563	2,646,151
Revenues Over/(Under) Expenses										
Without Donor Restrictions	(58,304)	58,466	94,295	(17,355)	(180,809)	(79,092)	(18,988)	366	16621	4430
With Donor Restrictions	42,620	250,034	(202,849)	(4,500)	72,955	(55,068)	256,046	(65,217)	(74,582)	(88,757)
Total Revenues Over/(Under) Expenses	(15,684)	308,500	(108,554)	(21,855)	(107,854)	(134,160)	237,058	(64,851)	(57,961)	(84,327)
Gain on disposal of fixed assets			9,900							
Decrease in Net Assets	(15,684)	308,500	(98,654)	(21,855)	(107,854)	(134,160)	237,058	(64,851)	(57,961)	(84,327)
Net Assets at Beginning of Year	347,055	331,371	639,871	541,217	519,362	411,508	277,348	514,406	449,555	391,954
Total Net Assets	331,371	639,871	541,217	519,362	411,508	277,348	514,406	449,555	391,594	307,267
Unrestricted Net Assets at End of Year	288,751	347,217	451,412	434,057	253,248	174,156	155,168	155,534	172,155	176,585
Staff - Full Time Equivalents	8.5	8.5	7.5	8.17	8.5	7	8.5	11.5	13.0	14.0