



# Maine Development Foundation

*Quality of people, quality of life*

Annual Report 2012-2013

Celebrating 35 years  
developing the  
full potential of Maine  
and its people

MDF works for ME.

**A MESSAGE**  
from Maine  
Development  
Foundation



As we celebrate 35 years of working to help build Maine's economy, the Maine Development Foundation (MDF) is clearer than ever about our strategic focus on building a productive workforce.

What makes workers productive in today's economy? We believe they must be educated, healthy, innovative, and engaged in their community and its economy. Our six programs, our economic research and analysis, and our various partnerships with public, private, and philanthropic interests around the state are directed at fostering these values.

Over the last year, we have grown the organization and expanded our reach in several ways; these are some of the highlights:

- MDF launched a new community health program in 20 Maine towns
- We started a new leadership program for Maine educators
- Our work with employers and their employees' education has broadened greatly and is making real inroads across the state
- We are celebrating 20 years of Leadership Maine, which now has over 800 alumni
- Our Making Maine Work partnership with the Maine State Chamber of Commerce continues to be productive
- We developed the Prosperity Action Plan, with the Maine Economic Growth Council, for the Legislature
- Our research and message is reaching more and more audiences

We expect the coming year to be just as exciting and invite you to join us.

**A MESSAGE**  
from The Chair of the MDF Board

Aldo Servello  
*CFO & Treasurer, Cianbro Companies*

Over the past three decades, MDF has become Maine's trusted non-partisan source for information and ideas that fuel our economy. The organization continues to work diligently to reinforce the fundamentals that ensure a high quality of life for all Maine people – a vibrant economy, vital communities and a healthy environment.

MDF remains a relevant player in policy and economic development discussions, continues to engage Maine leaders and challenges them to do great things for our state. MDF's success comes through collaboration of public and private sectors working as partners to achieve common goals.

The Board of Directors is pleased to report that the past year has been one of growth and advancement. The organization is well positioned with staff, resources, and partners to carry out its mission. We see a bright future and look forward to continuing to do great work in the service of Maine and its people, for years to come.





“It [Leadership Maine] is the gift that will keep on giving. An experience and a camaraderie that will last a lifetime.”

— Julie Buffington, Vice President, Business Banking, KeyBank

## OUR VISION

Our ultimate goal is a high quality of life for all Maine people.

To achieve this vision, Maine must have:

- a vibrant and sustainable **economy**
- vital **communities**
- a healthy **environment**

## OUR MISSION

MDF is a private non-partisan membership organization that drives sustainable, long-term economic growth for Maine. MDF stimulates new ideas, develops leaders, and provides common ground for solving problems and advancing issues. We accomplish this by:

- **empowering leaders**
- **strengthening communities**
- **guiding public policy** with trusted economic research

Created by statute in 1978, MDF is a unique and highly trusted nonprofit charged with fostering economic development by partnering statewide across all sectors in a strictly non-partisan manner.

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



City of Bath

“The Main Street program through MDF’s Maine Downtown Center has been the driving force behind the economic success of our downtown. The return on investment consistently demonstrates that this nationally-proven, place-based economic development program is working in Bath and statewide, bringing needed resources, optimism and leadership to the heart of our communities.”

— Bill Giroux, City Manager, City of Bath

## Maine Downtown Center

Fostering economic, personal and environmental health, one community at a time

Established in 1999, the Maine Downtown Center has expanded from a preservation-based economic development program servicing four commercial centers to one servicing downtowns statewide in all 16 counties. MDC administers several programs which directly serve downtowns in 30 communities and their 239,000 residents. Additionally, MDC holds Maine’s annual Downtown Conference as well as the Downtown Institute series offering technical assistance and professional guidance to downtown leaders statewide.

## Main Street Maine

Structured through the Main Street Four-Point Approach®, MDC serves as the State Coordinator in Maine for the National Main Street Center. This is the nation’s most successful place-based economic development program for historic downtowns. Maine has 10 nationally-designed Main Street communities:

- Augusta
- Bath
- Belfast
- Biddeford
- Brunswick
- Gardiner
- Rockland
- Saco
- Skowhegan
- Waterville

Each Main Street program is led by a local nonprofit organization that collects and reports reinvestment data on a quarterly basis. Since 2001, Maine’s Main Street communities have generated \$25 of return (directly and indirectly) for every \$1 invested.

- Total reinvestment in physical improvements/public and private sources: \$169.7 million
- Net gain in businesses: 269
- Net gain in jobs: 1,291
- Buildings rehabilitated and improved: 622
- Volunteer hours: 220,100

### Maine Downtown Network

The Maine Downtown Network was launched in 2009 as a second-tier program to Main Street Maine using the same Main Street Four-Point Approach® but at a lighter, less rigorous pace. The program is designed for communities in the early stages of downtown revitalization as well as for those communities working toward achieving national Main Street designation. These 20 communities include:

- Bar Harbor
- Bucksport
- Calais
- Camden
- Castine
- Damariscotta
- Dover-Foxcroft
- Eastport
- Houlton
- Kennebunk
- Kingfield
- Lisbon
- Machias
- Madawaska
- Norway
- Presque Isle
- Rumford
- Sanford
- Stonington
- Van Buren

### Green Downtowns

The Green Downtowns program was launched in 2009 with \$225,000 in grant funding over three years from the Environmental Funders Network. This unique program has two primary goals:

1. Strengthen the link between the natural and built environment in Maine's historic downtowns
2. Strengthen Maine's downtowns by building local leadership and community capacity to support sustainable green initiatives

The recent award of a \$150,000 grant from the Elmina B. Sewall Foundation will expand MDC's Green Downtowns program mission and message statewide through the new My Green Downtown outreach campaign.

### Healthy Maine Streets

The result of our work over 13 years to create a solid network of organized, engaged communities with vision and leadership has led to our most recent grant award of \$1.6 million to launch the *Healthy Maine Streets* program. This new innovative program – a national pilot – is funded through the U.S. Department of Health and Human Services/Centers for Disease Control. It is designed to support health and wellness in 20 of our downtowns statewide through a combination of downtown leadership development and worksite wellness strategies for 200 small businesses. Our partner is MCD Public Health, who will manage the public health training and outreach component of this two-year program.

Downtown Waterville



## Leadership Programs

Supporting positive change-makers in business, nonprofits, government, and education



Leadership Maine, Damariscotta Lake

### Leadership Maine

Leadership Maine was established in 1993 with the purpose of supporting a diverse group of leaders to take action to effect change in Maine. Leadership Maine is statewide in scope, experiential, and focuses on issues rather than skill development. The program has over 800 alumni.

In each class, 35-40 leaders learn about their own personal strengths and opportunities for growth, and examine the leadership styles of government, nonprofit, corporate, and educational leaders in Maine by meeting them firsthand. The program focuses on:

- The critical issues facing our state through direct interaction with Maine leaders
- The nature of relationships among leaders, followers, and a common goal
- The skills necessary to bring people together for a common purpose
- The characteristics of effective leaders

The program takes place over 14 days beginning with an opening retreat in September and ending with a closing retreat in May. Participants take part in action-learning exercises, a bus tour of rural Maine, and a variety of day sessions visiting Maine communities, businesses, and organizations across the state.

Additionally, each class is divided into four teams and asked to explore a specific topic throughout the year. Topics run the gamut of economic issues in the state, such as infrastructure, health care, education, and entrepreneurial development.

### Education Leaders Experience

This program offers 30-40 established K-12 educational leaders an experiential learning opportunity. It is designed to build strong relationships between Maine's education leaders and community partners and to build a collaborative support network of leaders statewide. Participants have access to key community and business leaders who provide meaningful insight into how we can prepare Maine students to tackle our critical economic issues. The program gives participants:

- An understanding of Maine's changing economy and its shifting relationship with education through direct interaction with Maine leaders
- An understanding of how large scale organizational and cultural change occurs
- New and supportive networks with others in education, business & community
- Exploration of what it means to be a leader in education in Maine today
- A strong vision of the future that engages others

The program takes place over ten days during a year. It begins in June with a short orientation, followed by a two-day opening retreat in August that offers participants action-learning exercises to build relationships with class members, explore leadership styles, and develop a personal vision for action.

Day sessions are held on weekdays from October through May in different parts of the state, giving participants the opportunity to meet key leaders from various communities. In addition to the sessions, each class is divided into three teams

and is asked to explore a specific topic throughout the year. Topics address the intersection of the economy and education. The program concludes with a two-day retreat in June where teams present their project work and celebrate the accomplishments from the year.

Each participant is paired with a community partner from his or her region. Participants have an opportunity to job shadow each other and have a regular meeting to discuss a variety of leadership and management issues. This relationship carries beyond the course and serves as an ongoing resource and link to the community, as well as providing a strong advocate for education in the community at large.

*(continued)*



Tau Class Leadership Maine



“I count my participation in the Alpha Class [of the Education Leaders Experience] among the most valuable, challenging, exciting, and inspiring professional development activities of my entire career!”

— Pender Makin, Principal, The REAL School

## Leadership Programs *(continued)*



PLA participants tour the Verso Paper Mill in Jay



"The Policy Leaders Academy (PLA) is the most effective professional development opportunity for Maine's citizen legislators."

— The Honorable Terry Hayes, State Representative

## Policy Leaders Academy

The Policy Leaders Academy is a non-partisan educational program for Maine legislators on the Maine economy. This program has delivered high quality and objective experiential training to legislators since 1985. The program is designed for legislators only. This creates a focused learning environment of colleagues that allows for open and frank discussion of the issues. The program is made possible and delivered through a partnership among MDF, the Maine Community Foundation, the Maine Health Access Foundation and the University of Maine System. The program provides participants with:

- Insight into Maine's dynamic economy, the drivers of long-term growth, and what it takes to achieve job creation
- An understanding of Maine's regional economies and the interdependence and differences among these regions
- An understanding of how business operates and how investment decisions are made
- An appreciation of the impact of public policy decisions on businesses and regional economies
- Strong personal bonds with their colleagues, which enhance their ability to legislate effectively

The curriculum is built around the *Measures of Growth In Focus*. This is a report of the Maine Economic Growth Council prepared by MDF. The data-driven report contains performance measures and benchmarks for achieving Maine's long-term economic goals.

Participants take part in a full-day policy forum in December in conjunction with their orientation week. This is followed by a three-day economic bus tour of a region in Maine where they meet firsthand the business and community leaders driving the economy. The program culminates with a series of four breakfast policy forums on timely policy topics in February and March.

Camp Wavus



## LEADERSHIP UNPLUGGED

The Leadership Unplugged speaker series is designed to be conversations among Maine leaders about issues of economic importance. It is an opportunity for leaders from all over Maine and across sectors to come together in an intimate, relaxed setting to discuss the pertinent issues of the day and build the relationships that will allow us to move Maine forward. Each event attracts 60–100 diverse leaders of businesses and organizations from around the state, including for-profit, nonprofit, and public sector entities. They represent large and small employers and are a mix of established as well as emerging leaders in their fields and communities. Recent speakers include:

### Spring 2012:

- Michael Dubyak, WEX
- Michael Duguay, Kennebec Valley Entrepreneur Network
- Auro Nair, The Jackson Laboratory
- Charles "Wick" Johnson, Kennebec Technologies

### Fall 2012:

- Don Gooding, Maine Center for Entrepreneurial Development
- Dr. Larry Catlett, Occupational Medical Consulting, LLC
- Dr. James Page, University of Maine System
- Anna Eleanor Roosevelt, Goodwill Industries of Northern New England

### Spring 2013:

- Tim Hussey, Hussey Seating Company
- Honorable Tom Allen, Association of American Publishers
- Dr. Edison Liu, The Jackson Laboratory



MEI Scholarship Awards

“The MDF Employers’ Initiative plays an important and essential role by working in a collaborative and coordinating manner with numerous other organizations. Maine employers and the state are all working in their own respective ways to achieve the same goal – providing a sound basis for growing Maine’s economy and jobs and filling those jobs with well educated and trained persons.”

— Craig Nelson, Attorney, Chair of the Central/Western Maine Workforce Investment Board and President of the Kennebec Regional Development Authority

**College kids aren't always kids.**



**Go to [nextstepmaine.org](http://nextstepmaine.org) to START ON YOUR COLLEGE DEGREE TODAY.**

**NEXT STEP MAINE** Connect to education. Launch your future.

[nextstepmaine.org](http://nextstepmaine.org)  
A Program of the Maine Development Foundation  
Supported by the Finance Authority of Maine

“They helped me get a degree with real job prospects in the real world.”

— Ginny Potter, Kennebunk High School English Teacher & Participant in MDF's *Next Step Maine*

## Maine Employers' Initiative (MEI)

Encouraging employers to invest in their employees' future and helping adult students take the 'next step.'

The Maine Employers' Initiative (MEI) was started in 2007 to help encourage Maine employers to invest in the education, training and development of their employees. The program currently has over 200 participating employers, reaching over 62,000 employees statewide. When employers invest in and encourage their employees, they are more likely to complete a degree or take the next step in their career development. Employers who join complete a needs assessment and commitment letter outlining one more step they can take to support employee education. They then benefit from public recognition, technical support, and tuition discounts offered by eight Maine colleges and universities.

### Next Step Maine

MEI worked with 15 educational institutions in 2012 to launch a website and marketing campaign called Next Step Maine, which is designed to reach potential adult students directly and provide resources specifically to this population.

The website compiles over 700 programs with information and resources uniquely targeted to the adult student population in order to help them identify their 'next step.' The Next Step Maine website continues to attract steady attention since its launch in September 2012, with over 4,000 unique visitors so far. MEI launched the Next Step Maine Scholarship Fund to provide scholarships ranging from \$1,000 to \$2,500 to adult learners pursuing degrees or certificate programs. We will invest in statewide coordinated marketing efforts and improving the accuracy and timeliness of data about jobs growing in Maine. With these improvements, we should reach more adult students and give them the information they need to help ensure decisions about educational programs and achievement have a positive return on investment.

Thanks to a new grant from the John T. Gorman Foundation, we are undertaking new research to assess and analyze the barriers that hold adult students back from completing a degree. We will also be developing a mechanism to track the impact of educational attainment on adult student quality of life and job prospects. This research will serve as a centerpiece for convening partners across the state that are also focused on adult student achievement and developing a plan for collective action on a statewide initiative.

Next Step Maine Launch, September 2012



## Economic Research & Analysis

A trusted, non-partisan source of reliable economic data

MDF continues to strengthen its reputation as a trusted source for high quality, non-partisan economic research and analysis. We deliver that in a number of ways.

### Maine Economic Growth Council

MDF fills a critical need in Maine as a provider of trusted, reliable, non-biased, and valuable information and analysis on Maine's economy. MDF administers the Maine Economic Growth Council, which was established in statute in 1993 and charged with developing a long-range plan for Maine's economy and tracking the state's progress towards the plan's benchmarks. The Council produces the annual *Measures of Growth In Focus* report which tracks Maine's progress on a number of the state's key economic indicators. The report is a data-driven analysis that informs debate and action within the state. The 2013 report was the 19th edition and was formally presented to the Legislature and the Governor in March. Approximately 2,200 copies of the 2013 *Measures of Growth* report were distributed to the Maine Legislature, the Governor's office, MDF membership and advisory councils, and numerous other leaders in all walks of life throughout Maine. MDF staff and Council members present the report to interested organizations throughout the state. A Measures of Growth caucus including 35 legislators has recently been convened within the Maine Legislature to explore ways to more fully incorporate the report into legislative deliberations.

The Maine Economic Growth Council's work is grounded in the notion of long-term, sustainable economic growth and



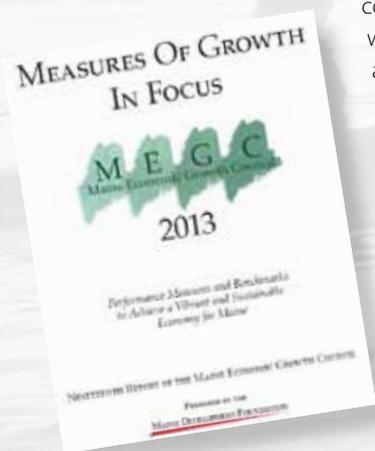
a high quality of life for all Maine people. The *Measures of Growth* report includes indicators that track Maine's progress within the Economy, Community, and Environment spheres. The *Measures of Growth* report is the foundation for MDF's economic research.

### Making Maine Work

In 2010, MDF partnered with the Maine State Chamber of Commerce to produce the first in the Making Maine Work series of reports. The original report, *Making Maine Work: Critical Investments for the Maine Economy*, identified the policies and investments needed to support long-term economic growth in the state and provided a voice for over 1,000 business leaders on what matters to them in the economy. The second report, *Making Maine Work: The Role of Maine's Public University System*, explored the role of the state's public universities in supporting economic development. The third installment, *Making Maine Work: Investment in Young Children = Real Economic Development*, explored the critical need to invest in early childhood development as a lead economic development strategy for the state. Both MDF and the Chamber have built upon this work and have established a joint strategic plan around growing the economy. More reports to come.

### Quarterly Economic Report – University of Maine and MDF

The MDF and the University of Maine's School of Economics have partnered to produce a series of quarterly reports analyzing critical economic indicators in Maine. The series builds upon the 26 economic indicators found in the *Measures of Growth In Focus* report. This series offers a greater, in-depth view of these key economic indicators. The first report in the series, *Productivity in Maine*, was released in July.



## Quarterly Jobs Report

There is an intense focus on job growth in Maine and across the country, and rightfully so. As a nation, we continue to climb out of a deep economic recession. Unemployment remains high across the rest of the nation, and here in Maine we're in the midst of a debate about how to move our economy forward. A key to this discussion is how we can better prepare our workers and increase the quality of our workforce with available resources.

The Quarterly Jobs Report series is designed to provide timely data about occupations and jobs advertised for in the Maine economy as well as the skills and education associated with those postings. Our goal is to help today's job seekers, educators, and employers understand what types of education and training would prove most useful for the jobs of today and the future. The first report was released in July.



Tim Hussey

“The Maine Economic Growth Council really is a unique organization in Maine: it is non-partisan, has a long-term perspective, and incorporates diverse voices from around Maine.”

— Tim Hussey, President and CEO, Hussey Seating Company and Co-Chair, Maine Economic Growth Council

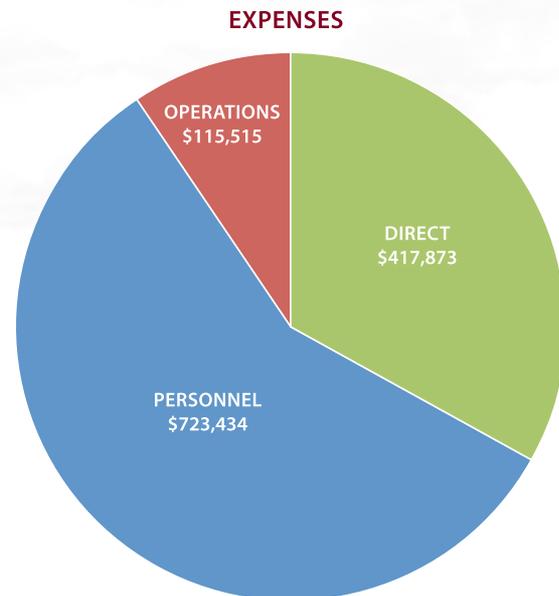
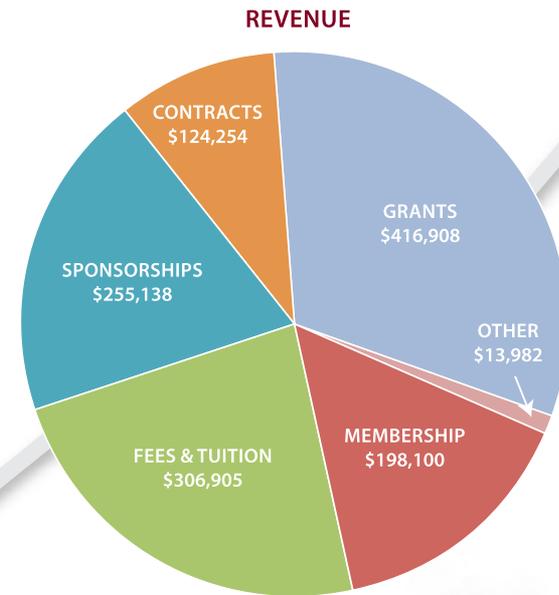
## MDF Financials

Fiscal Year 2012 (Audited)

MDF has a diversified revenue stream coming from a combination of private and public sources. In 2012, state tax dollars accounted for approximately 8% of revenue, federal tax dollars accounted for approximately 22% of revenue, and the remaining 70% came from an assortment of business, nonprofit, and philanthropic sources. By revenue category the mix in 2012 was:

- Grants 32%
- Fees and Tuition 23%
- Sponsorships 19%
- Membership 15%
- Contract Work 10%
- Other 1%

The majority of expenses (58%) are for personnel. Direct expenses (33%) account for a third while operations costs (9%) account for less than a tenth.



## Membership

There's a place at the table for you

MDF's over 250 members are vital to our success in all of our work. We hope that you will join us as we work toward a high quality of life for all Maine people. As an MDF member, you'll receive the following benefits:

- Special membership rates for your employees at all MDF events including:
  - MDF Annual Meeting
  - Annual Maine Downtown Conference
  - Leadership Unplugged
  - Maine Downtown Institute
- Special member rate for Leadership Maine tuition
- Free use of MDF's conference room, based on availability, including use of free wi-fi, conference phone and media screen
- Access to all MDF publications and speeches
- First release of Measures of Growth
- A link to your website

**Champion Circle Membership** (nonprofit \$5,000; for-profit \$10,000)

As a Champion Circle member, you will receive the following additional benefits:

- Special logo recognition
- Listing on all MDF materials
- First right of refusal for all special sponsorship opportunities
- Special recognition at MDF's Annual Meeting

**MDF thanks our current Champion Circle members for their strong support:**



## MDF BOARD | 2012-2013

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Amanda Roggio, *Program Assistant II and Technology Manager*

# Maine Development Foundation

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