

# Annual Report 2016-17



Northern Maine  
Development  
Commission

*Celebrating our  
50th anniversary*





## Northern Maine Development Commission

The Northern Maine Development Commission (NMDC) is a membership organization comprised of participating communities and counties in the Aroostook-Washington Economic Development District.

NMDC provides federal and state services at the regional and local levels. NMDC also provides management and support for Aroostook County Tourism (ACT), Aroostook Municipal Association (AMA), and Aroostook Partnership (AP).



### Designations

NMDC maintains these designations to ensure the northern Maine region is eligible to participate in the many federal and state programs designed to benefit the region's businesses and communities.

Rural Empowerment Zone  
and USDA Great Region  
(US Department of Agriculture)



Small Business Development Center and Northern Border Regional  
Commission Designated Local Development District



Northern Border  
Regional Commission

Economic Development District  
(US Department of Commerce Economic  
Development Administration)



Manufacturing Extension Partnership - MEP  
(Maine Manufacturing Extension Partnership, National Institute of Standards and  
Technology)

Maine Dept. of Ag, Conservation and Forestry  
and Regional Planning Commission  
(State of Maine)



Intermediary Lender  
(Rural Development and US Small Business Administration)  
(FAME, Finance Authority of Maine)



Procurement Technical Assistance  
Center  
(Department of Defense,  
Eastern Maine Development Corporation)



US Census Data Center Affiliate  
(US Census Bureau)



## Aroostook Partnership

- Executes Mobilize Northern Maine initiative focusing on the business growth potential for Renewable Energy, Forestry/Manufacturing and Diversified Agriculture.
- Lead the "Education to Industry" Initiative to expand student job awareness, job shadow and internship opportunities and promote programs such as Junior Achievement.
- Purchased Virtual Job Shadow for every high school in Aroostook County to make students more aware of career opportunities.
- More than 100 Aroostook County and statewide businesses represented.
- Leads the Northern Forest Products Industry Cluster to expand the potential for "value-added" processing in Aroostook.
- Facilitated the formation of the Aroostook Energy Association to save industry in Aroostook County on energy costs
- Sponsored the Aroostook Entrepreneur of the Year competition. The winner in 2017 was Josh Rich, of JL Rich Timber Harvesting in Fort Kent.



## Business Finance Division

### Business Finance Division 2016-17

Type	\$ Loaned	\$ Leveraged	Jobs Created	Jobs Retained	# of Loans
Commercial	\$50,000	\$21,785	2.5	0	2
Manufacturing	-	-	-	-	-
Service	\$1,634,514	\$3,349,167	21.5	148	34
<b>Totals:</b>	<b>\$1,684,514</b>	<b>\$3,370,952</b>	<b>24</b>	<b>148</b>	<b>36</b>

Business Finance Division Historical

> \$265 million

More than 15,000 jobs

### Small Business Development Center (July 2016 to June 2017)

#### Business Development

Long-Term Clients – 58  
Counseling Hours – 952  
Workshops – 9

Capital Formation - \$3,245,724  
Business Starts – 18  
Jobs Created/Retained – 113

### Orchids, LLC Madawaska

It has been a busy first few months since Alan and Scott Nash-Pelletier opened Orchids at the Fraser Mansion building in Madawaska. The pair have been busy getting reacquainted with customers from their previous restaurant, getting to know new patrons and even helping to raise funds to send the Pride of Madawaska Marching Band to the presidential inauguration.



You have determined your business idea is feasible. You have created a business plan. You even have financial projections. But how do you finance and implement your plan? The Business Finance Division at Northern Maine Development Commission can help.

The Business Finance Division assists with:

- Creating new businesses
- Expanding existing businesses
- Writing and refining business plans
- Developing financial projections
- Securing funding

The goal of the BFD is to create new jobs, retain existing jobs, and promote economic development for northern Maine.

# Business Finance Success Stories

### Clark's Variety Linneus

A Houlton couple can now add business owners to their resumes after recently purchasing a Linneus convenience store. Clark's Variety Inc., formerly known as Peg's Place, is now owned by Daniel and Vanessa Clark.

Located on US Route 2A, this popular and well known convenience store is located at the Four Corners in Linneus, not far from the well-known Grammy's Restaurant.

Daniel and Vanessa combined have more than two decades of experience managing various businesses in retail, service and the grocery industry.

Northern Maine Development Commission provided small business counseling to the couple prior to purchase and the NMDC Business Finance Division was essential in securing financing according to Clark.



## Regional Planning & Development Division

### Maine Department of Agriculture, Conservation, and Forestry

- Coordination of land use planning programs and technical assistance with municipalities.
- Statewide coordination.
- Preparing communities for planning.
- General technical assistance.
- Regional planning efforts.
- Regional capacity building.
- Developing Climate Adaptation technical assistance bulletins

### Maine Department of Transportation

- Long range planning and assistance with capital work plans.
- Regional transportation plan development coordination.
- Regional seminars and workshops relating to state transportation programs, grants, and projects.
- Local municipal transportation planning coordination.
- Ordinance and other general municipal technical assistance.
- Comprehensive plan and transportation plan assistance.
- Provide staff support to the Rural Transportation Planning Organization.
- Develop bike and pedestrian plans for communities.
- Completed a High Crash Location report for ME DOT making recommendations for improving safety on Aroostook County roads.

### EPA Brownfield Community-Wide Assessment Grant

- Inventory Brownfield properties /sites.
- Conducted 8 Phase I Environmental Site Assessments (ESA) and 7 Phase II ESAs in Ashland, Portage Lake, Frenchville, Mars Hill and Washburn.
- Conducted 4 Brownfields Steering Committee meetings.
- Meet or contact with 31 prospective Brownfield property owners, communities, and community groups.
- Creation or retention of 12 jobs under both programs.
- Leverage \$300,000 of investment for both programs.

### Community Development Block Grant (CDBG Technical Assistance)

- Communicating CDBG information to all communities in the NMDC Service Area; such as CDBG Public Forums, Certification Workshops, Program Statement, Public Hearings and Grant Opportunities.
- Assisted communities with economic and community development needs and funding requirements.
- Income verification for all economic development projects.
- Assisting with matching funds requirements.
- In 2016-2017, 27 communities were assisted with various CDBG programs.

### Farm Services Agency Grower Outreach

- Developed a business acumen training program to assist producers with financing, business planning and more.
- Geared to inform producers about Farm Service Agency programs.
- Five business workshops are planned for late 2017 into 2018.

### Ashland Facade Improvements

- Completion of the CDBG project development application.
- Facilitated community development advisory committee formation.
- Routine inspection of completed work.



*Goals of the Ashland Façade Improvement Program is to enhance the attractiveness of the downtown, ensure a high level of maintenance for a sustainable commercial area, promote commercial vitality and increase economic activity, and maintain/improve existing property value. The program gives business owners an incentive that encourages them to upkeep and improve their business. This is the before photo of the Ashland One Stop. Drive by today to see the improvement.*



## Regional Planning & Development Division

### City of Presque Isle Acme Monaco

- Have oversight of two of three grants for the Acme Monaco Project.
- Three grants, written by NMDC, total in excess of \$2.2-million dollars to add 23 jobs at Acme Monaco in Presque Isle. Another 71 jobs are retained.



*The Acme Monaco expansion includes the construction build-out of an existing 16,200 s.f. building. Project components include various production work areas, a service truck bay, air compressor room, titanium room, shipping and receiving areas, employee facilities, a medical assembly clean room, mezzanine storage, offices, entry, and miscellaneous support spaces. The building will be fully climate controlled and ventilated. The exterior site work includes a truck delivery dock, 60-car parking lot for employees, and a 7-car parking area for managers and visitors.*

### Rest Area Maintenance Program 2016

- Developed Request for Proposals from qualified property maintenance/landscaping service providers.
- Selected successful bidders and executed subcontracts.
- Act as liaison between service provider and Maine DOT, coordinating maintenance activities, organizing rest area opening and close out procedures, ensure quality level of service.
- Administered invoicing and pay requisitions from seasonal start date through project close out in the fall.
- NMDC was responsible for 14 rest areas in northern Maine.

### Fort Fairfield LMI Income Survey

- Conducted a Low-to-Moderate Income Survey of all water district users in Fort Fairfield.
- Assembled income information for various funding sources, i.e. CDBG program, USDA, and Maine Drinking Water Program.

### Maine Tourism Marketing Partnership Program – (MTMPP)

- Complete redesign of the Aroostook County Visitors Guide.
- Print advertising in Maine Invites You and other publications.
- Increased social media presence to drive traffic to [visitaroostook.com](http://visitaroostook.com)
- Represented the region at consumer tourism trade shows in Maine and New Hampshire.
- Staffing of central toll-free tourism fulfillment telephone line and handle tourism information request. In May alone, staff responded to more than 1,000 tourist requests.
- Maintained a brochure presence at the state tourist visitor centers.
- Provided staff support to the Aroostook County Tourism Board.



### EDA Planning Grant

- Maintain and update the Comprehensive Economic Development Strategy (CEDS).
- Utilize asset mapping and value chain mapping to engage the business community, local officials and economic and community development agencies in the district to identify, plan, and implement public works and capacity building projects compatible with the CEDS.
- Used SurveyMonkey to complete a virtual SWOT analysis for Aroostook and Washington counties.
- Administer the Aroostook and Washington Economic Development District.
- Support production of the NMDC Annual Report and NMDC Operating Plan.
- Provide for updates to the NMDC website.
- Fulfill the reporting and accounting requirements of the EDA planning grant program.



## Regional Planning & Development Division

### Manufacturing Extension Program (MEP):

- The Maine Manufacturing Extension Partnership (Maine MEP) is able to leverage a vast array of public and private resources and services that are available to every manufacturing enterprise in Maine.
- The nationwide system of MEP centers is linked through the U.S. Department of Commerce - National Institutes of Standards and Technology (NIST), with the common goal to strengthen the global competitiveness of U.S. manufacturers.
- Maine MEP provides affordable, innovative solutions to the problems encountered by today's manufacturing enterprise by facilitating interaction between industry, government and academia. In 2016-2017, the following MEP services were provided:

Total Client site visits: 72

Projects included: Automated Seasoning Unit for Fox Family Chips, Butter Cutter for Houlton Farms Dairy, farm equipment additions for multiple producers, and equipment.

### Procurement Technical Assistance Center (PTAC):

Maine PTAC is part of a nationwide network of Procurement Technical Assistance Centers, or PTACs. We work with Maine-based companies that are interested in selling their products and/or services to local, state or federal government agencies, either as prime contractors or subcontractors. Selling to the government may seem intimidating. NMDC's Procurement Counselor can guide them through the government purchasing process and assist them in becoming a qualified government contractor, where millions of dollars are spent each year in Aroostook and Washington Counties. We provide one-on-one counseling, training workshops, and networking opportunities, all designed to help prepare businesses to successfully compete for government market opportunities.

PTAC can assist businesses with registrations, market research into goods purchased and competition for those goods, understanding the solicitation and bidding processes and contract requirements. Once a business becomes a PTAC client, they are eligible for our online bid notice program, delivered daily by email. These procurement opportunities are drawn from federal agencies, the State of Maine and Maine municipalities, as well as other states and major cities if desired.

All PTAC services are free to our clients. PTAC is funded through the U.S. Defense Logistics Agency, the Maine Department of Economic and Community Development and support services at NMDC.

Client Activity:

- NMDC has 140 active clients in Aroostook and Washington Counties.
- In FY '17, services to our clients included:
  - o 420 individual counseling sessions
  - o Assisted 101 unique clients
  - o Provided 523 hours of counseling time
  - o Conducted/participated in 11 workshops in Aroostook and Washington Counties, topics included:
    - Expanding your market through Government Contracting
    - Introduction to SBA's HUBZone program
    - Understanding Bids; How to Read and Respond
    - Selling to the State of Maine
    - Expand your Business with SBA's Federal Small Business Programs
    - Introduction to Federal Contracts and Katahdin Woods and Waters National Monument.
  - o Recorded \$37,667,508 in contract awards for area small businesses, both primary and subcontracting awards. These contracts included federal, state and local agencies.

## Photos



*Executive Board member Jim Tweedie, left photo, gets animated while telling a story to the board. Middle photo, incoming chairman of the board, Ralph Dwyer presents outgoing chair Austin Bleess with a token of appreciation. Right photo, NMDC's Alain Ouellette provides some levity at the 2016 Annual Meeting.*

## Committee Listing as of June 15, 2017

### NMDC Executive Board

#### Officers:

Ralph Dwyer - Chair/Treasurer - Ashland  
Jim Risner - Vice Chair - Fort Fairfield  
Keith Brown - Secretary - Washburn



#### Members:

Don Adams - Patten	Dan McClung - Van Buren
Butch Asselin - Houlton	Jim Nadeau - Winterville
Mary Anne Buck - Mapleton	Martin Puckett - Presque Isle
Tom Clowes - Unorg.Territory	Ryan D. Pelletier - Madawaska
Dave Cyr - Mars Hill	Ryan E. Pelletier - Frenchville
David Dionne - Island Falls	Gary Picard - St. Agatha
Larry Duchette - Portage	Wendell Spooner - New Sweden
Norm Fournier - Aroostook County	Patricia Sutherland - Chapman
Denis Gagne - Bridgewater	Jim Tweedie - Blaine
Jim Gagnon - Wallagrass	Paul Underwood - Aroostook Cty
Don Guimond - Fort Kent	Fred Ventresco - Limestone
Max Lynds - Littleton	Terry Wade - Monticello

### Loan Review Committee - NMDC

James Nadeau - Chair

Scott Allen	Ghent Holdsworth
Butch Asselin	Max Lynds
Cathy Beaulieu	Jon McLaughlin
Paul Bouchard	Ray Mersereau
Mary Anne Buck	Martin Puckett
Tom Clowes	Jim Tweedie
David Cyr	Joshua Tweedie
Denis Gagne	Terry Wade
Don Guimond	
Beth Henderson	

### Human Resource Committee - NMDC

Patricia Sutherland - Chair

Butch Asselin	Jim Gagnon
Norm Fournier	Max Lynds
	Jim Risner

### Finance/Audit Committee - NMDC

Ralph Dwyer - Chair

Tom Clowes	Don Guimond
Dave Dionne	Ryan D. Pelletier
Norm Fournier	Patricia Sutherland

### Aroostook Partnership

#### Officers:

Chris Anderson- Chair  
Jason House - Vice-Chair  
Robert Clark - Vice-Chair (Public)  
Jennifer Curran - Treasurer  
Cheri Doak - Secretary

#### Ex-Officio Members:

Timothy Crowley- NMCC  
John Short - UMFK  
Ray Rice - UMPI  
Jennifer Flynn - Husson University

#### Other Board Members:

Ryan Bushey	Matt McHatten
Dave Desjardins	Jon McLaughlin
Cal Deschene	Jason Parent
Tim Doak	Jon Prescott
Kris Doody	Joy Barresi Saucier
Carl Flora	Mark Wilcox
Greg LaFrancois	

#### Investors:

Acadia Federal Credit Union  
Cary Medical Center  
County Federal Credit Union  
Daigle Oil Company  
Dead River Company  
Emera Maine  
F.A. Peabody Company  
Green Line Devco  
Griffeth Ford  
K-Pel Industrial Services  
Katahdin Trust Company  
KeyBank  
Lynox Welding  
Machias Savings Bank  
MMG Insurance  
Northern Maine Community College  
Northern Maine Development Commission  
S.W. Collins  
Soderberg Construction  
TD Bank  
The Aroostook Medical Center  
United Insurance Group (UIG)  
WAGM  
York's of Houlton



### Community Engagement Committee - NMDC

Ryan D. Pelletier - Chair

Don Adams	Dave Dionne
Butch Asselin	Jim Gagnon



## Committee Listing As of June 15, 2017

### Aroostook County Tourism



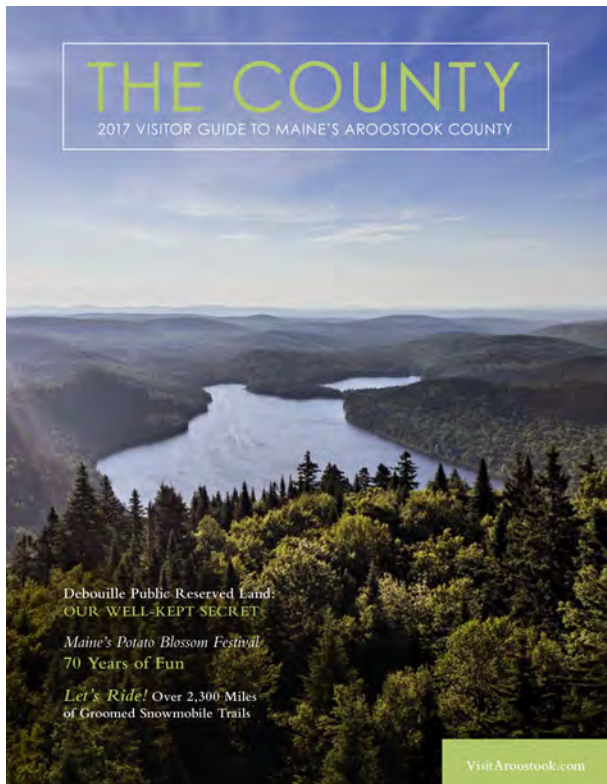
Patricia Sutherland - Chair	Gary Marquis
Alain Ouellette - Director	Romeo Parent
Jen Brophy	Dona Saucier
Leigh Cummings	Mark Shea
Steve Dobson	Kim Smith
Theresa Fowler	Scott Thompson
Sammi LaBelle	Jane Torres

### Rural Planning Organization

Ken Arndt	Steve Farnham
Paul Bernier	Dan Donovan
Brent Bubar	Scott Wardwell
Peter Forbes	

### Cooperative Purchasing Committee - NMDC

Butch Asselin	Jim Gagnon
Larry Duchette	Don Guimond
Ralph Dwyer	Wendell Spooner



### Northern Maine Solid Waste Management Committee

Mark Draper - Chair- Tri-Community	Town of Caswell
	Town of Danforth
	Town of Littleton
	Town of Monticello
	Town of Portage
	Town of Sherman
	Joey Dumond - Town of Van Buren
Paul Bernier - Aroostook U.T.	
Tom Berube	
Dana Fowler - City of P.I.	
Jason Johnson	
Jim Nadeau - Winterville	
Chuck Pelletier - Valley Recycling	
Dean Lawrence - Pine Tree Waste	Honary Members:
Dixie Shaw - Catholic Charities	Doug Chapman
Dave Shroat - AVSWDD	Ken Hensler
Rick Sirois	George Horton
	Phil Marquis
	Dave Sokolich
	Frank Vance

### Brownfields Committee

Keith Brown  
Fred Corey  
Tony Levesque  
Barb Pitcarin  
Craig Staples  
Lee Thomas



## New Aroostook County Visitors Guide to Debut Late June

AROOSTOOK COUNTY — Aroostook County Tourism (ACT), a committee of the Northern Maine Development Commission, has announced that they will be fully redesigning and updating its tourism visitors guide for 2017. ACT will work on these efforts with Thalo Blue, an award-winning design agency with a focus on tourism and arts marketing, located in Auburn, Maine. The last major redesign of the visitor guide took place in 2009.

Each year, 10,000 copies of the guide are produced and distributed by mail, online, through official Maine Visitor Information Centers, and at numerous domestic and Canadian travel and trade shows. The annually produced Aroostook Visitor Guide is the primary publication used by ACT to attract first-time and returning visitors to the year-round offerings of the entire region.

The guide contains articles, photography, maps, an event calendar, and information on dining, lodging, and recreation—everything visitors need to plan an Aroostook County vacation.

“For our next Aroostook County Visitor Guide, the NMDC and the ACT marketing committee wanted to find a firm with the experience and capability to beautifully show potential visitors all that The County has to offer,” said Alain Ouellette of NMDC. “In the proposal that Thalo Blue submitted, they demonstrated that they can do this, and more, for us.”

Since 2011, Thalo Blue has designed and produced 13 annual visitor guides for numerous Maine regional tourism entities, including relaunching half of Maine’s eight official tourism region guides. The firm’s work has garnered high praise, including a Governor’s Conference on Tourism Award for Marketing & Promotion presented by the Maine Office of Tourism for rebranding Maine’s Kennebec Valley.



## Northern Maine Development Commission

Statement of Financial Position for nine months ending March 31, 2017

ASSETS		LIABILITIES AND NET ASSETS	
CURRENT ASSETS		CURRENT LIABILITIES	
Cash	\$2,467,306	Accounts Payable	\$238,800
Accounts Receivable	\$42,856	Accrued Expenses	\$85,486
Grants & Contracts Receivable	\$190,817	Deferred Revenues	\$1,460
Current Portion of Notes Receivable	\$1,894,989	Line of Credit	\$31,000
Prepaid Expenses	\$16,108	Current Portion of Long-term Debt	\$466,352
Deferred Cost Pool	\$664,679	Total Current Liabilities	\$823,098
Interest Receivable	\$42,248		
Total Current Assets	\$5,319,003	Long-Term Liabilities	\$6,226,513
NOTES RECEIVABLE, net of current portion	\$7,128,256	TOTAL LIABILITIES	\$7,049,611
FIXED ASSETS		NET ASSETS	
Land & Building	\$621,476	Unrestricted	\$(357,130)
Furniture & Fixtures	\$508,915	Temporarily Restricted	\$6,454,789
Building Improvements	\$1,107,052	Total Net Assets	\$6,097,659
Total Fixed Assets	\$2,237,443	TOTAL LIABILITIES & NET ASSETS	\$13,147,270
Less accumulated depreciation	-\$1,537,432		
Net Fixed Assets	\$700,011		
TOTAL ASSETS	\$13,147,270		

## Northern Maine Development Commission

Statement of Activities for nine months ending March 31, 2017

	Total
REVENUES, GAINS AND OTHER SUPPORT	
Federal & State Grants	\$774,583
Foundation/Donation Income	\$93,963
Municipal Dues	\$140,839
County Dues	\$24,965
Contracted Income	\$114,343
Loan Administration Funds	\$226,451
Balance of Loan Fund Interest	\$121,993
Financial Services	\$30,707
Other Income	\$92,955
NMDC Cash Contributions	\$38,905
In-Kind Contributions	\$160,354
TOTAL REVENUES, GAINS AND OTHER SUPPORT	\$1,820,059
EXPENSES AND LOSSES	
Community Fund	\$641,592
Revolving Loan Funds	\$201,228
Other Grants	\$819,333
TOTAL EXPENSES AND LOSSES	\$1,662,153
INCREASE (DECREASE IN NET ASSETS)	\$157,906
NET ASSETS - JULY 1, 2016	\$5,624,588
NET ASSETS - March 31, 2017	\$5,782,494

## Northern Maine Development Commission

Statement of Financial Position for nine months ending March 31, 2017

ASSETS		LIABILITIES AND NET ASSETS	
CURRENT ASSETS		CURRENT LIABILITIES	
Cash	\$2,467,306	Accounts Payable	\$238,800
Accounts Receivable	\$42,856	Accrued Expenses	\$85,486
Grants & Contracts Receivable	\$190,817	Deferred Revenues	\$1,460
Current Portion of Notes Receivable	\$1,894,989	Line of Credit	\$31,000
Prepaid Expenses	\$16,108	Current Portion of Long-term Debt	\$466,352
Deferred Cost Pool	\$664,679	Total Current Liabilities	\$823,098
Interest Receivable	\$42,248		
Total Current Assets	\$5,319,003	Long-Term Liabilities	\$6,226,513
NOTES RECEIVABLE, net of current portion	\$7,128,256	TOTAL LIABILITIES	\$7,049,611
FIXED ASSETS		NET ASSETS	
Land & Building	\$621,476	Unrestricted	\$(357,130)
Furniture & Fixtures	\$508,915	Temporarily Restricted	\$6,454,789
Building Improvements	\$1,107,052	Total Net Assets	\$6,097,659
Total Fixed Assets	\$2,237,443	TOTAL LIABILITIES & NET ASSETS	\$13,147,270
Less accumulated depreciation	-\$1,537,432		
Net Fixed Assets	\$700,011		
TOTAL ASSETS	\$13,147,270		

## Northern Maine Development Commission

Statement of Activities for nine months ending March 31, 2017

	Total
REVENUES, GAINS AND OTHER SUPPORT	
Federal & State Grants	\$774,583
Foundation/Donation Income	\$93,963
Municipal Dues	\$140,839
County Dues	\$24,965
Contracted Income	\$114,343
Loan Administration Funds	\$226,451
Balance of Loan Fund Interest	\$121,993
Financial Services	\$30,707
Other Income	\$92,955
NMDC Cash Contributions	\$38,905
In-Kind Contributions	\$160,354
TOTAL REVENUES, GAINS AND OTHER SUPPORT	\$1,820,059
EXPENSES AND LOSSES	
Community Fund	\$641,592
Revolving Loan Funds	\$201,228
Other Grants	\$819,333
TOTAL EXPENSES AND LOSSES	\$1,662,153
INCREASE (DECREASE IN NET ASSETS)	\$157,906
NET ASSETS - JULY 1, 2016	\$5,624,588
NET ASSETS - March 31, 2017	\$5,782,494



## NMDC Staff

### Administration



Robert Clark  
Executive Director



Mary Dahlgren  
Finance Director



Judy Dinsmore  
Office Manager



Matt Tompkins  
Accountant

### Planning and Economic Development Division



Alain Ouellette  
Planning & Development  
Division Director



Jay Kamm  
Senior Planner



Joella Theriault  
Community Development  
Specialist



Jon Gulliver  
Director of Investor &  
Community Relations



Dana Delano  
PTAC Counselor

### Aroostook Partnership



Robert Dorsey  
CEO and President

### Business Finance Division



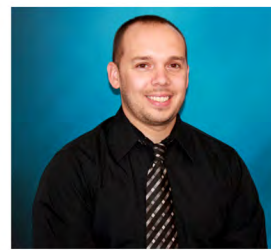
Julie Corey  
Loan Officer /  
Closing Agent



David Spooner  
Loan Officer /  
Business Development Dir.



Trisha Gotreau  
Portfolio Manager



Josh Nadeau  
SBDC Counselor



Ken LeTourneau  
Business Counselor

Contact us:

NMDC

11 West Presque Isle Road

PO Box 779

Caribou, ME 04736

Phone:

207-498-8736

Main Fax:

866-493-1388

BFD Fax:

866-873-3476

On the web:

[www.nmdc.org](http://www.nmdc.org)



## Federal, State and Foundation Partners



## Local and Regional Partners



## Northern Maine Development Commission

11 West Presque Isle Road • PO Box 779 • Caribou, ME 04736

(207) 498-8736

fax (866) 493-1388 • [www.nmdc.org](http://www.nmdc.org)