



Northern Maine Development
Commission
Annual Report 2018-19

Paul Cyr



Letter from the Executive Director

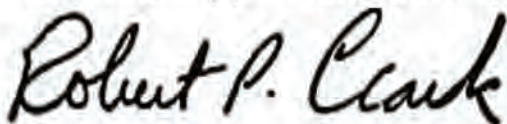
It is my pleasure to present this annual report to the Executive Board of Directors and Member Representatives. The annual report illustrates some of the numerous activities and services provided to our communities and businesses in Aroostook and Washington counties.

During the past year, NMDC has worked to market our region to potential tourists, worked for federal designation of a bicycle route from Bangor to Allagash, provided loans to new and existing businesses, engaged federal and state partners to help fund new businesses in the region, and provided planning services to our member communities. Staff also helped new entrepreneurs create jobs and existing businesses find contracts through the federal and state governments.

After becoming Community Development Financial Institution (CDFI) certified last year, NMDC staff this year applied for about \$800,000 in financial assistance from the CDFI Fund, which can be loaned to entrepreneurs in northern and eastern Maine. Word on whether that funding will be awarded is expected before the new year.

Northern Maine Development Commission envisions a treasured place with a vibrant quality of life and a thriving economy. The NMDC mission is to strengthen economic resilience for all communities in Aroostook and Washington counties through impact financing, technical assistance, and collaborative planning. It is dedicated to serving its customers and communities to the highest standards of integrity and professionalism, and strives for productive relationships, innovation and responsiveness. NMDC values one another in its organization and is committed to sustainability and the efficient use of resources.

Information on all these efforts can be found within these pages. Further information is always available by contacting the dedicated staff at NMDC. We continually look to develop new programs to meet your future needs. This is only possible because of your involvement with, and support for, NMDC's programs and services. From all of us at NMDC, thank you.



Robert P. Clark
NMDC Executive Director



**Northern
Maine
Development
Commission**

Working for Northern Maine's future, today.

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 northern and eastern Maine are 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)



Community Development Financial Institution

Micro Enterprise Development Organization



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



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

US Census Data Center Affiliate
(US Census Bureau)



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



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.
- Held Business/Educator socials in Madawaska and Caribou to alert teachers about job opportunities in the region.
- Maintains OpportunitiesAroostook.com job posting board to attract a workforce to northern Maine.
- Nearly 100 Aroostook County and statewide businesses represented.
- Leads the Northern Forest Products Industry Cluster to expand the potential for "value-added" processing in Aroostook.
- Worked with folks around the state to create a 10-year statewide economic development plan.



Client Profile: Allen Family Stables

CARIBOU — After one successful business venture, Lauren Allen approached business advisor Josh Nadeau of Northern Maine Development Commission for a second time with a larger business idea that was close to her heart. Allen had always dreamed of owning her own horse stable. She had found an existing stable that was not being utilized to its potential and she wanted to buy it. She turned to the Maine Small Business Development Center to walk her through the process.

With determination and passion for the potential business, Allen approached the owners and convinced them to consider selling to her. Her next challenge was to figure out if this business venture had enough demand and could be profitable. She worked with Nadeau over several weeks on financial projections. They analyzed the costs to determine the feasibility of the project.

Once they determined that the business could work, they worked on her loan package and her business



plan. Allen approached the Caribou Economic Growth Council and NMDC and was successful in securing financing to purchase the business.

In October 2018, Allen's dream came true as she opened Allen Family Stables. Allen Family Stables is located at 347 W. Presque Isle Road in Caribou, Maine. They offer boarding services, training, educational classes, and birthday parties. They also have a program where she tames wild mustangs for the owners.

For more information, follow them on Facebook (<https://www.facebook.com/allenfamilystables/>).

SMALL BUSINESS DEVELOPMENT CENTER

In fiscal 2018-19, Josh Nadeau worked with a variety of entrepreneurs, from those who stable horses, to creative carpenters, and folks with innovative spins on current business offerings. For assistance, contact him at 493-5765, or by email atjnadeau@lmdc.org



Total Clients	134
Counseling Hours	920
Long Term Clients	68
Capital Formation	\$4,024,825
Business Starts	23
Jobs Created/Retained	118

Business Finance Division Fact Sheet

NMDC is committed to impact financing to grow jobs and strengthen the economy of northern and eastern Maine.



\$1,121,125

Amount of
loans for 2018-19



\$1,522,025

Amount leveraged in
2018-19

NMDC LENDING HELPED CREATE 45.5 JOBS AND RETAINED 34.5, FOR A TOTAL OF 80 JOBS.



**\$267
MILLION**

NMDC historical
lending



15,000

Jobs retained
and created

Loans in 2018-19 went to support a variety of businesses, including childcare, convenience stores, hospitality, construction, entertainment/amusements and service industries.

Planning and Economic 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.
- Code enforcement and local plumbing inspector training.
- Hosting land use trainings in shoreland zoning, land use planning, legal issue and other topics.

Maine Department of Transportation

- Long range planning and assistance with biennial 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 Regional Transportation Planning Organization.
- Develop bike and pedestrian plans for communities.

Maine Department of Transportation Projects

- Review of mid-block crosswalks for Americans with Disabilities compliance.
- Comprehensive Plan assistance for municipalities including but not limited to Caribou and Houlton
- Bicycle and Pedestrian Planning.
- Byway promotion and coordination.
- Developed application for federally designated bicycle route from Bangor to Allagash. (See page 5 for more information.)

EPA Brownfield Community-Wide Assessment Grant

- Conducted Brownfield work at **eight locations**, including Houlton, Mars Hill, Van Buren, Frenchville, Portage Lake, Washburn and two in Ashland.
- Informed municipalities, residents, and other stakeholders of brownfields, and the benefits that redevelopment and reuse of these sites may offer communities economically and socially.
- Assist the Brownfields Steering Committee to identify known and potential brownfield sites.

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.
- Assisting communities with economic and community development needs and funding requirements.

- Income verification for all economic development projects.
- Assisting with matching funds requirements.
- In 2018-2019, **22 communities** were assisted with various CDBG programs.

Maine Tourism Marketing Partnership Program

- Design and develop new Aroostook County Regional Guides.
- Print advertising in Maine Invites You, and other publications.
- Staffing of central toll-free tourism fulfillment telephone line and handle tourism information requests. Phone and electronic requests average roughly **1,000** a month.

2018 Regional Tourism Impact Estimates

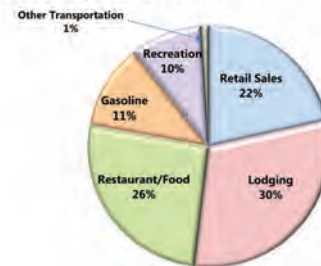


Aroostook County



An estimated **1.46 million travelers** visited the Aroostook County region in 2018 ~ a **6.6% increase** over 2017.

In 2018, Aroostook County visitors spent **\$166 million** ~ up **7.1%** from 2017.



EDA Planning Grant

- Completed 5-year update to the Comprehensive Economic Development Strategy (CEDS) for the Aroostook Washington Economic Development District.
- 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.
- Developed EDA application for potential Houlton manufacturing facility and another for the Fort Fairfield Water District, which would support a local employer.

Rural Community Development Initiative

- Trained officials from **20 plus** communities on environmental review procedures, income surveys, citizen participation, comprehensive planning, and funding resources.

Planning and Economic Development Division

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



County. We provide one-on-one counseling, training events/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 **153** active clients in Aroostook County. We also service an additional **13** clients in the greater Millinocket/northern Penobscot County area.

In PY 19, services to our clients included:

- **556** individual counseling sessions
- Assisted **103** unique clients
- Added **15** new clients to the program
- Provided **706** hours of counseling time
- Assisted **12** companies in becoming SBA HUBZone Certified

Conducted/participated in 10 workshops in Aroostook County and Millinocket area. Topics included:

- Expanding your market through Government Contracting
- Expand Your Business with SBA's Federal Small Business Programs
- Introduction to SBA's HUBZone program in Aroostook County
- Understanding Bids; How to Read and Respond
- Selling to the State of Maine
- Government Contracting and the Madawaska LPOE
- New Venture Maine Entrepreneur Class

Recorded \$17,401,296 in contract awards for Aroostook County and Millinocket area small businesses, both primary and subcontracting Awards. These contracts included federal, state and local agencies.

Federally Designated Bicycle Route

Work is complete to federally designate a bicycle route connecting Bangor to Allagash. A route which should provide significant economic, transportation, environmental and health benefits to residents and visitors to Northern Penobscot and Aroostook counties.

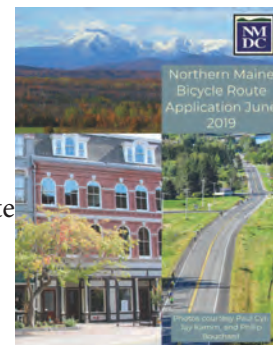
Northern Maine Development Commission (NMDC), in conjunction with the Maine Department of Transportation (MaineDOT), started the project to achieve the bike route designation. The new bicycle route would complement and connect to the existing US Bike Route One, which runs from Florida to Calais, Maine.

Jay Kamm, Senior Planner at NMDC, said the proposed route would be located on existing state and local roads and/or existing bike and pedestrian trails in the region. It is envisioned that the route will connect to the existing US Bicycle Route in Bangor and terminate in Allagash.

The draft application was submitted to the federal government in September.

The Northern Maine US Bike Route which will be called US Bike Route 501, will be part of the United States Bicycle Route System (USBRS), which is the national cycling route network of the United States. It will be part of the interstate long-distance cycling routes and will utilize multiple types of bicycling infrastructure, including existing off-road trails, bicycle lanes, and low-traffic roads.

The Northern Maine US Bike Route is intended to traverse the two counties and connects to previously designated scenic byways, Katahdin Woods and Waters and St. John Valley Cultural Byway, and the Katahdin Woods and Waters National Monument. The route will terminate at the Dickey Bridge in Allagash.



Committee Listing as of Sept. 30, 2019

NMDC Executive Board

Officers:

Dave Cyr – Chair – Mars Hill
Gary Picard – VC– Madawaska
Nancy Troeger- Treasurer - Van Buren
David Dionne - Secretary - Mapleton



Members:

Marian Anderson - Houlton
Mitch Butler - Fort Fairfield
Larry Duchette - Portage Lake
Martin Dionne - UT
Walt Elliott - Limestone
Beverly Fournier - Winterville
Denis Gagne - Bridgewater
Diane Hines - Reed Plantation
Royden Hunt - Island Falls
Max Lynds - Littleton
Dennis Marker - Caribou
Cyr Martin - Ashland

Aubrey Michaud - St. Agatha
Suzie Paradis - Fort Kent
Ryan E. Pelletier - Frenchville
Steve Pelletier - St. John Plantation
Martin Puckett - Presque Isle
Clarissa Sabattis - Band of Maliseets
John Sutherland - Eagle Lake
Patricia Sutherland - Chapman
Donna Turner - Washburn
Michael Tweedie - Blaine
Lana Voisine - Wallagrass

Aroostook County Representative
Norm Fournier

Loan Review Committee - NMDC

Marian Anderson
Scott Allen
Paul Bouchard
Dave Cyr
Melissa Devoe
Martin Dionne
Norm Fournier
Denis Gagne
Beth Henderson
Ghent Holdsworth
Max Lynds

Jon McLaughlin
Suzie Paradis
Steve Pelletier
Gary Picard
Martin Puckett
Ryan Shaw
Brian Stoliker
Nancy Troeger
Jim Tweedie
Mike Tweedie

Human Resource Committee - NMDC

Marian Anderson
Norm Fournier
Diane Hines
Max Lynds

Clarissa Sabattis
Patricia Sutherland

Finance/Audit Committee - NMDC

Nancy Troeger, Chair
Dave Dionne
Walt Elliot
Norm Fournier
Max Lynds
Aubrey Michaud
Steve Pelletier
Gary Picard
Patricia Sutherland

Aroostook Partnership

Officers:

Matt McHatten- Chair
Matt Nightingale - Vice-Chair
Robert Clark - Vice-Chair (Public)
Jennifer Buckingham - Treasurer
Gina LeBlanc-Eggert - Secretary

Ex-Officio Members:

Timothy Crowley - NMCC
Scott Voisine - UMFK
Ray Rice - UMPI
Jennifer Flynn - Husson University

Other Board Members:

Chris Anderson
Ryan Bushey
Jacob Buck
Dave Cyr
Cheri Doak
Tim Doak
Carl Flora
Jason House
Mike Kelly Jr.

Ginger Kieffer
Greg LaFrancois
Jon McLaughlin
Jason Parent
Ryan Rogers
Joy Barresi Saucier
Todd Saucier
Carter Vaillancourt

Major Investors:

Acadia Federal Credit Union
Cary Medical Center
County Federal Credit Union
Daigle Oil Company
Dead River Company
Emera Maine
F.A. Peabody Company
Griffeth Ford
K-Pel Industrial Services
Katahdin Trust Company
KeyBank
Machias Savings Bank
MMG Insurance
Northern Lights A.R. Gould Hospital (TAMC)
Northern Maine Community College
Northern Maine Development Commission
S.W. Collins
TD Bank
Twin Rivers Paper Company
United Insurance Group (UIG)
University of Maine at Presque Isle
WAGM
York's of Houlton



Strategic Planning - NMDC

Martin Dionne
Paul Dudley
Norm Fournier
Cyr Martin
Clarissa Sabattis

Patricia Sutherland
Nancy Troeger
Michael Tweedie
Lana Voisine

Committee Listing As of Sept. 30, 2019

Aroostook County Tourism



Patricia Sutherland - Chair	Gary Marquis
Alain Ouellette - Director	JJ Roy
Jen Brophy	Dona Saucier
Leigh Cummings	Mark Shea
Steve Dobson	Kimberly Smith
Kevin Freeman	Jane Torres
Sammi LaBelle	

Rural Transportation Planning Organization

Paul Bernier	Martin Puckett
Keith Brown	Peter Forbes
Brent Bubar	Scott Wardwell
Dave Cyr	
Larry Duchette	

Northern Maine Solid Waste Management Committee

Mark Draper - Chair- Tri-Community Landfill

Paul Bernier - Aroostook U.T.	Town of Caswell
Tom Berube	Town of Danforth
Dana Fowler - City of P.I.	Town of Littleton
Jason Johnson	Town of Monticello
Chuck Pelletier - Valley Recycling	Town of Portage
Dean Lawrence - Pine Tree Waste	Town of Sherman
Dixie Shaw - Catholic Charities	Joey Dumond - Town of Van Buren
Dave Shroat - AVSWDD	
Rick Sirois	



NMDC Executive Director Robert Clark and Aroostook County Tourism Chairperson Patricia Sutherland display a National Association of Development Organizations Innovation Award for excellence in tourism marketing.

Brownfields Committee

Carol Bell	Cyr Martin
Fred Corey	Ryan E. Pelletier
Dave Cyr	Steve Pelletier
George Howe	Craig Staples
Tony Levesque	
Dennis Marker	

NMDC Photo Year in Review



Top left, NMDC Executive Board Chairman Dave Cyr presents an award to longtime board member Wendell Spooner at the Annual Meeting. Top right, Kevin Freeman presents on snowmobiling in Aroostook County at a recent tourism summit. Bottom left, DECD Commission Heather Johnson gives the keynote address at the NMDC Annual Meeting. Bottom right, Gary Picard, town manager of Madawaska calls an Executive Board meeting to order.



Northern Maine Development Commission

Statement of financial position for fiscal year ending June 30, 2019

ASSETS		LIABILITIES AND NET ASSETS	
CURRENT ASSETS		CURRENT LIABILITIES	
Cash	\$2,515,666	Accounts Payable	\$182,756
Accounts Receivable	\$62,470	Accrued Expenses	\$71,799
Grants & Contracts Receivable	\$238,696	Deferred Revenues	\$28,019
Current Portion of Notes Receivable	\$1,815,567	Line of Credit	\$155,000
Prepaid Expenses	\$16,260	Current Portion of Long-term Debt	\$683,654
Deferred Cost Pool	\$424,259	Total Current Liabilities	\$1,121,228
Interest Receivable	\$49,724		
Total Current Assets	\$5,126,642	Long-Term Liabilities	\$5,091,860
NOTES RECEIVABLE, net of current portion	\$6,198,926	TOTAL LIABILITIES	\$6,213,088
FIXED ASSETS		NET ASSETS	
Land & Building	\$621,476	Unrestricted	\$(549,604)
Furniture & Fixtures	\$510,804	Temporarily Restricted	\$6,193,691
Building Improvements	\$1,107,052	Total Net Assets	\$5,644,087
Total Fixed Assets	\$2,239,332	TOTAL LIABILITIES & NET ASSETS	\$11,857,175
Less accumulated depreciation	-\$1,703,725		
Net Fixed Assets	\$535,607		
TOTAL ASSETS	\$11,857,175		

Northern Maine Development Commission

Statement of activities for fiscal year ending June 30, 2019

	Total
REVENUES, GAINS AND OTHER SUPPORT	
Federal & State Grants	\$1,035,652
Foundation/Donation Income	\$500
Municipal Dues	\$138,906
County Dues	\$24,659
Contracted Income	\$84,897
Loan Administration Funds	\$415,246
Interest Earned on Loans	\$396,778
Financial Services	\$61,390
Other Income	\$232,930
Interest Savings	\$1,788
Pass Thru Funds	\$44,650
NMDC Cash Contributions	\$238,595
In-Kind Contributions	\$174,541
TOTAL REVENUES, GAINS AND OTHER SUPPORT	\$2,850,532
EXPENSES AND LOSSES	
Community Fund	\$1,001,566
Revolving Loan Funds	\$406,062
Other Grants	\$1,472,568
TOTAL EXPENSES AND LOSSES	\$2,880,196
INCREASE (DECREASE IN NET ASSETS)	\$(29,664)
NET ASSETS - JULY 1, 2018	\$5,673,751
NET ASSETS - JUNE 30, 2019	\$5,644,087

NMDC Staff

Administration



Robert Clark
Executive Director



Mary Dahlgren
Finance Director



Judy Dinsmore
Office Manager

Planning and Economic Development Division



Jay Kamm
Senior Planner



Joella Theriault
Community Development
Specialist



Dana Delano
PTAC Counselor



Jon Gulliver
Director of Investor &
Community Relations

Business Finance Division



Julie Corey
Loan Officer /
Closing Agent



David Spooner
Business Development
Dir./Loan Officer



Josh Nadeau
SBDC Counselor



Ken LeTourneau
Business Counselor



Kerrigan Arnett
Portfolio Manager

Contact us:
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866-493-1388

On the web:

www.nmdc.org

Federal, State and Foundation Partners



Local and Regional Partners



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