

**Just Imagine a State Where...**

**Maine Development Foundation's  
29<sup>th</sup> Annual Meeting**

**October 5, 2007**

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**SLIDE 1 Introduction**

This is only my third annual meeting and, for those of you who have been in attendance in the past two years, you know that we begin the day with this “Just Imagine” theme.

I've been analyzing and forecasting Maine's economy now for nearly a quarter of a century, and while I have witnessed enormous economic disasters, disruption and decline, I have also seen tremendous transformation, ingenuity, and re-birth.

So frequently, we're bombarded with messages about all that is wrong with Maine – and it is very easy to get caught up in the negativity and to buy into the notion that the change, the disruption, the closure, is irreversible, or that the organization is irreplaceable, or, at the extreme, there is no hope for Maine.

As I look around Maine, however, I see a longstanding ethic of perseverance, a “can do” attitude, a spirit of innovation and a hope in Maine's future that can not be destroyed by any particular event – no matter how daunting.

Economic and demographic shifts surround us. They drive our economy, challenge our businesses and institutions, and touch every

aspect of life. They are large, they are powerful and they are inevitable, and the pace of change is accelerating.

And while these changes are scary and can be, at times, painful, we need not fear them and we need not give up hope – because history shows us time and time and time again that Maine people, Maine businesses, Maine organizations, and Maine Government have faced these “life-threatening” challenges with steely determination, gutsy moves, innovative business responses, and key investments – and have emerged stronger and more vibrant.

In each of my first two Just Imagine talks, I’ve shared with you snippets of amazing highlights of 50–60 Maine businesses, institutions and people. Today, I want to share with you a deeper, richer story of transformation, to create a fuller appreciation of what it takes to survive and thrive.

Because of this, I won’t be able to speak of as many Maine entities – but I encourage you to use these as examples and to explore the re-invention that is happening in your community, celebrate the rich history, be inspired by the tenacity and innovation, and find hope in the future for your community and our beloved state.

Over the years, I have formulated my own set of core beliefs, and one of them has to do with the meaning of the phrase “survival of the fittest.” While I used to believe that survival of the fittest referred to the strongest, the biggest, or the most powerful, I have grown to believe that it really refers to “those most able to adapt to change”. Today we’ll examine some of Maine’s most fit and we’ll celebrate the fact that they have not only survived – but thrived!

Someone once said – we are only limited by our imagination.

Today – I ask you to take a journey with me – to imagine all that Maine is and all that it could be.

And most importantly, I ask every single one of you to take some personal responsibility for moving Maine forward – so that the Maine that we envision is not just a figment of our imagination – but a reality.

Let's begin our journey...

Just imagine a state where

- The people are creative and practical
- The companies are innovative and resourceful
- The culture honors the past, celebrates the present, and engages in shaping the future

## **SLIDE 2 BIW - Shipyard 1884**

In 1884, a company by the name of Bath Iron Works was founded by General Thomas Hyde on the banks of the Kennebec River.

## **SLIDE 3 BIW – Steamer – “Cottage City”**

By 1890, this fledgling shipyard launched its first ship – a steamer by the name of Cottage City – and the company was off towards what promised to be a bright future.

## **SLIDE 4 BIW - Fire**

But four short years later, the first in a number of “challenges” arose.

- In 1894, there was a fire
- In 1901, BIW was acquired by an out of state firm

- In 1905, John Hyde buys the firm, bringing it back into the family
- In 1917, John Hyde dies
- In 1925, BIW is sold at public auction and operations are idled

In the early 40s, boom times hit as the proud shipbuilding operation built 82 destroyers for WWII – more destroyers than the entire Japanese fleet! They were clearly back in business.

In the years that followed – there were more challenges, however, and more changes:

- In 1967, a holding company is created and other shipbuilding operations are added.
- A year later, the holding company acquires Congoleum-Nairn – a manufacturer of home furnishings

Destroyers and Home furnishings – an interesting diversification strategy!

So in BIW's first century of life, it endured fires, changes in ownership, death of the leader, public auction, and it tried different strategies such as acquisitions and diversification. Each and every change was likely scary and disruptive – and yet they adapted.

## **SLIDE 5 BIW - 1980**

The 1980s ushered in a new era of growth, investment and change.

- BIW partnered with the State in building the dry dock in Portland
- It was acquired by Prudential Insurance Company
- It won numerous huge navy contracts, grew to nearly 13,000 employees, and became Maine's largest private employer

## **SLIDE 6 BIW – General Dynamics**

Finally, in 1995, BIW was purchased by General Dynamics and undertook a series of steps to modernize the entire operation so that this business could survive and thrive.

BIW worked with the State to enable the construction of a land level transfer facility – vastly improving productivity and cutting costs.

BIW adopted lean manufacturing processes, focused on improving employees' health and reducing the staggering cost of healthcare, and building employee morale and community involvement.

## **SLIDE 7 BIW – General Dynamics**

BIW, at 123 years old, continues to grow, change and meet the demands of an ever-changing marketplace head-on!

## **SLIDE 8 Hannaford – Original Store**

While the manufacturing sector offers numerous examples of adaptation, so too do other sectors – like retail.

One year prior to the founding of BIW, another of Maine's most prominent businesses was born. Arthur Hannaford, while driving a one-horse cart loaded with vegetables around Portland, decided to establish a produce store in Portland's Old Port.

Over the next 3 decades, Hannaford Brothers grew to be the leading produce wholesaler in northern New England.

## **SLIDE 9 Hannaford – Sampson’s**

From the 40s through the 60s, Hannaford grew in size, geographic reach and product lines through a series of strategic mergers, acquisitions and partnerships.

- First they expanded into the wholesale grocery business by acquiring HS Melcher
- In 1944, they opened the first retail outlet in partnership with William Cottle
- By 1955, they merged with TR Savage Co. to gain a presence in northern Maine
- In 1961, they suffered a 14.5% reduction in sales – due to fierce competition with out-of-state food chains
- In 1966, they purchased the 31-store Sampson’s chain

## **SLIDE 10 Hannaford – Wellby super drug**

The 1970s brought yet another wave of changes. With earnings topping \$1,000,000, the company went public in 1971.

Two years later, Hannaford’s opened the first Wellby Super Drug Store and expanded into the drugstore markets throughout Maine.

And in 1982, Hannaford became more vertically integrated - establishing its own trucking company.

## **SLIDE 11 Hannaford – Super store**

The 80s brought no respite from the fierce competition and low margins and at every turn, Hannaford’s responded with innovation and solid business strategies.

Talk about adapting to change, in the last 2 decades Hannafords has:

- Expanded into several other states,
- Brought the pharmacies into the grocery stores, creating super stores,
- Expanded operations to Sunday and around the clock.
- Created information technology systems that can manage inventories and optimize product mix.
  - Did you know that scales aren't just scales – they are computers that can tell management what deli meats are sold, in what quantity, at what time of day
  - Did you know that cash registers are not only cash registers – but computers that can determine if a customer is purchasing large quantities of a certain cold medicine used in the creation of illegal substances.

Hannaford's has re-invented itself to better serve its customer base and to flourish in the face of extreme competition.

124 years of innovation and adaptation!

### **SLIDE 12 LL Bean –original boot flier**

Another master of re-invention is LL Bean.

In 1911, Leon Leonwood Bean invented the Maine Hunting Boot and a year later launched his mail-order business with a 4-page mailer aimed at out-of-state sportsman.

His first challenge came quickly, however, as 90 of the first 100 pairs of boots were returned when the tops separated from the bottoms.

But his choice to honor his guarantee and his commitment to perform thorough product testing from that point forward established LL Bean's

reputation for integrity, quality and unparalleled customer service that has distinguished Bean's from most of the competitors.

### **SLIDE 13 LL Bean – original store**

In 1917, LL Bean moved from its humble 25-40 foot basement operation to Main Street Freeport.

Through subsequent decades, the product lines evolved and grew and catalogue sales took off.

The 1950s were a time of great innovation for the retailer, as Bean's:

- Instituted a 24 hour a day open door policy – and LL actually removed the locks from the front door!
- Women's clothing was introduced in the Freeport store, and
- Bean's started selling one of the first pole-less tents.

In 1967, LL died at the age of 94 and the business was taken over by his grandson.

### **SLIDE 14 LL Bean - new catalog**

Catalog sales increased so much that LL Bean was given its own zip code.

By 1995, llbean.com was launched, providing on-line catalogs and unlimited product reach.

### **SLIDE 15 LL Bean – new store**

LL Bean continues to innovate and grow, trying new product lines, offering outdoor discovery programs, expanding retail operations into

other states, but always staying true to its roots of integrity, quality and customer service!

95 years and still going strong!

### **SLIDE 16 Camden National – 5 and dime**

While many of us may be familiar with the Bean story, there are numerous other stories of re-invention in even the most staid and seemingly secure of industries.

Just Imagine that Maine's oldest locally-owned bank got its start in 1875 in the back room of a 5 and dime store with \$20,000 in assets.

### **SLIDE 17 Camden National - new**

Ironically, Camden National Bank's main office remains at the exact same location.

When the New England region went through the devastating recession of the early 1990s and the number of financial institutions in the region was cut in half, Camden National embarked on a strategy of growth, seemingly against all odds.

Through a series of strategic mergers and acquisitions and an expansion into trust, investment and brokerage services, by 2005, Camden had grown to \$1.6 billion in assets and, with the most recent transaction, is now the largest Maine-based bank.

132 years in the same location – but no longer a 5 and dime!

## **SLIDE 18 Bowdoin - old**

And what about our institutions of higher education – surely those haven't had to re-invent themselves!

Well, Maine's first college was founded in 1794 – even before Maine became a state!

For its first 180 years, Bowdoin grew and evolved, graduating a myriad of distinguished graduates and earning a reputation as one of the finest small liberal arts colleges in the nation.

But the pace of change accelerated in the 1970s when the first women matriculated.

## **SLIDE 19 Bowdoin - new**

In recent years, Bowdoin has:

- invested in modern, state-of-the-art science and technology facilities,
- eliminated fraternities and replaced them with social houses
- built tremendous athletic facilities and expanded housing options for students
- developed expanded non-academic programming and experiences to enhance student life
- competed fiercely to attract minority students to the school
- worked tirelessly to build an endowment that will sustain and grow the institution

One does not grow to the ripe old age of 213 without some major adaptations!

## **SLIDE 20 Bates College**

The same can be said of Bates College that has grown and prospered through its 152 year history!

## **SLIDE 21 Husson College**

And perhaps the most stunning example of innovation and re-invention in Maine's colleges is at Husson.

Once known primarily as a small business school, over the past few years Husson has emerged as a small University in the heart of northern New England.

Husson's offerings have expanded to serve the needs of Maine's population and businesses.

Once on the brink of bankruptcy, Husson has been extremely creative in expanding curriculum, creating centers in other parts of the State, and strategically partnering, co-locating, or merging with a wide variety of institutions including a school of broadcasting, a school of theology, and, most recently, a boat building school.

And the school is exploring the development of a school of pharmacy and a law school – providing tremendous learning opportunities to northern New England.

## **SLIDE 22 Cianbro – first business**

And what about the company in Pittsfield that was started in the late 1940s by four brothers - Chuck, Carl, Ken and Bud – who had pooled their army savings and used Chuck's 1934 truck to found a construction company? .

### **SLIDE 23 Cianbro – old construction**

With literally nothing but their family values of integrity and respect and a work ethic beyond compare, they built an industrial construction power house.

### **SLIDE 24 Cianbro – new office**

.Over a half a century later, the employee-owned company continues to grow and prosper – but not without hard work, hard choices, innovation and continuous re-invention.

With over \$300 million in annual sales and 2000 team members, Cianbro is one of the east coast's largest and most respected civil and heavy industrial construction companies.

### **SLIDE 25 Cianbro –oil rigs**

Cianbro has distinguished itself among its peers as one of the very best – ranking 7<sup>th</sup> in the nation for pulp and paper industry construction, 12<sup>th</sup> for bridges, and 13<sup>th</sup> for chemical and soil remediation – in the whole country!

And their dedication to Maine has brought tremendous economic benefit to our workers and businesses as they have brought work home that could have been done elsewhere!

### **SLIDE 26 Cianbro – new bridge**

As Cianbro has grown, it has constantly innovated – seeking new markets, new product lines, and – in the case of the Penobscot Narrows bridge – new partners.

Cianbro worked hand-in-hand with Reed and Reed Construction – a competitor – to address an extremely difficult engineering and construction challenge – and the result was stunning!

**SLIDE 27 Cianbro – Penobscot Narrows Bridge and monument**

So stunning in fact, that I've decided, in viewing the company's recent work, that Cianbro is not really an industrial contractor – it is an industrial artist – clearly a part of Maine's evolving creative economy!

**SLIDE 28 Biddeford North Dam Mill - 1910**

But it's not only Maine's businesses and institutions that have been re-invented, many of Maine's places have been completely overhauled.

Like so many communities throughout the state, Biddeford is home to a huge mill complex that was decimated with the textile collapse in the middle of the 20<sup>th</sup> century and the subsequent decline in a number of the state's mainstay, traditional industries. These economic trends have left the state with an abundance of empty mill space.

**SLIDE 29 Biddeford Mill – redevelopment plan**

While many re-use schemes have been tried through the years, the developers of Biddeford's North Dam Mill have created and implemented a plan for re-development that is really taking hold.

**SLIDE 30 Biddeford Mill – dance studio**

Could our ancestors who worked in this massive industrial complex ever have envisioned that it would one day be home to a dance studio and other creative ventures?

**SLIDE 31 Biddeford mill - restaurant**

How about being home to a nice restaurant?

**SLIDE 32 Biddeford mill - bakery**

Or to a bakery?

**SLIDE 33 Biddeford mill – office space**

Or to absolutely magnificent office space?

Doug Sanford is renovating this vast industrial space into much needed housing and small business and retail space – breathing whole new life into the Biddeford area.

**SLIDE 34 Hathaway Shirt - old**

Meanwhile, up the road a piece, a similar story is unfolding.

At the end of Waterville’s vibrant and historic main street is another large and largely vacant cotton mill complex, most well-known as being the former home of one of the nation’s largest shirt manufacturers – Hathaway Shirt.

When Hathaway went out of business, many feared that the sun had finally and permanently set on this complex.

But entrepreneur and master innovator Paul Bogohsion has brought together a number of local stakeholders in the Waterville area and has created a plan for the Hathaway Creative Center..

### **SLIDE 35 Hathaway Creative Center – exercise room**

Paul has teamed up with another experienced developer and is working closely with the region's 3 colleges and local hospitals as well as other area businesses to create a fabulous mixed use facility that will anchor the Main Street area.

### **SLIDE 36 Hathaway Center – game room**

He has maintained the architectural integrity of the space but added all of the modern conveniences and technologies..

### **SLIDE 37 Hathaway Center - restaurant**

The re-use will include restaurants and retail spaces...

### **SLIDE 38 Hathaway Center - apartment**

As well as apartments, lofts and studios – so artisans can live, work and display their works in one location. In addition, the renovated mill will provide much needed student housing and space for medical offices.

### **SLIDE 39 Brewer Eastern Mill – old 1920s**

And, as we are learning in Brewer, not all old mills need to be converted away from manufacturing!

### **SLIDE 40 Brewer Professional Center**

Cianbro has been leading the re-development of the Brewer Eastern Fine Paper facility into modular manufacturing units – creating over 500 well paying jobs and providing much needed hope in an economically challenged part of the state.

### **SLIDE 41 Pineland**

Maine also has a track record of ingenuity when it comes to the re-invention of other vast spaces!

When Maine's century-old School for the feeble Minded closed a couple of decades ago, it left a 3,000 acre campus-like facility vacant and in need of enormous investment.

### **SLIDE 42 Pineland - new**

With the support and leadership of the Libra Foundation, however, Pineland has been completely restored and renewed – offering a variety of amenities including:

- class A office and meeting space,
- working farmland,
- vast recreational facilities,

It is an absolutely gorgeous facility bringing economic vitality to a rural area.

### **SLIDE 43 Kennebec Arsenal**

So much of our future depends on how creative we are and how open we are to the possibilities.

For example, some look at the historic Kennebec Arsenal and see a bunch of old, dilapidated buildings – a definite money pit.

But the Capital Riverfront Improvement District and Neiman Capital see a marina, class-A office space, small retail outlets and condominiums –

all with absolutely breath-taking views of the Kennebec River and easy access for fishing, boating and bird-watching!

With Tom Neiman's skilled leadership, the Arsenal's reinvention is underway.

### **SLIDE 44 Loring AFB**

And Maine seems to have been blessed with too many opportunities to "re-develop" old military installations!

When Loring Air Force Base was finally closed in the early 1990s, it left a gaping whole in the economy and community of Aroostook county.

Base closure led to a 15% decline in the county's population in one decade alone. It was, in essence, the wholesale export of people out of the region.

What do you do with a massive, old Air Force Base?

### **SLIDE 45 Loring Commerce Center – jet and blimp**

Well, with the tenacity and the "can do" spirit of the County's people – you can do anything!

The hanger that used to house B52 bombers is now a repair and construction facility for jets and, if you can imagine, Blimps!

### **SLIDE 46 Loring – sign company**

Many of the buildings have been converted to businesses – including this Canadian firm, Pattison Signs, that manufactures and assembles

large, lighted exterior signs – like those you see at Toyota dealerships!  
These signs are sold throughout the world.

**SLIDE 47 Loring –photo developing lab**

There's a huge photo developing lab,

**SLIDE 48 Loring – flour company**

And numerous small businesses getting their start in an incubator setting  
– like Maine Street Flour Company – a stone ground milling operation!

**SLIDE 49 Loring - SITEL**

The Loring Redevelopment authority was also fortunate to land SITEL,  
a telecommunications-dependent company that provides customer  
service for many industries – bringing great jobs to the region and  
instilling further hope and optimism.

**SLIDE 50 Loring – Groucho tower**

And as our contact and Loring suggested – they can reinvent just about  
anything!!!

This water tower was decorated for the Phish Concert and makes me  
think of the expressions – if the world gives you lemons, make  
lemonade!

**SLIDE 51 Brunswick Naval Air Station**

Not to suggest that re-development of a base is easy or without pain, but  
given our own experience in Maine, we should trust that we can do it

and we should, as we are in Brunswick, seize the opportunity that this latest closure presents.

**SLIDE 52 Lewiston-Auburn**

Finally, we have also witnessed re-invention in our communities. Two years ago, we honored the Cities of Lewiston and Auburn and the Lewiston-Auburn Economic Growth Council for their tremendous leadership in regionalization. They have, and continue, to set the standard in re-thinking municipal government – adapting to the pressures and creating a foundation for long term growth.

**SLIDE 53 Eastport Commons - before**

Across the state – restoration and renewal is occurring. On Maine Street in Eastport – the ladies of the Commons have transformed a tired old building...

**SLIDE 54 Eastport Commons - after**

To a welcoming, vibrant retail space.

**SLIDE 55 Café Nomad – Norway - before**

In Norway – this older building was renovated into ...

**SLIDE 56 Café Nomad – Norway - after**

This very attractive a chic café – attracting the young, the creative and the hungry!

**SLIDE 57 Fairshare – Norway - before**

On Main Street in Norway – this eyesore has been renovated into..

**SLIDE 58 Fairshare – Norway - after**

A beautiful co-op – greatly enhancing the downtown area.

**SLIDE 59 Waterville - before**

And in Waterville – this business tore out the walls and

**SLIDE 60 Waterville - after**

Let the sun shine in – using awnings to decorate and welcome.

Look around you – throughout this State you will see re-invention and hope.

**SLIDE 61 MEGC - Vision**

MDF believes in Maine and Maine’s future.

Through every program we run, we strive to move Maine towards the vision of “A High Quality of Life for all Maine Citizens” – recognizing that to attain that vision requires:

- A vibrant economy
- Vital communities
- And a healthy environment

## **SLIDE 62 MEGC - cover**

MDF believes that if you provide Maine people

- with objective, non-partisan information about the performance of Maine's economy,
- the level of debate will rise and sounder policies will be developed.

That's why we staff the Maine Economic Growth Council and publish the annual Measures of Growth report card.

## **SLIDE 63 MEGC - Adopt a Benchmark**

Under the leadership of Senator Lynn Bromley, the Growth Council received some funding that allowed us to re-launch the Adopt-a-Benchmark Program.

Over the past year, 25 companies and organizations, which is twice the number of participants as last year, adopted one or more of the 23 key indicators and agreed to focus, through their work, on taking action to help move Maine towards the benchmark.

These 25 entities are taking a lead in focusing on critical elements of our future prosperity – and I would like to both commend them and thank them.

## **SLIDE 64 MEGC – Gold Star Award Winners**

Today, I'd like to honor the 10 organizations that adopted one or more of the Growth Council's benchmarks, and have actually documented their actions and progress.

For their commitment, they are receiving a Gold Star Award. While the actual award can be picked up at the display table following today's

events, I would ask that the following organizations please stand and be recognized for their commitment to Maine's economic future:

- Bath Iron Works
- College for Me
- County of Cumberland
- Franklin Community Health Network
- Greater Waterville Patch
- Maine Higher Education Council
- Maine Small Business Development Centers
- Northeast Bank
- WBRC Architects
- York County Community College

As I mentioned, your awards can be picked up at the MDF display or we can mail them to you.

Thank you all for engaging in our future!

### **SLIDE 65 Leadership Maine – Omicron class**

At MDF, we believe that if you bring together 1,000 Maine leaders,

- equip them with leadership skills,
- immerse them in the Maine economy,
- excite them about the future, and
- empower them to take action,

they can move mountains.

That's why we run Leadership Maine.

As we enter our 15<sup>th</sup> year – we continue to innovate to meet the needs of today's leaders.

Thanks to the generosity and leadership of the Maine Healthcare Access Foundation and the commitment of an advisory council of Leadership Maine Alumni and other experts, MDF is working to integrate the importance of healthcare as an economic driver into the core curriculum of Leadership Maine.

### **SLIDE 66 Leadership Maine - swinging**

Of course, many elements of the core program remain the same.

We still believe that to truly grow as a leader, you must get outside your comfort zone...

### **SLIDE 67 Leadership Maine – helping each other**

You must have a strong support network of people who are also passionate about Maine's future, and

### **SLIDE 68 Leadership Maine - Vision**

You must refine your personal vision and commit to an action plan.

### **SLIDE 69 Policy Leaders Academy**

MDF believes that taking new Legislators

- on an intensive economic bus tour of Maine,
- introducing them to business people around the state

- and letting them see, first hand, how their public investments in transportation, education and other public systems drive economic development

grounds and enriches the policy making process.

That's why we run Policy Leaders Academy.

This past January, we took 75 legislators on a grueling 1,300 mile economic tour of Maine.

### **SLIDE 70 PLA – north and south**

We traveled as far south as Berwick to tour Pratt and Whitney, and as far north as Ashland to visit a biomass facility and a lumber operation.

In 6 days we visited state-of-the-art R&D facilities, University campuses, transportation projects, small business incubators, and several manufacturing facilities, as well as visiting both the Maliseet and Passamaquoddy Indian Reservations. There is simply no better way for policy makers to learn about Maine's economy.

And to further the educational experience, we joined forces with the Muskie School of Public Service at USM, the Margaret Chase Smith Policy Center, the Maine Community College System, and the Maine Healthcare Access Foundation, to offer economic development and healthcare policy forums.

### **SLIDE 71 Realize Maine**

MDF believes that organizing and empowering Maine's young working-age adults will increase excitement and encourage young people to stay and work in Maine.

That's why we have agreed to champion the statewide Realize!Maine initiative.

### **SLIDE 72 Realize Maine - web**

With the strong financial support of the Bangor Savings Bank Foundation and the hard work of an extremely dedicated Steering Committee, we were able to launch a new web-based tool aimed directly at this age cohort to provide job opportunities, living options, and a ready-made network of young professionals.

### **SLIDE 73 Downtown Center**

MDF believes that vibrant downtowns

- can be an economic engine of growth,
- can serve as an attractant to young people, creative economic ventures, retirees and diverse populations, and
- can mitigate costly sprawling land use development patterns.

That's why we run the Maine Downtown Center so we can access and focus investment dollars from such partners as the State of Maine, the Betterment Fund, and the USDA into Maine's historic downtown communities, and leverage a 12 to 1 return on every dollar.

### **SLIDE 74 Downtown Center – conference in Houlton**

Our downtown revitalization efforts would not be nearly as effective if not for an extremely dedicated and passionate Downtown Center Advisory Council – led by Jon Edgerton and Orman Whitcomb.

In addition, KeyBank and Eaton Peabody have helped to sponsor our annual downtown conference each year and Bank of America has partnered with the downtown center to bring retailing expert Jon Schallert to Maine to work with small businesses and our main street programs.

### **SLIDE 75 Maine Employers' Initiative**

MDF believes that the single greatest hope for raising incomes, spurring economic development and supporting the high quality of life that we seek lies in raising the post-secondary attainment of all Maine people.

That is why the Maine Development Foundation, in partnership with the Maine Community Foundation and the Compact for Higher Education, has recently launched the Maine Employers' Initiative.

Last year, the Maine Community Foundation, under the bold leadership of Hank Schmelzer and the hard work and strategy of Meredith Jones, secured over a half million dollars in grant funding from the Ford Foundation and the Lumina Foundation to launch this work,

- an effort to identify best practices in employer-supported college-going,
- and to support businesses statewide as they encourage their employees to pursue post-secondary degrees.

### **SLIDE 76 Just Imagine -downtowns**

Just imagine if we revitalize our authentic, historic downtowns and draw young people, entrepreneurs, and commerce to Main Street.

**SLIDE 77 Just Imagine - mills**

Just imagine if we invest wisely in the re-development of our historic mills and make them unique centers of residential and commercial activity, or find an appropriate industrial re-use...

**SLIDE 78 Just Imagine – State Seal**

Just imagine if we build on the rich heritage that is uniquely ours and create the industries and products and services of the future – drawing on our past...

**SLIDE 79 Just Imagine - windmills**

Just imagine all that Maine can be if we unleash our creativity and work together.

Just imagine!

Just Imagine!