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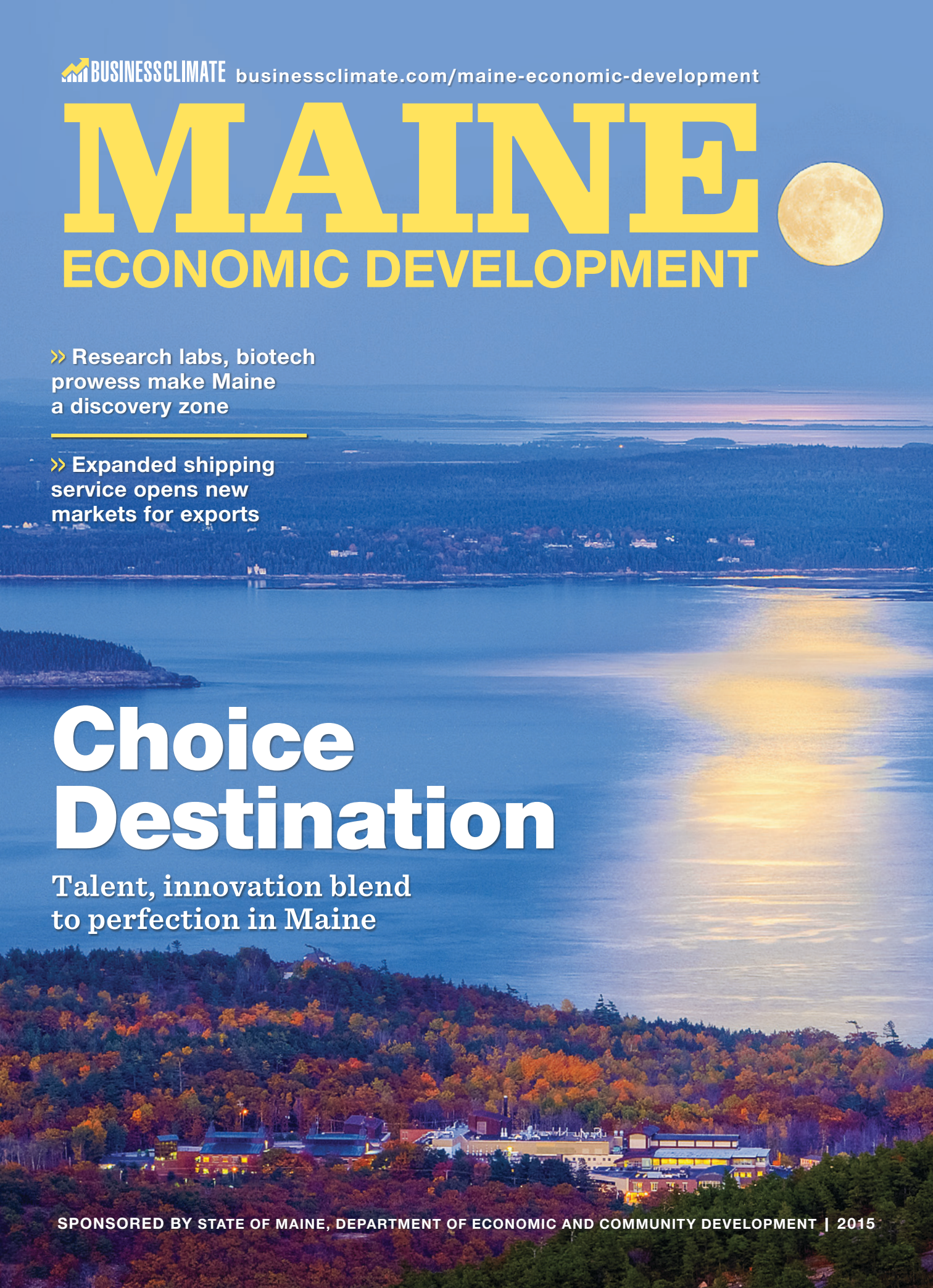
MAINE
ECONOMIC DEVELOPMENT

» Research labs, biotech prowess make Maine a discovery zone

» Expanded shipping service opens new markets for exports

Choice Destination

Talent, innovation blend to perfection in Maine



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Maine Coast Memorial Hospital

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Paul MacQuinn, President
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Bar Harbor - 20
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Portland - 141
Portsmouth - 95
St. John, NB - 227

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maine
Economic & Community Development

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or
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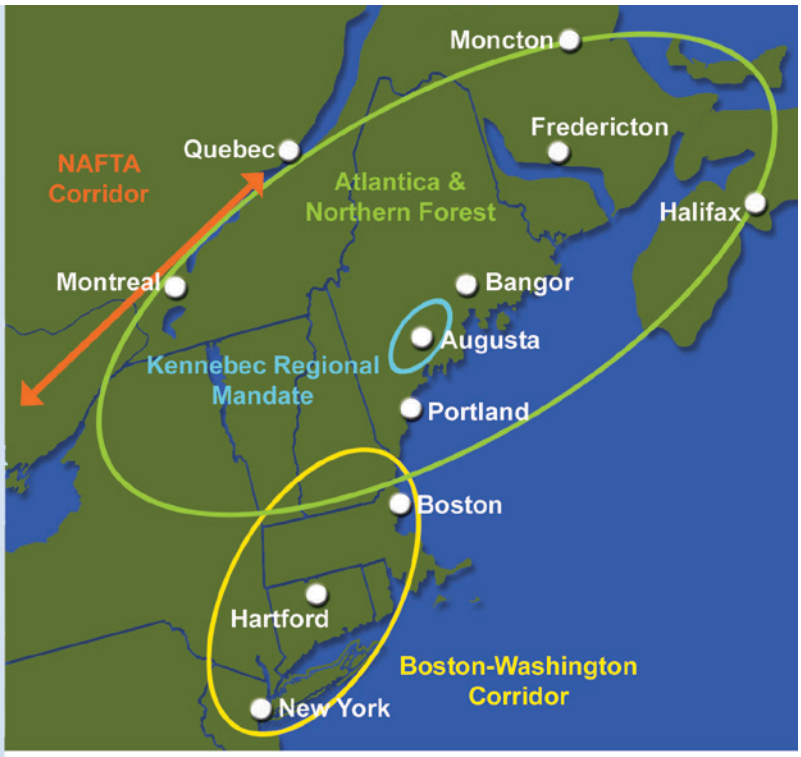

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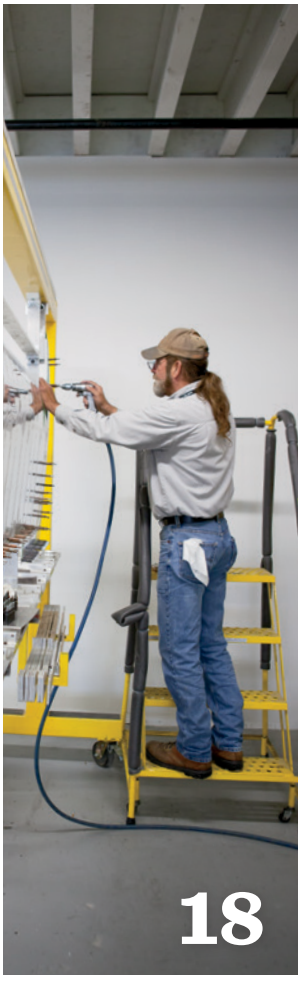
MAINE
ECONOMIC DEVELOPMENT

2015 EDITION | VOLUME 2



AEROSPACE

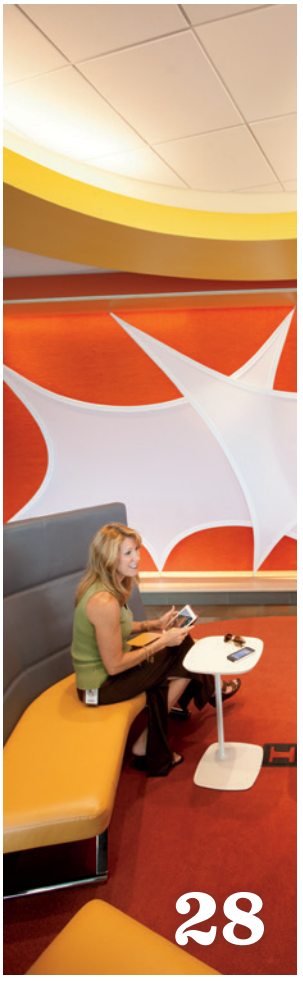
AIR UNDER ITS WINGS

A skilled workforce, facilities and supply chain lift Maine's aerospace industry to new heights

ADVANCED MANUFACTURING

A LEADING ROLE IN THE FUTURE

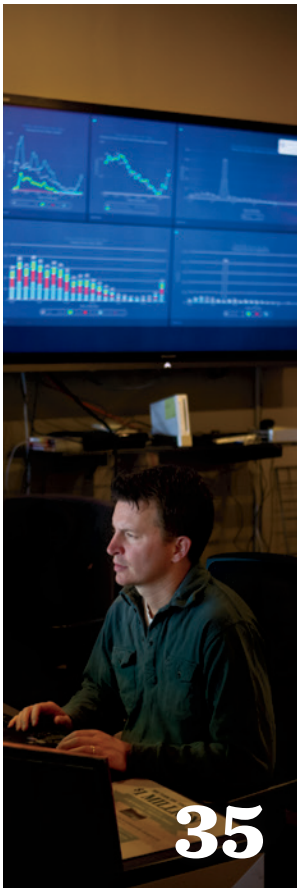
Composites, advanced materials fashion new opportunities



LIFE SCIENCES

DISCOVERY ZONE

Research labs, biotech companies draw on collaboration to advance biomedical innovation



TECHNOLOGY

TECH SAVVY

Quality of place, talent and innovative culture draw tech entrepreneurs to Maine

The Town of Bucksport is the Center of the Known Universe! Located regionally 18 miles from three separate county seats, Bucksport has the largest labor market north of Portland. Also located exactly halfway between San Francisco and Dublin, Ireland; and the same for Brasília, Brazil and Moscow, Russia, Bucksport offers you central access to the world. With quality education partners nearby such as Maine Maritime Academy, University of Maine's flagship campus, College of the Atlantic and Husson University; R&D services and workforce development services are at your fingertips. Here in Bucksport we want to partner with you on a journey to success!

Rich in Heritage, Looking to the Future

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MAINE

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2015 EDITION VOLUME 2

MAINE
ECONOMIC DEVELOPMENT

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ON THE COVER

The view from Cadillac Mountain in Acadia National Park in Bar Harbor, with The Jackson Laboratory in the foreground.

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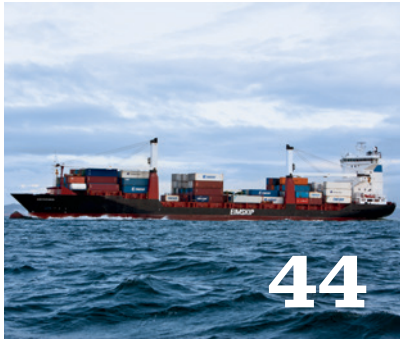

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Maine cities entertain residents, visitors with engaging attractions, outdoor pursuits

Searsport has always enjoyed a working relationship with the sea surrounding its shores. A rich history of sea-going families and shipbuilding is still reflected in the fine exhibits of the Penobscot Marine Museum and a number of stately homes, which were built by the many sea captains who made Searsport their home.

A beautiful town on its own merit, Searsport is also complemented by Penobscot Bay, an amazing vista of islands, peninsulas and world-renowned sailing waters.

In the Searsport area, there are numerous sites suited for development, and all forms of transportation for projects are either available in the port vicinity or only a few miles away.

There are many transportation possibilities with direct rail connections to the south and west, plus Canadian railway connections to the north, west and Maritime Provinces. In addition, the Bangor International Airport lies only about 30 miles from the ocean.

Busy U.S. Route 1 bisects the village of Searsport and is a major trucking route to all points. One hour away from the coast there are two major four-lane highways, Interstate 95 and the Maine Turnpike, accessible through connecting routes from U.S. 1.

Available for development in Searsport are sites varying in size from a few acres up to several hundreds, many with waterfront and deep-water locations.

A Searsport site can be of great benefit to industries that must rely on moving their raw materials or finished products on ocean transportation.

The port facilities and services can efficiently handle both packaged and bulk cargoes, and Searsport is willing to adapt its services to specialized cargoes or other company needs.

In addition to port, rail and highway, the “information highway” also runs through Searsport. Fiber optic high-speed Internet is available in the community.

TOWN OF SEARSPORT
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Email: manager@searsport.maine.gov
www.searsport.maine.gov

WELCOME TO MAINE

As my administration enters its second term, it remains clear that the great people of Maine are committed to making this state a competitive place to do business. Our work has just begun on lowering energy costs and the corporate tax rate; reforming regulatory burdens on the private sector; and implementing other reforms in health insurance, welfare and pension systems.

The State of Maine works collaboratively to make business operations here efficient, economically viable and attractive to you. We have a powerful business infrastructure; a committed and skilled workforce; a dynamic environment for business development and expansion; and, of course, an unparalleled quality of life.

It is our sincere desire to work with you in any way possible. During my first term in office, we put in place a solid foundation for economic growth and prosperity. During the next four years, we will build on that foundation and speak proudly of what Maine has to offer.

My dedicated team of Governor's Account Executives works tirelessly to connect new and existing businesses with the resources they need to grow and succeed. And our state's growing list of "Certified Business-Friendly Communities" is proof that our cities and towns are partners with the state in improving efficiencies and gaining a competitive edge.

Capital goes where it is welcomed and stays where it is appreciated. This we understand. No longer is Maine just a great place to visit, but it is an even better place to live, raise a family and grow a business.

Sincerely,

Paul R. LePage, Governor

Discover Maine

KEY INDUSTRY

NOT THE SAME OLD SAW

Maine's $8 billion forest economy has evolved so quietly that many don't realize it isn't just about big mills crunching out paper anymore. It's about paper mills producing paper plus energy and extracting chemicals out of wood, instead of just burning it as fuel. It's about high-tech sawmills and mechanized logging. This new age requires a lot more innovation, research and development, and it's all about "green" jobs.

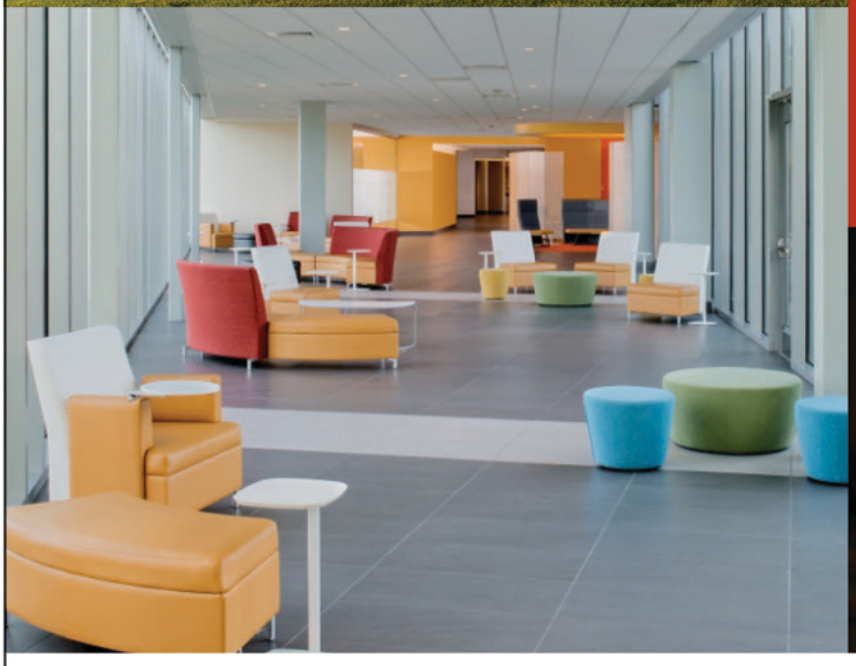
The state has nearly as much forestland today as when Europeans arrived in the 1600s, and Maine leads the nation in forestland that is certified as sustainably managed (9.4 million acres).

Despite the reshaping of the paper industry worldwide, forest products are still Maine's leading manufacturing industry and its largest export. University of Maine research shows that $1 out of every $16 in Maine's gross state product is associated with the forest products sector and one out of every 20 jobs. A report entitled *Maine's Forest Economy* (**maineforest.org**) shows the resilience of the industry even through difficult economic times.

While there are many challenges ahead in this new economy, many in Maine's forest products industry are innovating and investing to meet those challenges.

Maine has nearly as much forestland now as it did when Europeans arrived in the 1600s.

Celebrating 30 years of innovation and growth in Maine



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FAST FACT

126M

Pounds of lobsters landed in Maine in 2013, with a total value of $364 million.

SIGNATURE BUSINESS

IN GOOD SPIRITS

Potatoes are Maine's top crop, and its thriving potato growing industry has yielded a number of spinoff businesses.

Maine Distilleries in Freeport produces the Cold River small-batch premium vodka and gin products sold in 26 states, Washington D.C., western Canada and London. Maine Distilleries uses potatoes grown on its own Green Thumb Farms in Freyburg and triple distills its spirits in a copper pot using water from the Cold River. Each batch is hand bottled and numbered on site.

The distillery's Cold River Vodka was named among the Top 120 Spirits in the World by *Spirit Journal* in 2013, and won a double gold medal in the Best Domestic Vodka category from The 50 Best in 2012. Its Cold River Traditional Gin won a gold medal at the San Francisco World Spirits Competition in 2013. For more info, visit **coldrivervodka.com.**

FAST FACT

3 Million

Number of annual visitors to the seven-acre L.L.Bean retail campus in Freeport. The 200,000-square-foot flagship store is open 24 hours a day, 365 days a year.

MADE HERE

PROUDLY MADE IN MAINE

With a craftsman's attention to detail and appreciation for just the right materials, Maine has built a reputation for quality products. That quality is showcased by the **Maine Made program**, which helps build recognition and provides assistance to member companies to promote their products, including use of the Maine Made - America's Best logo, inclusion in a comprehensive online directory (**mainemade.com**), kiosk display opportunities and scholarship opportunities for first-year exhibitors at the New England Products Trade Show (NEPTS). More than 2,000 Maine companies participate in the program.

Rockland's Bixby & Co., for one, produces the Bixby Bar, made from pure chocolate and free of genetically modified organisms (GMOs), preservatives or added sugars. Another business is **Kennebunk's Cabin Fever Soap Co.**, which sells soap products made with olive, coconut, palm and oils, and shea butter. New Gloucester's **C.H. Becksvoort** produces handcrafted cherry tables, chairs, cabinets, desks, beds, lighting and accessories built to order, while in Prospect, **Blueberry Bay Beads** fashions handcrafted glass jewelry into "artwork you can wear."

COOL COMPANY

SURF'S UP

Freeport, Maine, might not be the first name that comes to mind as a surfing capital, but brothers Ryan and Andy McDermott's business is catching a wave there.

McDermott Shapes makes custom surfboards, including long boards, short boards, hybrids and its unique surf skis.

The brothers, avid surf enthusiasts, began building their own boards because they couldn't afford to buy them new. The Freeport natives, whose father is noted Portland sculptor and wood carver T.J. McDermott, spent time in California after apprenticing with master shapers and composites manufacturers. In 2010, they returned to Maine to open their own business, which includes the Black Point Surf Shop retail outlet in Scarborough, which they operate with a partner.

McDermott Shapes moved into a 1,200-square-foot workshop in 2013, where the brothers shape wood and apply advanced materials to create their custom boards. The company has recently branched into making stand-up paddleboards, or SUPs, which are growing in popularity as an easier-to-learn alternative to surfing. For more on McDermott Shapes, go to **mcdermottshapes.com**.

The Place to Live, Work and Play in Maine

City of Caribou
Certified Business-Friendly

There are a host of things to consider when choosing a location to expand your existing business or relocate your firm. Caribou and our surrounding communities offer the right combination of assets, including but not limited to:

- We are at the pivotal marketplace for Maine and to break into the Canadian marketplace.
- We have a combination of tax incentives, financing options and land opportunities that are hard to beat.
- We have a team of experts who can help in every stage of business planning for new businesses, business expansion and to help take any business to the next level.
- We have a well-trained workforce that is ready to work. The people of Caribou and Aroostook County are hardworking and dedicated employees who are ready to put in an honest day's labor.
- We work closely with the state and federal governments to overcome any obstacles that may present themselves.
- We have easy access to a number of higher education opportunities to assist with employee development and growth.

With a variety of manufacturing and office spaces available, there is room for your business in Caribou.

Contact Austin Bleess, City Manager at 207-493-5962 to see how your business can succeed in Caribou. More information is also available at CaribouMaine.org/EconDev and GrowInCaribou.com.

Good to Grow

MAINE OFFERS CLIMATE, WORKFORCE FOR FAST GROWTH

By Emily McMackin

Companies that come to Maine tend to stay there. That's the trend Peter DelGreco sees when working with businesses relocating to or expanding in the state.

Executives from prospective companies often share some kind of connection to Maine – from attending college or camp there, skiing in the mountains or vacationing along the coast – and they are drawn not only to the state's vast beauty and easygoing nature, but the character of its people.

"Because of their experiences here, they know what it will be like when they get back here – and they look for reasons to come back," says DelGreco, president and CEO of Maine & Company, an organization that assists companies that want to invest, locate or expand in Maine. "Simply put, people just want to be here and stay here."

With a $54.8 billion economy and highly regarded network of colleges, universities and research institutions, Maine is known as an innovation leader in key industries such as renewable energy, advanced manufacturing, life sciences and information technology, but what sets it apart in these sectors is its ability to scale.

"If you look at more expensive areas of the northeast, you may be able to find the engineers and PhDs you need for research and development, but when it comes to the operational phase, it's harder to find the middle-skill workers you need," DelGreco says. "They are all over the place in Maine."

Ship builder Bath Iron Works has a major presence in the state.

Best of All Worlds

Not only that, people want to live there. A 2013 Gallup poll on relocation ranked Maine as the top-third state where residents wanted to stay. This creates a stable, productive workforce for businesses.

"People are happy to be here, and that translates into lower turnover, lower costs and a sustainable advantage for growing companies," DelGreco says.

Their happiness comes, in part, from having the best of both worlds. Businesses have access to Boston, other top northeast markets and major airport hubs, but can raise their families more easily and live a more affordable lifestyle in Maine.

"The places where you see entrepreneurial activity happening are the places where people want to live," DelGreco says.

Not only are Maine's cities and towns picturesque, they also embrace businesses. The state's Certified Business-Friendly Community Program is an effort to encourage business development and growth in communities throughout the state, and recognize and promote the ones that show a true commitment to business. These communities provide exceptional service and streamlined regulatory processes for business owners. So far, 27 communities have earned the designation.

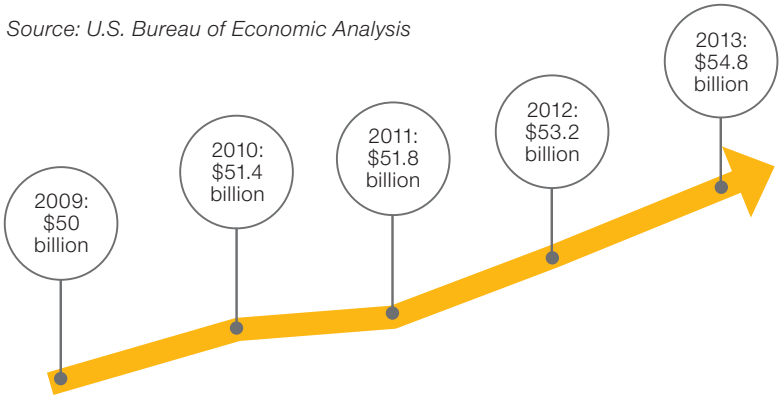
Along with supporting longtime business icons like Bath Iron Works and L.L.Bean, the state has also welcomed fast growing technology-based firms, from call centers for Boston Financial and NotifyMD to cloud-based service providers like athenahealth and Carbonite.

Tax and regulatory reform make it easier to do business in Maine, and incentives sweeten the pot for investment and job creation. The Pine Tree Development Zone program, for example, offers businesses in high-growth industries, including information technology, biotechnology and advanced manufacturing, the opportunity to reduce or eliminate state corporate income and sales and use taxes for up to 10 years. State grants for technology and development also accelerate business growth.

Maine's economy is a global one. Exports from Maine in 2013 totaled more than $2.7 billion, and major trade partners included Canada, China, Japan and Korea. In addition, foreign direct investment

» Maine GDP

Source: U.S. Bureau of Economic Analysis



Top Export Categories

(Total exports 2.7B in 2013)

Paper: **$600.7M**
Fish & Seafood: **$322.1M**
Transportation Equipment: **$251.9M**
Computer & Electronic Products: **$229.5M**
Forestry Products: **$199.2M**
Oil & Gas: **$198.6**
Machinery: **$141.4M**
Chemicals: **$106.8M**
Food: **$102M**
Wood Products: **$79.8M**

Source: U.S. International Trade Administration

» Foreign Direct Investment in Maine

30,500
Insourced jobs in Maine from foreign-owned companies, 6.2 percent of the private-sector workforce

7,700
Manufacturing jobs in the state from foreign-owned companies

25%
Jobs at U.S. subsidiaries in Maine that are in the manufacturing industry

9
Maine's rank among states for the number of per capita jobs at U.S. subsidiaries

Source: Organization for International Investment

accounts for more than 30,000 jobs in the state, including 7,700 in manufacturing.

"We have seen trade double over the past few years because companies are getting more internationally active, and more foreign companies are investing here, too," says Janine Bisaillon-Cary, president of the Maine International Trade Center, which assists firms in exporting.

Exports are growing more diverse, Bisaillon-Cary says, expanding from traditional products such as paper, seafood, and aircraft and computer parts to pharmaceutical and medical device products.

Frontier for Tech

Technology is driving investment in Maine, even in mature industries like seafood processing, dairy production and forestry.

"We have tech investors who are coming in to modernize and update the way traditional industries are doing things," DelGreco says. "They are applying new technologies to sustain and revitalize these industries."

Venture capitalists from Boston and beyond are also taking a closer look at the state's emerging startups and investing funds to help them grow and scale, DelGreco adds.

Maine is doing its part to meet demands for a high-tech workforce. Its seven community colleges provide customized training resources to employers as part of the Maine Quality Centers program. Not only does the program train new hires, but it also helps businesses bring incumbent workers up to speed on new technologies, certifications and skills vital to advancement.

"One of the things companies are dealing with is how technology is changing their business on a daily basis and how to stay current," says James McGowan, director of Maine Quality Centers.

As companies look for the right place to grow, DelGreco predicts more will gravitate to Maine.

"Companies are starting to realize that in a place like Maine they can have a growing business, a wonderful environment and employees, and make great things happen," he says. "It's a place that shows way beyond its size."

» Find more reasons to do business in Maine at **businessclimate.com/maine**

Contact John Holden, Community Economic Development Director
207-594-0306 • jholden@ci.rockland.me.us • www.ci.rockland.me.us

Air Under Its Wings

MAINE'S SUPPLY CHAIN AND WORKFORCE PROPEL ITS AEROSPACE INDUSTRY TO NEW HEIGHTS

By Bill Lewis

Some have famous names – Pratt & Whitney and Lufthansa, for example – and others have a lower profile in their industry, but all of the companies that make up Maine's diverse and growing aerospace cluster share something in common.

All have discovered that being located in Maine is one of the keys to their success, thanks to a well-developed supply chain and a highly skilled workforce that leverages expertise from the state's legacy industries, including shipbuilding. The state offers a number of training programs designed to supply workers with the industry-specific skills they need.

In addition, Maine offers a number of facilities ideally suited for the aerospace and aviation industry, some of them converted from military use. The former Brunswick Naval Air Station, for example, includes twin 8,000-foot runways and 500,000 square feet of hangar space.

Maine's commitment to the aerospace industry's success encourages companies like C&L Aviation Group in Bangor to expand in the state. The company

STAFF PHOTOS BY Brian McCord

C&L Aviation Group, headquartered in Bangor, is a global aviation services and aftermarket-support provider.

is a global aviation services and aftermarket-support provider that offers a number of services, including interior refurbishment of aircraft, structural modifications, components repair and avionics modifications. The company has a new $5 million headquarters and is also opening a 17,000-square-foot painting hangar.

"When I opened the office in Maine, I did not intend to make it C&L's headquarters. I was so impressed with the community, however, and the support I received from the local and state government, I ended up moving my family here from Australia, too," says C&L CEO Chris Kilgour.

"There were many factors influencing my decision: the pro-business attitude, the work ethic of the people, the untapped skills of a generation of aviation technicians, and the support of the Bangor International Airport," he says.

Powering America's Newest Fighter

Pratt & Whitney, one of the world's best-known aerospace companies, is expanding its North Berwick plant as part of the company's investment in its global manufacturing network as it prepares for an unprecedented production increase for its jet engines.

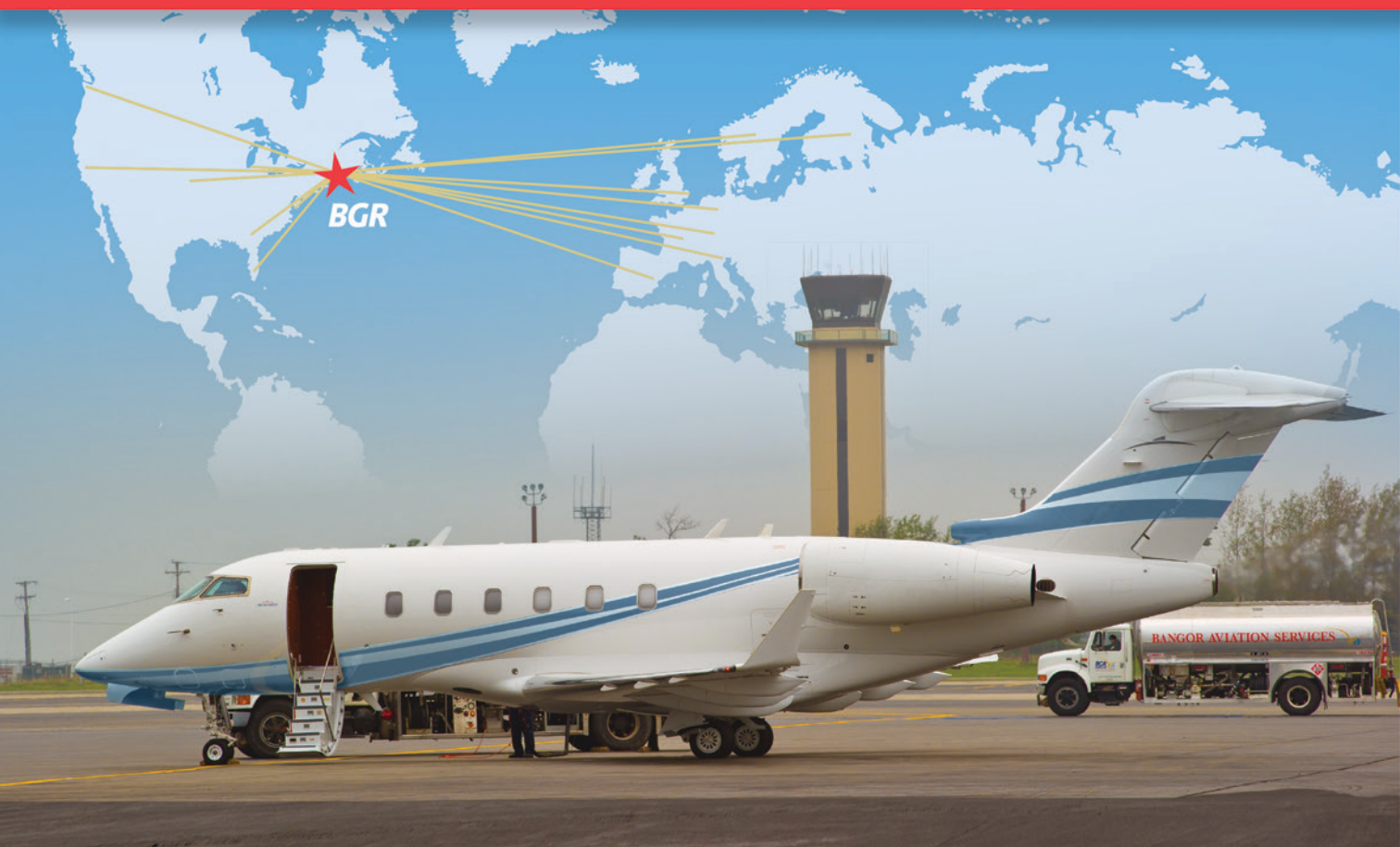
The company won a $1 billion contract to supply jet engines for the U.S. armed force's newest combat aircraft, the F-35 fighter.

The company operates a 1 million-square-foot facility in North Berwick that makes precision-machined parts for commercial and military jets. The facility, which has about 1,300 workers, is also responsible for aftermarket overhaul and repair on some commercial and military engine parts.

"This new space is required at North Berwick as Pratt & Whitney enters a significant period of growth with the continued success of its next-generation commercial engine family," says Ray Hernandez, spokesman for United Technologies, the parent company of Pratt & Whitney.

Lufthansa Technik has operations at the Lewiston-Auburn Municipal Airport

Location, location, location.



"I was so impressed with the community and the support I received from the local and state government, that I ended up moving my family here from Australia."

Chris Kilgour, C&L Aviation

in Auburn where it is restoring a piece of aviation history. A foundation operated by Lufthansa, the German air carrier, selected the company to refurbish a Lockheed Super Constellation, a type of airliner that flew with Lufthansa from 1958 to 1966.

With more than 30 production facilities and more than 25,000 employees, the Lufthansa Technik Group is one of the leading providers of aircraft-related technical services in the world.

In Auburn, Lufthansa created a number of high-skilled jobs for the project. A special hangar was built and leased to Lufthansa. It is expected to serve as an important business recruitment tool for the airport.

Maine continues to attract new aerospace companies. Tempus Jet Centers, for example, relocated its aircraft repair station and VIP interior completions business from Virginia to a 166,000-square-foot facility at the Brunswick Executive Airport, where it was

(and services, services, services)

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Aviation and aerospace companies thrive in Maine thanks to a skilled workforce, available facilities and state programs.

able to expand its business to include large commercial aircraft from Boeing and Airbus.

State and Local Programs

The state supports the aerospace industry with programs such as the Maine Advanced Technology & Engineering Center (MATEC), located on the Southern Maine Community College (SMCC) Midcoast Campus in Brunswick. It is home to SMCC's Composite Science and Manufacturing program, while also housing SMCC's pre-engineering program and the University of Maine's Brunswick engineering program.

MATEC is also the home to the Composites Engineering Research Laboratory (CERL), which operates as a partnership between SMCC and the Maine Composites Alliance.

CERL is equipped with cutting-edge precision analytical instruments that analyze the performance properties and behaviors of polymer-based materials and composites.

Program Chairman Andy Schoenber says SMCC's composites program provides education and real-world experience while preparing students to enter advanced manufacturing industries in jobs such as quality control technicians, engineering technicians, and shift supervisors.

"We provide students with theoretical knowledge and the practical skills that are essential in today's composite manufacturing industries," he says. "Our graduates can use their skills in a range of industries, whether it be microelectronics, industrial manufacturing, construction, boat-building or aerospace."

Pratt & Whitney is expanding its North Berwick facility to meet production demands.

PRATT & WHITNEY: RICK KOEHLER

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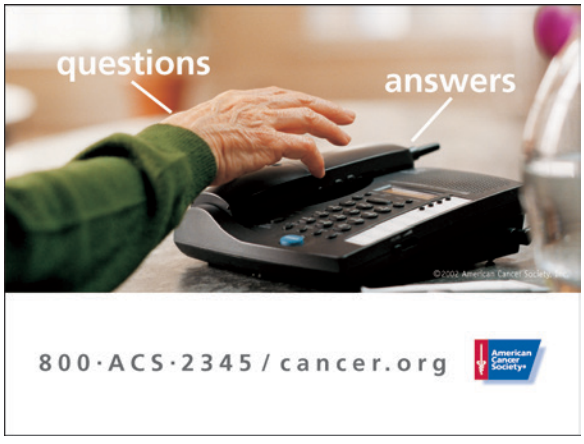


Companies such as Tex Tech Industries in North Monmouth are pioneering new applications for advanced materials.

STAFF PHOTO BY Michael Tedesco

A Leading Role in the Future

COMPOSITES, ADVANCED TEXTILES HELP DRIVE STATE ECONOMY

By Bill Lewis

A powerful combination of technological know-how, a highly skilled workforce and world-class research capabilities empowers Maine to take a leading role in the composites and advanced textiles industries.

The use of those materials is growing in applications as varied as boat building, marine infrastructure, road construction, and auto and aerospace manufacturing.

"Maine's composites and advanced materials industry is a major growth area and driver in the Maine economy," says Steve Von Vogt, executive director of the Maine Composites Alliance (MCA) in Portland. "In the past 10 years, there has been a major diversification of the industry moving from the marine origins into defense, infrastructure, aerospace and other markets. Maine has strong, innovative companies leveraging applied research to grow and diversify."

Making Tomorrow's Materials Today

Companies such as Tex Tech, an international developer and manufacturer of engineered, high-performance materials used in aerospace, defense, law enforcement, industrial and sporting goods applications, are thriving thanks to their location in Maine.

Eoin Lynch, the company's executive director of sales and marketing, credits the state's quality of life, skilled workforce, and research and higher education centers as a major part of the reason.

"We have a workforce who is dedicated and hard working. We are making life-saving products, and every employee takes pride in that," he says. "We have strong relationships with the University of Maine that helps both organizations develop new, innovative products."

The company has built on a proud legacy in Maine's textile industry and is adding a new chapter today, Lynch says.

"Our mill in North Monmouth has been there since 1904. It has made many different products over the years from wool blankets and baseball uniforms to aerospace and ballistic fabrics. We have three generations represented in our factory in one shift," he says.

The state's composites expertise is visible in a number of companies. Augusta-based Kenway, for example, manufactures composite materials used by industries ranging from marine infrastructure to pulp and paper, transportation and renewable energy.

The composites manufacturing company, with about 70 employees, was selected by the U.S. Navy to provide a modern version of the "camels" – the bumpers placed between ships and piers – for submarines at a base in New London, Conn.

The high-tech, 100,000-pound bumpers use a durable composite design that replaces the high-maintenance steel-frame units previously used by the Navy, Kenway President Ian Kopp says. "We had to do some significant R&D before we were ready."

Other companies make innovative uses of composites, as well. Brunswick-based Harbor Technologies manufactures composite marine infrastructure for piers, ports, harbors, marinas and bridges. The technology is more economical, easier to install, longer-lasting and better for the environment than traditional materials.

Top Maine Manufacturing Employment Categories

(2013, total employment)

Paper: 6,913

Ship and Boat Building: 6,417

Wood Products: 6,395

Fabricated Metal Products: 5,048

Food Manufacturing: 5,037

Computer and Electronic Products: 2,389

Machine Shops and Threaded Products: 2,312

Machinery: 2,287

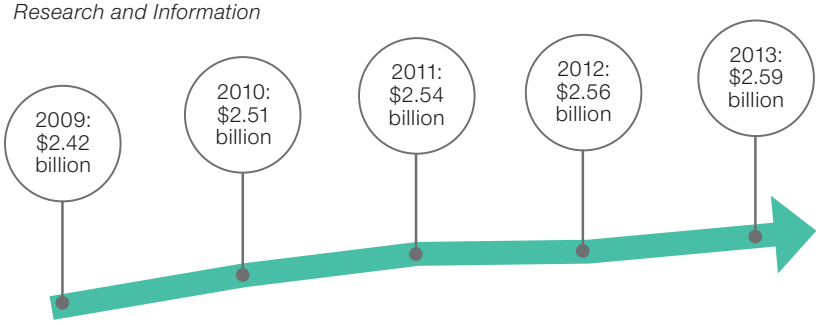
Chemicals: 2,129

Plastic and Rubber: 1,925

Source: Maine Center for Workforce Research and Information

Maine Manufacturing Total Wages

Source: Maine Center for Workforce Research and Information



Major Manufacturers

(Fourth-quarter 2013)

Bath Iron Works
Verso Paper
SD Warren
Pratt & Whitney
IDEXX Laboratories
Fairchild Semiconductor
Texas Instruments
New Balance Athletic
Rumford Paper
McCain Foods
Twin Rivers Paper Co.

Source: Maine Center for Workforce Research and Information

Invested in a High-Quality Workforce

Maine's workforce development system maximizes the return-on-investment for federal and state training funds and increases the involvement of private-sector job creators with the workforce development system to improve business relevance and align it with employer needs.

Industry partnerships have become a cornerstone of Maine's workforce development strategy through the implementation of best practices. These partnerships drive the entire system by identifying skill gaps and human resource needs in targeted industries and high-priority occupations. Partnerships serve to solve workforce challenges within their industries, thereby improving the economy at the local, regional and state level.

Maine's small population allows it to be nimble, providing access to decision makers who can make things happen faster than most other states. Maine has integrated its approach at the state level to ensure that all parts of the system, from the universities to community colleges to apprenticeship programs and technical education, as well as private-sector training providers, have the opportunity to engage with businesses and industry associations.

Maine can provide businesses with the pipeline of skilled workers to meet employer demand with the flexibility to provide customized training programs flexible enough to meet future needs.

Demand Drives Expansion

Auburn-based Formed Fiber Technologies Inc. is North America's largest manufacturer of needle-punched nonwoven fabrics and polyester staple fibers, and a major supplier to the auto, marine and construction industries.

In Camden, IntriCon Tibbetts designs and makes magnetic telecoils and miniature electro-acoustics used in hearing aids, medical devices and communications applications. The company also engages in contractual electronics research, development and manufacturing.

The state's commitment to workforce training helps the composites industry thrive, says the Maine Composites Alliance's Von Vogt.

Demand from industries as diverse as aerospace, sustainable wind and ocean energy, transportation, and construction are driving the industry's expansion.

"For us to accelerate our growth and have a competitive advantage, we have to raise our science and technology and our manufacturing capabilities," Von Vogt says. "We have to be able to compete at a level we haven't competed at before."

Partners in Success

To make sure that happens, the Maine Composites Alliance has partnered with Southern Maine Community College to develop training programs and operate the Composites Engineering Research Lab (CERL). CERL is an industry-owned and operated composites research lab operated by the Composite Science and Manufacturing program, which is housed in the Maine Advanced Technology & Engineering Center at its Midcoast Campus in Brunswick.

Students in the program have access to CERL, which partners with businesses to help them with their research and engineering needs and make them more competitive. The lab has more than a dozen precision analytical instruments that provide comprehensive and cost-effective material analysis and engineering services for businesses.

A variety of Maine businesses have relied on CERL for research assistance, including those involved in the design and manufacture of marine infrastructure, a yacht builder, a custom fiberglass and composites manufacturer, and even a surfboard company.

"Maine's composites industry in collaboration with MCA, CERL and the University of Maine, has diversified, driven by innovation into new markets," Von Vogt says.

Discovery Zone

RESEARCH LABS, LIFE SCIENCE COMPANIES DRAW ON COLLABORATION TO ADVANCE BIOMEDICAL INNOVATION

By Emily McMackin

From optical imaging technologies for surgical robots to next-generation tests for swine flu to new therapies for treating everything from chronic pain to Alzheimer's disease, laboratories across Maine are discovering and developing pharmaceutical products, diagnostic tools, and surgical devices that are advancing medical science and raising the standard of health care around the world.

At The Jackson Laboratory in Bar Harbor, scientists research cures for cancer as well as groundbreaking treatments for vascular and autoimmune diseases, diabetes, glaucoma, and neurodegenerative conditions such as ALS, Parkinson's disease and Alzheimer's.

Established in 1929 by a Harvard-educated scientist, the laboratory is one of 27 National Cancer Institute designated cancer centers and an international leader in genetic and genomic research. In addition to conducting its own research, the laboratory provides mouse resources and research services, as well as education and training for institutions around the world.

"It doesn't matter who you talk to at JAX or what they are doing, everyone feels like they're part of the mission and takes pride in its purpose," says LuAnn Ballesteros, director of the office of government relations for The Jackson Laboratory. "We are leading the search for tomorrow's cures, and everyone is excited about their contribution."

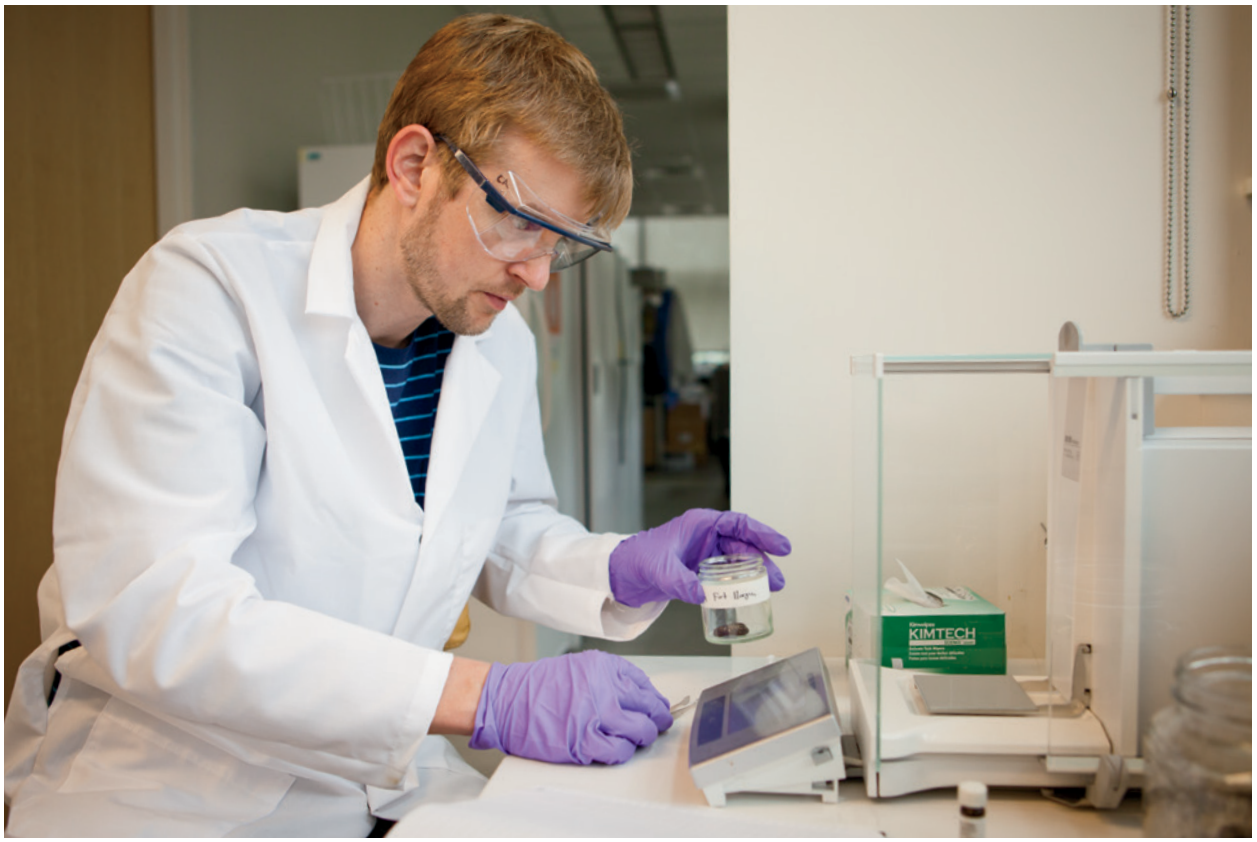
The state boasts other institutions with global reputations for biomedical and marine science research, including Mount Desert Island Biological Laboratory, Bigelow Laboratory and the Maine Medical Center Research Institute.

Fast Growing Firms

The state also is home to more than 220 biotech and medical device firms that employ some 6,200 workers. Among the fastest growing is IDEXX Laboratories, a publicly traded company based in

Maine is home to more than 220 biotech and medical device companies that employ more than 6,200 workers.

STAFF PHOTOS BY Brian McCord



Maine is home to several world-class research facilities, including the Bigelow Laboratory for Ocean Sciences in Boothbay.

Westbrook, where researchers develop diagnostics tests and information technology used by veterinarians worldwide to treat pets.

"Our core business is helping pets live long, healthy lives and helping pet owners care for their pets – and we do that by providing veterinarians with the best technology through blood work and other diagnostics," says CEO Jon Ayers.

The company also makes diagnostic tests to help livestock and poultry producers keep herds and flocks disease-free, and tests for water and milk quality and safety.

IDEXX has "grown up through innovation," Ayers says, leading the pet diagnostics market in $1 billion in research and development over the past decade and doubling its employment base in Maine to 2,100. The company completed a $35 million expansion in 2014 to support 300 additional jobs and create a state-of-the-art environment for idea sharing. Maine's healthy quality of life and collaborative partnerships make it a good place to grow, Ayers says. "It's easy to attract talent here," he says.

Lohmann Animal Health, a producer of poultry vaccines and feed additives, operates a plant in Winslow. In 2014, Eli Lilly and Co.'s animal health division, Elanco, acquired the company with plans to expand its reach.

The rising demand for minimally invasive surgery capabilities in hospitals is fueling growth for Lighthouse Imaging, which makes equipment to test the imaging quality of endoscopes and other robotic medical devices. The company moved into a larger facility in Windham in 2014.

Seed grants from the Maine Technology Institute provided funding to help the company expand its product portfolio, and local universities have helped

Boosting Biomedical Research

Maine is home to a consortium of 13 research centers, colleges and universities across the state, known as the Maine IDeA Network of Biomedical Research Excellence (INBRE). Led by Mount Desert Island Biological Laboratory, the group works to raise the state's competitiveness for federal funds to conduct biomedical research. Since 2001, INBRE has brought more than $93 million in federal funds to Maine and trained more than 2,000 in biomedical research. In 2014, the group landed a $18.4 million grant from the National Institutes of Health to further enhance biomedical research and training across the state.

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Portland International Jetport
www.portlandjetport.org

The Jackson Laboratory
www.jax.org

The University of Maine
www.umaine.edu

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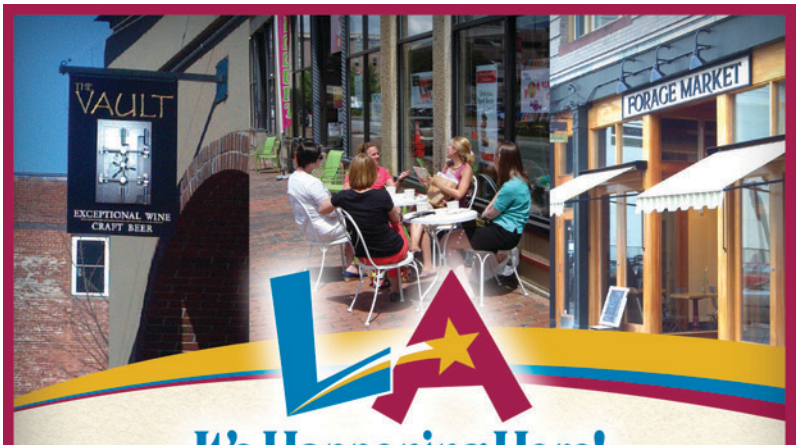

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In Westbrook, IDEXX Laboratories Inc. provides veterinarians tools for diagnostic testing of pets and livestock.

supply talent as production has ramped up, says CEO Robert Austring.

The Jackson Laboratory is collaborating with Eastern Maine Medical Center, Maine Medical Center Research Institute and Cancer Care of Maine to study Triple-Negative Breast Cancer. Funded primarily by the Maine Cancer Foundation, the focus of the study is to validate that Triple-Negative Breast Cancer tumors in PDX mice respond to drug treatment in the same way that the tumors in the patient responded. Genetically modified mice are used as "avatars" for clinical trials, engrafted with tumors from patients and tested for their response to different drugs. Cancer rates in Maine are higher than in many other parts of the country, making the project even more meaningful.

"Anytime you can bring together key institutions in a single state for the benefit of patients in that state, that's an exciting opportunity," Ballesteros says.

A SAMPLING OF LIFE SCIENCES COMPANIES WITH A MAINE PRESENCE

» **Molnlycke Health Care**: Makes wound-care products in Brunswick. The Swiss-based company added a second facility in Maine in 2014.

» **Lonza**: Makes highly advanced products in Rockland used by life science researchers in molecular and cellular biology.

» **Maine Medicinals**: Makes organic processor and standardized nutraceuticals and herbal supplements in Dresden.

» **EnviroLogix**: Manufactures testing supplies for genetic traits, food and feed safety, and plant pathogens in Portland.

» **Puritan Medical Products**: Makes clean room and laboratory supplies in Guilford.

MEDICAL RESEARCH

Partners in Progress

COLLABORATION = INNOVATION IN MAINE'S LIFE SCIENCES INDUSTRY

Collaboration is a hallmark of Maine's life sciences infrastructure. For example, The Jackson Laboratory in Bar Harbor is working with the Maine Medical Center and Eastern Maine Medical Center to study Triple-Negative breast cancer – a disease with historical poorer survival rates that is less well understood than other types of breast cancer.

The University of New England's College of Osteopathic Medicine is advancing therapies for chronic pain through its Center of Biomedical Research Excellence for the Study of Pain and Sensory Function. Funded as part of a $10 million National Institutes of Health grant that also supports centers of excellence in neuroscience and biomedical research, the center explores how the brain and body react to pain through the lens of everything from neurological disease to drug addiction.

University researchers are teaming up with Maine-based startups already developing technologies in this realm. Examples include Freeport-based SeaRun Holdings, which has discovered a protein in salmon blood that could heal traumatic injuries, and Portland-based ClearH2O, which makes hydration gel packets that aid in post-operative healing.

"Universities have a role to play in this because we have expertise, talent and resources a company may not have," says Dr. Edward Bilsky, director of UNE's Center for Excellence in the Neurosciences. "Through these public-private partnerships, we are contributing to Maine's economic vitality – and improving human health along the way."

– Emily McMackin

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TECH SAVVY

HIGHLY DESIRABLE QUALITY OF LIFE AND INNOVATION CULTURE DRAW TOP-LEVEL TALENT TO MAINE

By Emily McMackin

When Corky Ellis decided to leave his New Jersey business to launch a software company, he knew exactly where to go. Ellis and his wife had driven through Maine before and fell in love with its wide open spaces, rugged beauty and coastal culture.

Corky Ellis started Kepware Technologies in Portland because he wanted to live in Maine.

"I started the company here because this is where I wanted to live," Ellis says.

Twenty years later, Portland-based Kepware Technologies has grown into a leading provider of communications software for manufacturers, oil and gas producers, utilities and other industries, helping them connect disparate automated devices and software applications.

Rising demand for automation across all industries fuels the company's growth, but the secret to its success is its collection of high-caliber talent, Ellis says. Half of Kepware's employees are University of Maine graduates, including its CEO Tony Paine, who started as an engineer at the firm.

"The most important thing in running a business is having good, smart people who share your values – it's not hard to find that in Maine," Ellis says.

Information technology companies gravitating to the state also find this to be true. Maine's colleges and universities produce a high share of skilled, tech-savvy graduates who attract diverse technology firms, from semiconductor producers like Texas Instruments and Fairchild Semiconductor to cloud-based data protection groups like Carbonite, to software companies developing technologies for mapping, bioinformatics and financial services.

Adding to the workforce advantage are lower costs for businesses and a highly rated telecommunications infrastructure that includes more than 110,000 miles of fiber optic cable and 100 percent digital switching technology.

Innovative Energy

Maine's depth, breadth, and quality of technical and software talent is impressive, says Ben Kaplan, CEO of CashStar, a startup formed in Portland in 2007, which provides digital gifting services for major retail and restaurant brands such as Starbucks, Gap, Best Buy and Home Depot.

Accelerating Growth in Maine

Blackstone Accelerates Growth (BxG) is an outreach effort of the Blackstone Charitable Foundation that works with partners across Maine to create statewide programs with coordinated, focused activities to accelerate companies, connections and the next generation of entrepreneurs. One of its efforts, the BxG Innovate for Maine Fellows program, connects promising college students with fast-growth, innovative companies and business leaders in an effort to help grow and create jobs across the state. The program prepares students to collaborate with companies on innovation projects that accelerate company growth and give students a paid, meaningful, hands-on internship experience.

Maine's lower business costs attracted companies like Portland's CashStar, a provider of digital gifting services.

STAFF PHOTOS BY Brian McCord

"The quality of life in Maine is the reason Kepware and lots of other companies stay here, grow and succeed."

Corky Ellis, Chairman and Founder, Kepware

"There is an energy in the technology and startup communities here that feels like San Francisco, Silicon Valley and Boston," Kaplan says. "It has the same vibe but on a smaller scale."

Kaplan compares Portland to Seattle but with "skiing and lobster instead of rain." Portland's progressiveness and culture have been natural draws to tech-oriented workers. Its 90-minute proximity to Boston puts CashStar at the "center of gravity for technology and payment technology innovation," Kaplan says.

While many of its employees are Maine natives, quality of place is a key selling point for the company, which has doubled its employment to more than 100 in the past few years and ranks as the sixth-fastest growing software company on the *Inc.* 500 list.

A Dynamic Network

Maine's small setting lowers the barriers of entry for tech entrepreneurs and allows them to tap into a close-knit, collaborative network of like-minded businesses.

"We have gotten access to projects here that we wouldn't have in other states," says Josh Broder, CEO of Tilson Technology, which constructs smart-grid, cellular, and broadband networks for public and private entities throughout the eastern U.S. "In Maine, we got a shot at doing them first, and that gave us the experience we needed to compete nationally."

Since buying the Portland-based business less than five years ago, Broder has built it into an *Inc.* 5000 firm with more than 100 employees, thanks in part to support from mentors, state incentives and a grant from the Maine Technology Institute, which provides early-stage capital and commercialization assistance to technology-based projects in key industries.

Setting Maine apart from neighboring states are a growing investment network, enhanced by proximity to Boston's venture capital hotbed, and organizations supporting startups, including the Maine Center for Entrepreneurial Development, which provides training and counseling along with guidance from experienced executives and serial entrepreneurs.

"We have a robust network of mentors because we have extremely talented people who have chosen to live and retire in Maine – and they want to give back," says Don Gooding, the center's executive director.

Maine Startup & Create Week

Maine offers resources to promote and encourage entrepreneurship and innovation. One example is Maine Startup & Create Week, an initiative spearheaded by a coalition of individuals and organizations including Startup Portland, Blackstone Accelerates Growth, PelotonLabs, the Maine Center for Entrepreneurial Development and the Portland Regional Chamber of Commerce. The eight-day event held in June 2014 drew more than 3,000 participants who celebrated Maine's entrepreneur community, innovators and startups. The events connected to the week included discussion panels, networking and Portland Startup Weekend, a conference designed to show entrepreneurs what it takes to transform an idea into a functional business plan in just 48 hours. For more on Maine Startup & Create Week, go to **www.mainestartupandcreateweek.com**.

Ellis, Kapware's chairman, is one of those. He serves on boards of several venture capital groups, and his company provides software and scholarships for University of Maine engineering students. Ellis also works closely with robotics teams and STEM initiatives in schools to strengthen the pipeline of talent for the future.

From taking out-of-town clients lobstering to spending long weekends by the coast, he still finds ways to incorporate what he loves about Maine into every aspect of the day.

"It's a beautiful place to live, raise a family, work and play," Ellis says. "The quality of life in Maine is the reason Kepware and lots of other companies stay here, grow and succeed."

Maine offers entrepreneurs a wealth of expertise and resources to help them grow.

A Great Catch

MAINE-PRODUCED FOOD DEVELOPS A BIG FOLLOWING - AND NOT JUST LOBSTERS

By John Fuller

Maine's reputation for food is catching on worldwide. The state has long enjoyed a global reputation for lobster, seafood and wild blueberries, recognized for their health benefits. Potatoes are a pillar of the state's economy and Maine's top crop.

The state's agricultural depth provides feedstock for a healthy and growing food processing industry that tops $2 billion. Food processors in the state purchase more than $365 million of food products from Maine fisheries and farms annually.

Maine is also home to specialty food and beverage processors for products such as craft beers, baked goods, salsas, spreads, jams, sauces and seasonings. Among the success stories is York-based Stonewall Kitchen, a creator of specialty food products including jams and jellies, baking mixes, salad dressings, grill sauces, mustards and seasonings. Founded in 1991, the company has grown from a cottage kitchen operation into a globally recognized food production, retail and wholesale distribution company that has a growing international presence thanks to exporting.

Food exports in Maine total more than $550 million annually with seafood products constituting $322 million of that in 2013. Maine seafood has reached nearly cult status for its taste, freshness and quality.

Maine Aquaculture Farming Grows Rapidly

Maine is the leading marine aquaculture producing state in the nation, with a farm gate value of more than $110 million. Aquaculture is the farming of fish, shellfish and plants, and farms can range from land-based to open-ocean production.

Aquaculturists in the state raise Atlantic halibut, Atlantic salmon, blue mussels, American oysters and various species of seaweeds, scallops, clams, sea urchins and freshwater baitfish. One seafood segment that has been increasing rapidly is seaweed and kelp.

Five years ago, there were no seaweed farms in Maine, and now there are six, selling various varieties of seaweed worldwide.

"One of the reasons for the success of our products is because they come from Maine," says Sebastian Belle, executive director of Maine Aquaculture Association. "Maine seafood products are considered among the best quality in the world."

Stonewall Kitchen Timeline

Company founded in 1991 by Jim Stott and Jonathan King, who began making vinegars, oils, pesto, jams, baked goods and other products in a residential kitchen and selling them at local markets.

Stott and King attended the Fancy Food Show, "the Oscars of the specialty food industry," for the first time in 1995. Stonewall Kitchen won Outstanding Jam for Roasted Garlic Onion Jam and a second-highest honor award for Outstanding Product Line – as well as 500 orders from retailers across the country.

Company builds a 46,000-square-foot headquarters, manufacturing complex and company store on Route 1 in York in 1999.

In 2008, the Stonewall Kitchen Cooking School opens in a 32-seat, state-of-the-art theater-style kitchen and offers classes for cooks of all skill levels.

Today, Stonewall Kitchen has more 6,000 wholesale accounts nationwide, major catalog and Web divisions, and 11 company stores located in Maine, New Hampshire, Massachusetts, Connecticut and Maryland.

Stonewall Kitchen has received 28 prestigious awards from the National Association of the Specialty Food Trade and has been awarded the coveted Outstanding Product Line Honors three times.

STAFF PHOTOS BY Brian McCord

Crops produced on Maine farms help feed a growing food processing industry in the state that tops $2 billion.

A cooking school is a signature feature and visitor magnet at Stonewall Kitchens headquarters complex in York.

Maine oysters are also popular due to their higher meat yield. In the late 1990s, only a handful of oyster farms were operating in Maine, producing about half a million oysters annually. Today, 65 farms in the state harvest more than 12 million oysters each year.

Bar Harbor Foods, based in Whiting, distributes its products to more than 12,000 retail grocers nationwide. Thanks to growth in international markets, the company also sells its products in Europe, Japan, Canada and the Caribbean.

"We take pride in canning all natural ingredients in our products, and there is a business-friendly environment here," says Mike Cote, president and CEO of Bar Harbor Foods.

Bar Harbor Foods products include clam chowder, lobster bisque, clam juice and processed lobster meat.

"People have a vision of Maine across the country, and I think that helps when it comes to selling our products," Cote says.

Other major seafood companies include Cozy Harbor Seafood in Portland and Cooke Aquaculture, both of which serve U.S. and global markets.

Among the state's notable food manufacturers are McCain Foods, the world's largest manufacturer of frozen french fries and potato specialties, and Wyman's of Maine, based in Milbridge, the largest U.S. supplier of premium wild blueberry products that grow naturally in Maine. Poland Spring Water, a division of Nestle, has been recognized for its spring water since it was founded in Maine in 1845.

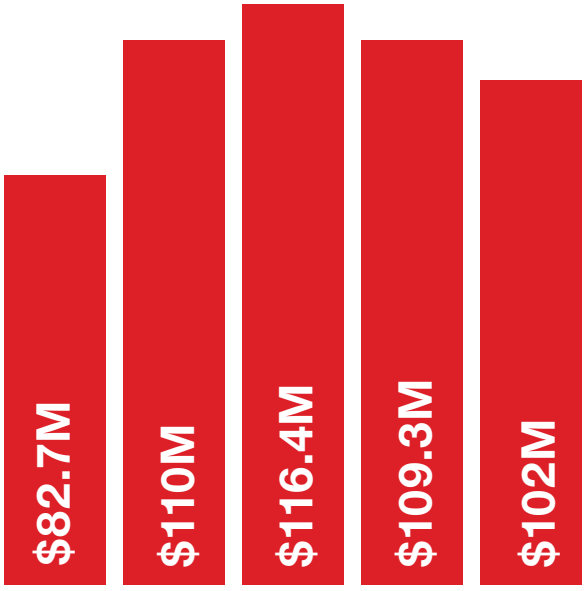
MITC Gives Food Exporters a Boost

Maine's food industries are getting worldwide attention in large part due to the assistance of the Maine International Trade Center (MITC). Jeff Bennett, MITC senior trade specialist, says the center's activities with local food companies include hosting educational programs, participation in international trade shows and coordinating industry-focused trade missions.

Maine lobster, for example, is experiencing explosive growth in Asian markets, where a growing middle class has developed a liking for the seafood. Maine's food exporting is boosted by the excellent port facilities in the state, and recently export opportunities have increased in the North Atlantic region with the addition of export service by Eimskip, an Iceland-based shipper.

"We've taken numerous Maine food companies to international shows and trade missions around the globe to demonstrate the food production capabilities in the state," Bennett says. "Most of these visits have resulted in increased exports for Maine food producers."

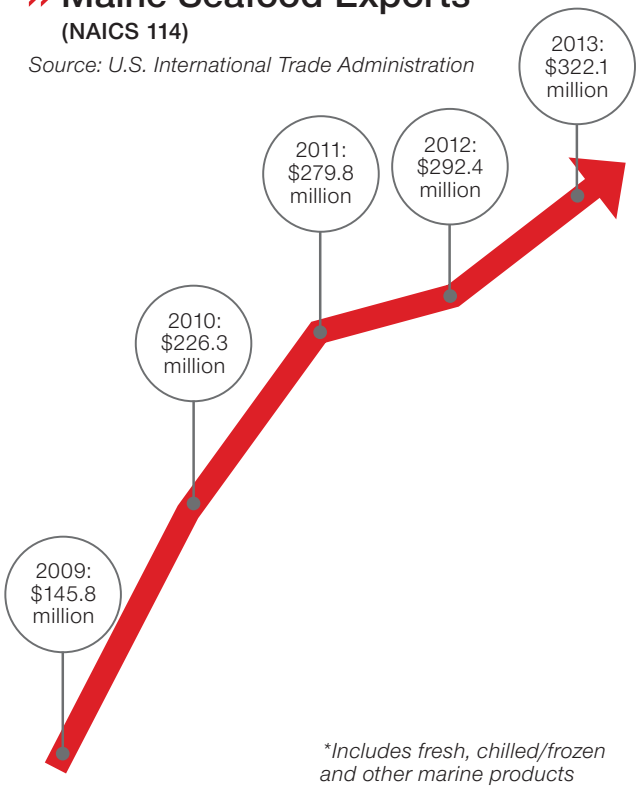
Maine Food Products Exports
(NAICS 311)



Source: U.S. International Trade Administration

Maine Seafood Exports
(NAICS 114)

Source: U.S. International Trade Administration



**Includes fresh, chilled/frozen and other marine products*

What makes world leading brands like Nestlé and McCain Foods choose Maine for food manufacturing and distribution?

the Maine Course

With a $2 billion food industry that includes successful large and niche food processors, Maine is more than just lobster and lifestyle. It is the place where more food companies are coming "To Make it…to the Market".

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NO.1 - LOWEST TAX BURDEN
In the US for lowest tax burden on new business (Ernst & Young)

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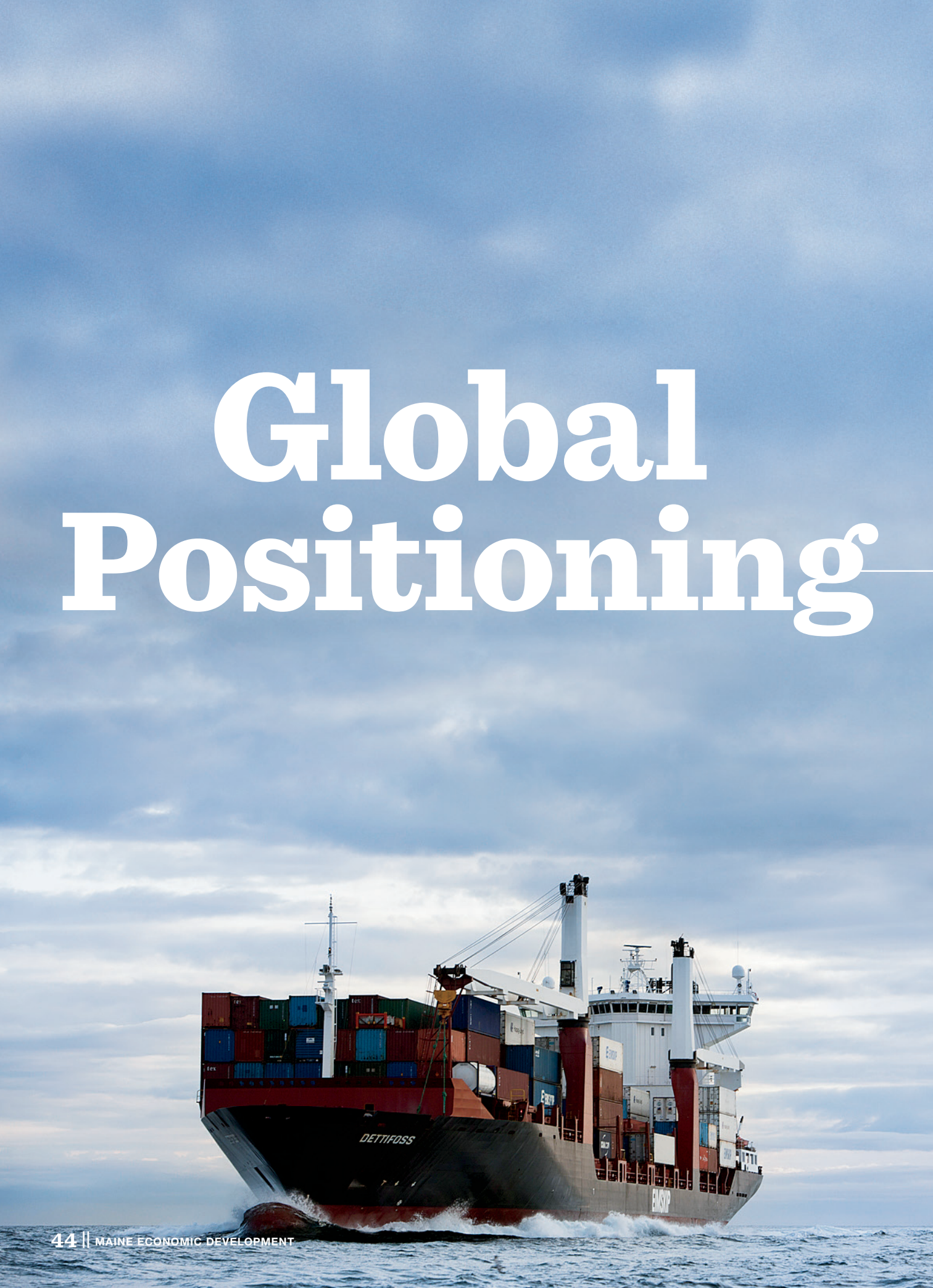
Sources: US Bureau of Economic Analysis, 2011. Ernst & Young: Competitiveness of state and local business taxes on new investment, 2011. Invest In Maine Food Proposition Document, 2014 From Portland, ME. American Community Survey, 2012. Maine Community College System, 2014. US Economic Development Administration, 2014.

Global Positioning



NEW SHIPPING SERVICE HELPS OPEN MORE NORTH ATLANTIC MARKETS TO MAINE COMPANIES

By John Fuller

Maine's transportation and logistics assets help the state's businesses reach a growing number of global destinations.

Among the state's transportation assets are six commercial airports, more than 60 corporate and general aviation airports and 1,400 miles of rail track. The state's three major deep water ports, Portland, Searsport and Eastport, are easily accessible to rail and highway connections and open year round.

Hundreds of trucking firms with operations in Maine carry goods nationwide, and the state has undertaken a 20-year maintenance and improvement plan to keep its highways safe and efficient. More than a fifth of U.S. markets and more than half of Canadian markets are within a 10-hour drive of the state.

Maine exports more than 100 different products led by pulp and paper, wood, seafood and semi-conductor products. Additionally, the state exports everything from medical and pharmaceutical products to agricultural products and aircraft parts.

"We have the advantage of a healthy port infrastructure," says Janine Bisaillon-Cary, president and state director of the Maine International Trade Center

EIMSKIP: PHOTO COURTESY OF GUNNAR SVANBERG SKULASON

In 2014, plans were approved to expand Portland's International Marine Terminal, doubling its size and linking it to a rail line.

STAFF PHOTO BY Michael Tedesco

(MITC), which assists Maine firms in exporting their products. "As a membership-based organization, we work with Maine companies looking to expand their business."

North Atlantic Markets Open Up for Maine Businesses

One major development was the establishment of a container shipment operation out of Portland's International Marine Terminal in 2013 by Iceland shipper Eimskip. Not only have exports to Iceland grown, but exports to the North Atlantic region have also started to take off.

MITC has established a North Atlantic Development Office to take advantage of this new opportunity. Dana Eidsness, director of the new office, says the office is looking first to increase trade and investment in northern Europe, Greenland, Scandinavia and eastern Canada. Additionally, the office represents Maine's interests to ensure the state has a seat at the table for important discussions regarding Arctic resources, sustainable development and emerging trade routes.

The ice melt in the Arctic Region has resulted in expanded oil and gas exploration in Greenland and Iceland and has also created additional trade routes to the North Atlantic region. Northern Europe represents about $350 million in Maine's exports annually, and there are numerous opportunities for growth for Maine businesses, Eidsness says.

"Maine is in a competitive position to take advantage of these developments in the region," Eidsness says.

MITC has conducted several trade missions to Iceland, the United Kingdom and Greenland. Eimskip's move to Portland has opened up opportunities for Maine companies and also helped Iceland's businesses access North American markets. It represents

Maine International Jetport in Portland is one of six commercial airports in the state and is served by five major airlines.

the first container service between Maine and Europe since the early 1980s.

Maine companies have started shipping blueberries, french fries, processed lobster, gas stoves and household goods to Iceland. Eimskip imports a range of commodities, including frozen cod and haddock, bottled water, lamb and cryolite from Iceland, and has built a niche business focused primarily on moving frozen and chilled goods, mostly fish caught in the North Atlantic, worldwide.

Portland is Eimskip's only U.S. port of call, and company officials see Portland as its gateway to U.S. markets. Eimskip, Iceland's largest shipping service, expects to move as many as 5,000 containers through Portland each year.

FTZs Help Maine Compete

Foreign trade zones also provide Maine businesses with major advantages. Maine has FTZs in Auburn, Bangor, Brunswick, Madawaska and Waterville.

The Central Maine Growth Council (CMGC) in Waterville utilizes a different approach, known as alternative site management (ASM), which is a more flexible way to utilize FTZ programs for companies in the region. The ASM allows for rapid inclusion into an FTZ, enabling companies to take advantage of the tax and duty benefits of the zone without having to move into it. In addition to Waterville, Auburn and Bangor are also seeking ASM designation and will likely receive federal approval soon.

Kimberly Lindlof, president and CEO of the Mid-Maine Chamber of Commerce, a partner with CMGC, says the ASM structure is a better alternative for companies that are not necessarily located within a specific trade zone.

"It opens up opportunities for many of our members as well as companies thinking of locating in this region of Maine," Lindlof says.

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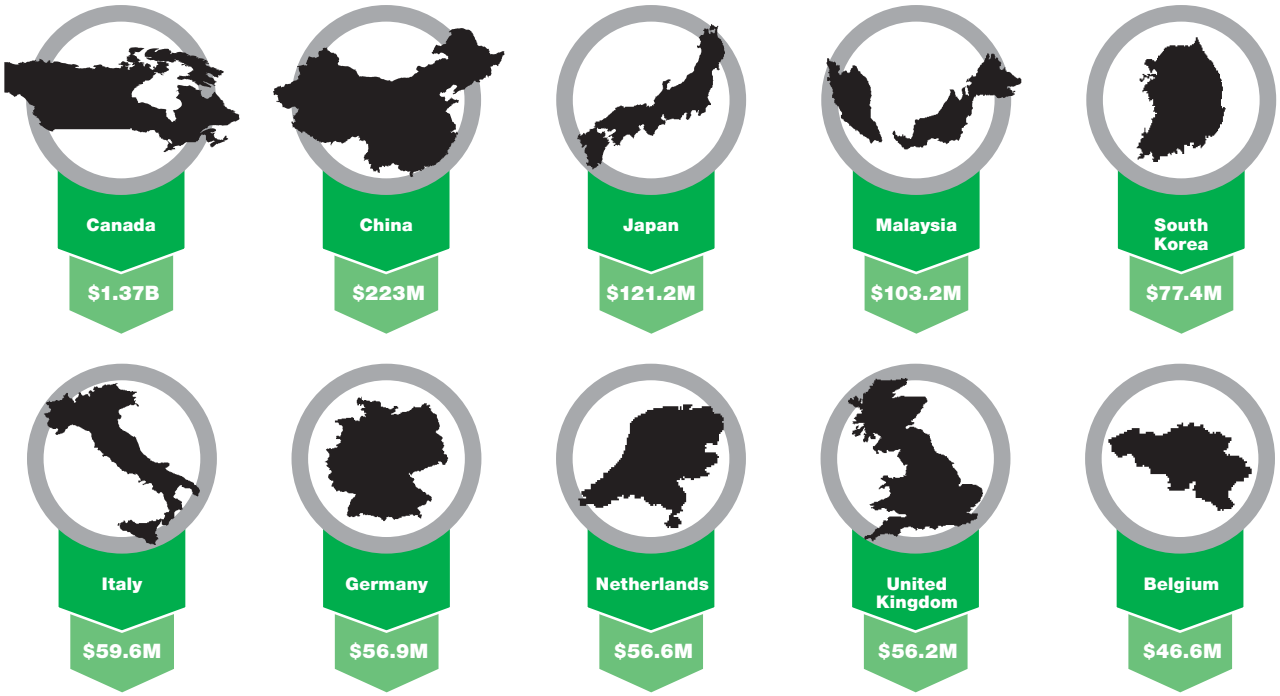
MAINE INTERNATIONAL JETPORT: PHOTO COURTESY OF ROBERT BENSON

Maine Top Export Markets

Source: U.S. International Trade Administration



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BIG IDEAS

RESEARCH EFFORTS AT MAINE'S COLLEGES AND UNIVERSITIES ARE RESHAPING THE STATE'S ECONOMY

U.S. NEWS AND WORLD REPORT RANKED 26 MAINE HIGH SCHOOLS ON THEIR BEST HIGH SCHOOLS LIST IN 2014

BATES COLLEGE, BOWDOIN COLLEGE AND COLBY COLLEGE RANKED IN THE TOP 25 BEST LIBERAL ARTS COLLEGES BY *U.S. NEWS*

THE NEW ENGLAND COLLEGE OF MEDICINE ATTRACTED MORE THAN $14.1 MILLION IN RESEARCH FUNDING IN 2014

The University of New England, which has campuses in Biddeford and Portland, includes four research centers of excellence.

STAFF PHOTO BY Brian McCord

By Teree Caruthers

Maine's public and private colleges and universities play a pivotal role in the state's economic success – not only in the support of entrepreneurs and the steady supply of talent that attracts new business, but also in the enhancement of the quality of life enjoyed by residents.

Colleges and universities in Maine provide a hands-on approach to learning.

The University of Maine has a proven track record in fostering innovation among students. The university operates the Foster Center for Student Innovation, which supports student businesses, such as Engineers Without Borders, Strong Mind-Strong Body Inc., and Through Thick and Thin Designs, and provides training to help companies take strategic approaches to innovation.

The university's Target Technology Incubator, which received the Maine State Merit Award from the New England Board of Higher Education, helps entrepreneurs bring their ideas to market by offering startup companies office space, mentoring, networking opportunities and assistance with business planning.

"We help students create success stories," says Renee Kelly, director of economic development initiatives for UMaine and co-director of the Foster Center. "UMaine's size is particularly suited to providing these experiences to students because it is large enough to have a breadth of strong research centers, programs and facilities, while still being small enough to give students at all levels opportunities to engage in research and service."

A Healthy Approach to Economic Development

Health care is one of the nation's fastest-growing industries, and the University of New England (UNE) is responding to the growing need for health-care professionals by expanding curriculum and adding new programs, such as the College of Dental Medicine and the College of Pharmacy. The university increased enrollment in the College of Osteopathic Medicine by 40 percent in 2013.

SHINGLED-OUT FOR SUCCESS

When Bryan Kirkey, owner and CEO of Portland-based Ecoshel, wanted to upgrade his manufacturing process, he turned to the University of Maine's Advanced Manufacturing Center. Ecoshel manufactures cedar shingle panels used in home construction. The Advanced Manufacturing Center partnered with other private engineering firms to help Ecoshel develop and build a new assembly process, Smart Shingle Production, which uses laser-scanning technology and custom controls to produce a shingle from raw lumber every second. Kirkey installed the new technology in the company's Ashland plant with plans to expand the assembly line process to other facilities. "Developing this new type of shingle manufacturing system will greatly increase safety and production efficiency over current systems," AMC Director John Belding says. "Not only that – the Ecoshel project created more than 11 jobs and provided a learning experience for UMaine engineering students."

UNIVERSITY OF MAINE; COURTESY OF UNIVERSITY OF MAINE

UNE students and faculty actively engage in research and development of new drugs and medical procedures. The university's Center for Excellence in the Neurosciences and the Center of Biomedical Research Excellence for the Study of Pain and Sensory Function, for example, study the causes of and treatments for chronic pain and other neurological disorders. Researchers at the university's Genomics, Analytics and Proteomics Core work to develop methodologies to improve research in the fields of biotechnology and life sciences.

"UNE works with many companies in Maine, providing experts, equipment and resources – whether it is assisting in the discovery of early-stage technology, advancing projects through various stages of development, or providing critical feedback on new opportunities or challenges," says Ed Bilsky, vice president of research and scholarship and director of the Center for Excellence in the Neurosciences. "We also train our students in various aspects of entrepreneurship, ranging from drug discovery and development to business plans and marketing."

The ROI of QOL

Studies show site selectors and relocation professionals rank a region's quality of life among the top factors impacting relocation and expansion decisions.

Maine's private colleges, including Bates College in Lewiston, Bowdoin College in Brunswick and Colby College in Waterville, not only offer a steady supply of talent in the region's knowledge pipeline, but they also provide amenities that elevate the livability of their respective communities. Bates, Bowdoin and Colby each ranked

The University of Maine's College of Engineering helps the state supply employers with a highly skilled workforce.

UNIVERSITY OF MAINE: COURTESY OF UNIVERSITY OF MAINE

in the top 25 on *U.S. News*' Best Liberal Arts Colleges list in 2013.

Stephen Collins, Colby College spokesman, says the college supports the community by offering a host of lectures, seminars, theater, music and dance performances as well as athletic events – all free and open to the public. He says the college offers several cultural opportunities for Maine residents and visitors, such as the Colby Museum of Art, the Atlantic Music Festival held each summer, and the Maine International Film Festival.

Collins says the state's quality of life – particularly access to recreational opportunities – has not only become a draw for college applicants, but has also influenced graduates' decisions to remain in Maine to live and work.

"The sense of place in Maine is unique, outstanding and hugely attractive to people who enjoy the quality of life that comes from having an abundance of natural resources," Collins says. "We're within an hour from the Maine coast, within an hour from world-class skiing in the mountains, and we're close to the Appalachian Trail and a host of state parks, lakes, and rivers. Maine is a place to which people feel very attached, and our students are no exception."

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- FY 2011: $111.6M
- FY 2010: $111.3M
- FY 2009: $101.3M
- FY 2008: $96.8M

Source: National Science Foundation

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STAFF PHOTO BY Brian McCord

MAKING A BIG SPLASH

SWIMMING, SAILING, PADDLING OR FISHING, MAINE OFFERS UNRIVALED WATER ATTRACTIONS

By Jessica Walker Boehm

Dive into water recreation in Maine, where 32,000 miles of rivers and streams and 6,000 lakes and ponds offer opportunities to enjoy activities like fishing, canoeing, kayaking, swimming and sailing. The state also includes 3,500 miles of coastline, providing easy access to the Atlantic Ocean.

Maine's waterways appeal to anglers.

Aroostook and The Highlands Regions

Stretching across Aroostook and Piscataquis counties, the 92-mile Allagash Wilderness Waterway has been featured as a destination on *National Geographic*'s list of America's Best Adventures. The state-protected waterway, which includes lakes, ponds and the Allagash River, is a top spot for canoeing.

Also passing through Aroostook County is the 100-mile Aroostook River, a tributary of the St. John River that is primarily known as a fishing destination. Anglers will find brook trout in the river, especially from mid-May through June.

Moosehead Lake, the state's largest lake, is another great place for fishing. Bordered by Greenville to the south and Rockwood to the northwest, Moosehead features lake trout, brook trout and landlocked salmon. While the springtime is considered the best time to cast a line in Moosehead, ice fishing is popular from January through the end of March. The lake also offers cruises aboard the 100-year-old steamship Katahdin, a National Historic Landmark that has recently been rebuilt and restored.

Presque Isle's Echo Lake, part of Aroostook State Park, is another favorite brook trout fishing destination.

Kennebec, Lakes and Mountains, Down East and Mid-Coast Regions

When it comes to whitewater rafting, the Dead, Kennebec and Penobscot rivers don't disappoint. While the Dead River has scheduled high and low water releases, the Kennebec and Penobscot rivers release daily during the state's whitewater rafting season, which lasts from May through October.

Situated near the town of Rangeley, the Rangeley Lakes Region includes six major lakes – Rangeley, Mooselookmeguntic, Cupsuptic, the Upper and Lower Richardsons, and Aziscohos – and hundreds of smaller lakes, ponds, rivers and streams. In addition to swimming, fishing and canoeing, Rangeley Region Lake Cruises and Mothership Kayak Excursions are available.

Central Maine also offers easy access to the Old Sow Whirlpool, which is the largest natural whirlpool in the Western Hemisphere. Located on the U.S-Canada border near Moose Island in Eastport, Old Sow is reported to be most active about three hours before high tide. While the whirlpool can be viewed from land, Downeast Charter Boat Tours depart from the Lubec Town Marina and take groups through the Old Sow.

Acadia National Park, one of the state's most popular attractions, will celebrate 100 years in 2016. Located near Bar Harbor, the park was voted America's Favorite Place by *Good Morning America* viewers in July 2014. Acadia's more than 2 million annual visitors enjoy cobblestone beaches and boating, swimming and fishing.

FISHING: PHOTO BY CYNTHIA FARR-WEINFELD; COURTESY OF THE MAINE OFFICE OF TOURISM.

Nearby, Maine's windjammer fleet – the largest fleet of traditional sailing schooners in North America – offers cruises out of the Rockland and Camden ports. Further inland, the Belgrade Lakes Region features a chain of seven lakes near Augusta.

The Beaches, Portland and Casco Bay Regions

The Beaches Region includes two of the state's most popular water parks, Funtown Splashtown USA and Aquaboggan, both of which are in Saco. Featuring 20 water slides and pools, Funtown Splashtown USA is known for Mammoth and Tornado, Maine's largest slides. Aquaboggan, the state's original water park, has a tube run, a 750,000-gallon wave pool and bumper boats.

Less than 5 miles away, the family-friendly Old Orchard Beach is one of Maine's top vacation destinations. The area includes 7 miles of beaches and the 500-foot Old Orchard Beach Pier, a popular nightlife and entertainment destination that extends over the Atlantic Ocean. Visitors can also enjoy canoeing, kayaking, wind surfing, lobster boat tours, whale-watching cruises and deep-sea fishing.

Located outside of the Beaches Region, Portland features kayaking, sailing, lobster boats, ferries and cruises, and in 2014, was named a top city to live in by *Outdoors Magazine* because of its water-friendly access and more. In nearby Freeport, L.L.Bean's Outdoor Discovery Schools offer more than 100 courses, trips, and tours that feature activities like stand-up paddleboarding and fly fishing.

» Read more about Maine's year-round recreation options at **businessclimate.com/maine**

Maine's waterways and 3,500 miles of coastline offer unrivaled water recreation.

Children enjoy swimming in many of the state's 6,000 lakes and ponds.

SPENCER POND: CYNTHIA FARR-WEINFELD; COURTESY OF THE MAINE OFFICE OF TOURISM.

Choice Destinations

MAINE CITIES ENTERTAIN RESIDENTS, VISITORS WITH ENGAGING ATTRACTIONS, OUTDOOR PURSUITS

By Jessica Walker Boehm

A mix of new developments and existing amenities contribute to Maine's high quality of life, making it easy to understand why the state continues to appeal to young professionals, families and retirees.

Bangor Experiences an Evolution

After two decades of renovations and revitalization efforts, the Bangor waterfront has emerged as a top spot for recreation and entertainment. The area, formerly filled with neglected warehouses, now features trails, open spaces, concerts and events.

Darling's Waterfront Pavilion, an open-air amphitheater on the banks of the Penobscot River, hosts concerts from big-name artists during the summer months. The Bangor Waterfront is also home to the American Folk Festival, an annual event that takes place at the end of August. Drawing more than 80,000 visitors each year, the three-day festival features musicians and dancers from around the world, arts and crafts, and food vendors.

In nearby Bass Park, the $65 million Cross Insurance Center opened in 2013, and replaced the Bangor Auditorium and Civic Center. The new venue includes an 8,000-seat arena that has hosted top acts including James Taylor, Bill Cosby and John Fogerty, and its convention center can accommodate as many as 2,000 guests and 260 exhibit booths.

"We have become an entertainment destination unlike many others," says Jason Bird, community

The new Cross Insurance Center in Bangor host events ranging from concerts to fashion shows to college basketball.

STAFF PHOTO BY Brian McCord

Maine offers a festival of festivals throughout the year celebrating its distinctive arts, crafts, food, music and culture. The three-day American Folk Festival in Bangor, for example, annually attracts 80,000 visitors from around the world.

and economic development officer for the City of Bangor. "The quality of arts and entertainment sets Bangor apart from other cities in Maine and across the country."

With a mission to connect young area professionals and newcomers, FUSION:Bangor is also contributing to the city's changing landscape. The networking group, a Bangor Region Chamber of Commerce program, introduced Fusion Sports in 2013, which consists of a kickball league in the fall and a dodgeball league in the spring. According to FUSION:Bangor Chair Jaclyn Fish, more than 300 people have participated each season.

"It's been a lot of fun," says Fish, who also serves as an AVP/consumer banking administration officer at Bangor Savings Bank. "It's a way to connect residents of all ages, and it's not a typical after-hours event."

As it has evolved, Bangor has also become a desirable retirement destination. The city made *Forbes*' list of The 25 Best Places to Retire in 2013 due to factors like low crime rate and cost of living.

"There's a reason why Bangor keeps getting listed as a great place to retire," Bird says. "Retirees have access to great health care and enjoy a great quality of life."

Culture and Recreation Across the State

In addition to Bangor, communities throughout Maine are rolling out revitalized attractions and continue to offer distinctive destinations.

In 2014, Portland made *Time* magazine's list of nine cities that are "getting it right," and it's not hard to see why. The city includes a growing downtown arts district that features popular attractions like the Portland Museum of Art and Merrill Auditorium, as well as new loft-style condominiums. In addition, Portland's Old Port warehouse district has recently been revitalized to offer shops, restaurants and nightlife destinations. Nearby, South Portland is known for its beaches and lighthouses, as well as water activities like fishing and boating.

Located in the center of the state, the Augusta-Waterville region is home to the Maine State Museum, Colby Museum of Art and the Waterville Opera House, where a $4.5 million renovation was recently completed. The area also lays claim to a sizable portion of the $4 million, 40-mile Kennebec Messalonskee Trails network, including the Colby College Campus Trails and the Waterville Connector Trail.

AMERICAN FOLK FESTIVAL: KEVIN BENNETT

Lewiston and Auburn, known as the "twin cities," make up the second-largest community in Maine. The area hosts the Great Falls Balloon Festival – one of New England's largest balloon festivals – as well as the Dempsey Challenge, a fundraiser for The Patrick Dempsey Center for Cancer Hope & Healing, located in the celebrity's hometown of Lewiston.

The coastal city of Rockland has hundreds of inlets and harbors, making it ideal for sailing and boating. Rockland also features the Maine Lighthouse Museum and Farnsworth Art Museum, which showcases works created by many of America's most popular artists.

REID STATE PARK: PHOTO BY DAVID A FULLER; COURTESY OF THE MAINE OFFICE OF TOURISM.

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ECONOMIC PROFILE

Population

2013: 1,328,302
2000: 1,274,923
% Growth: 4.2
Households (2012): 553,208

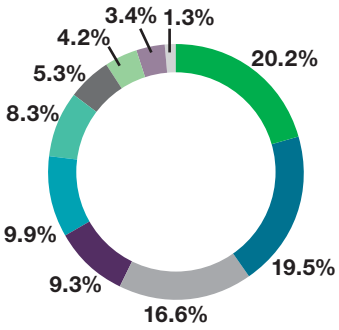
Major Population Centers (2013)

Portland:
66,318
Lewiston:
36,437
Bangor:
32,673
South Portland:
25,255
Auburn:
22,987
Biddeford:
21,297
Augusta:
18,793
Waterville:
15,962

Source: quickfacts.census.gov

Key Industry Sectors

(by % of total nonfarm jobs)

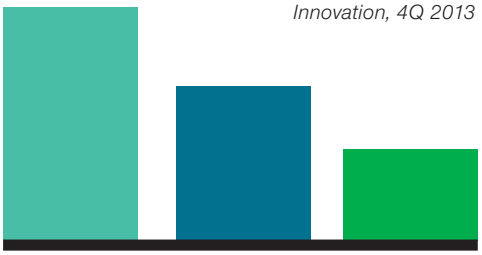


- **Education and Health Services: 20.2%**
- **Trade, Transportation & Utilities: 19.5%**
- **Government: 16.6%**
- **Professional & Business Services: 9.9%**
- **Leisure & Hospitality: 9.3%**
- **Manufacturing: 8.3%**
- **Financial Activities: 5.3%**
- **Construction: 4.2%**
- **Other Services: 3.4%**
- **Information: 1.3%**

Source: Maine Center for Workforce Research and Innovation

Major Employers

Source: Maine Center for Workforce Research and Innovation, 4Q 2013



- Hannaford Brothers Co.: 7,501-8,000, Wal-mart/Sam's Club: 7,001-7,500, L.L.Bean: 7001-7,500
- Maine Medical Center: 6,001-6,500, Bath Iron Works: 5,001-5,500
- Eastern Maine Medical Center: 3,501-4,000, TD BankNorth: 3,001-3,500, Unum Provident: 2,501-3,000, Central Maine Healthcare: 2,501-3,000, Shaw's Supermarkets: 2,001-2,500

Income (2012)

Median Household Income:
$48,219

$$ Per-Capita Money Income:
$26,464

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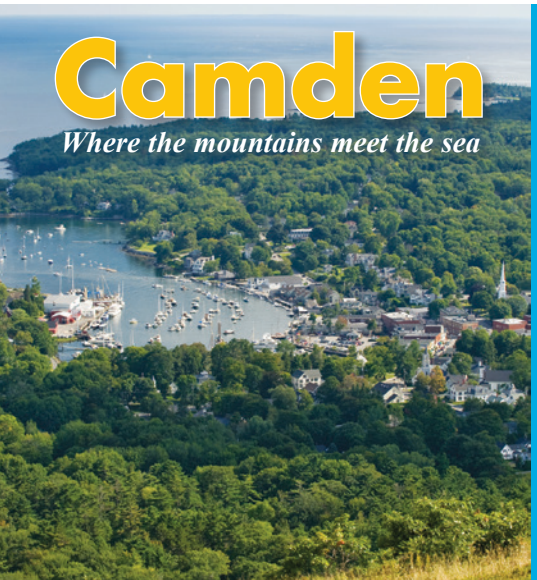

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- Four seasons of outdoor recreation

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Brian Hodges, Development Director
207-236-3353
bhodges@camdenmaine.gov
www.camdenmaine.gov

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beautifully balanced

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Brunswick maine

www.brunswickme.org

Brunswick is home to world-class businesses, including L.L. Bean manufacturing, Bath Iron Works (design/engineering), Owens Corning (composite fabrics), Tempus Jets (aviation services) and Mölnlycke Health Care (surgical and wound care product manufacturer). To discover what we can do for your enterprise, contact Brunswick's Economic & Community Development Department at **(207) 721-0292** or email **ecodev@brunswickme.org.**

Brunswick DOWNTOWN ASSOCIATION

www.brunswickdowntown.org

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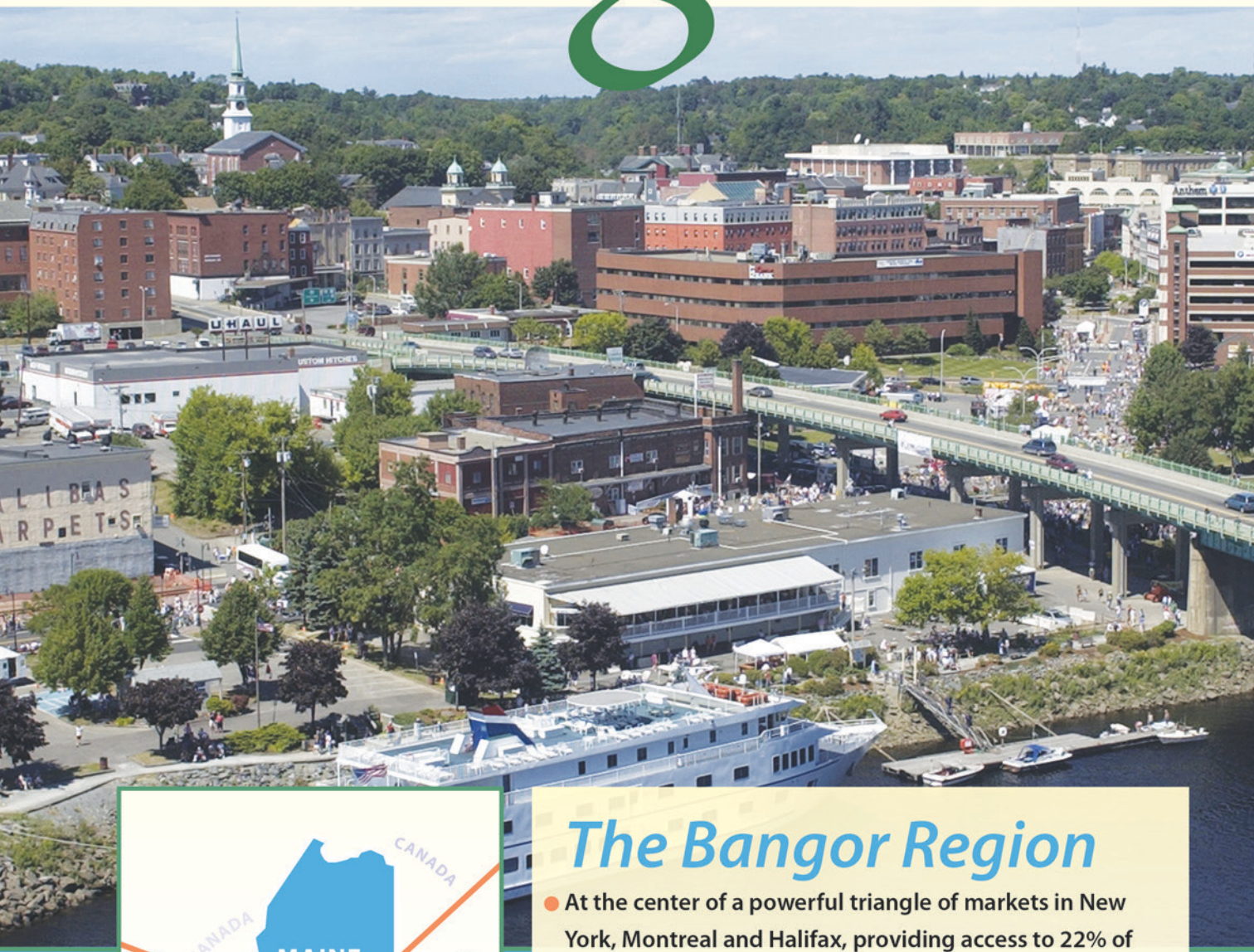

Your Link to the World

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- At the center of a powerful triangle of markets in New York, Montreal and Halifax, providing access to 22% of the US population and 50% of the Canadian population within ten driving hours.
- A robust transportation network made up of an international airport, modern rail and highway, and three major ocean ports within 30 miles.
- A motivated and dedicated labor force of 140,000 with access to six local post-secondary institutions.

mainegateway.com

The **Bangor Region Development Alliance** promotes business investment and economic development in the Bangor region.

BANGOR REGION DEVELOPMENT ALLIANCE