Maine's *Creative* Economy

Community Handbook

Maine State Government
Resources for Communities

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Community Handbook

Maine State Government
Resources for Communities
2006

The Creative Economy Community Handbook is a project of the Creative Economy Steering Committee. The handbook was developed under the direction of the Maine Department of Economic and Community Development and staffed by the Maine Office of Tourism.

MAINE'S *Creative* ECONOMY COMMUNITY HANDBOOK

Section I: Background and Introduction

Letter from Governor John Elias Baldacci 1

Brief History of Maine's Creative Economy -
Alan Stearns and Jeff Sosnaud, Co-chairs, Creative Economy Steering Committee 3

Creative Economy Steering Committee 5

How to Use the Creative Economy Community Handbook 7

Section II: The Ten Building Blocks* of the Creative Economy

Talent, Technology and Tolerance 9

Ten Building Blocks* and Community Self-Assessment 11

How the Ten Building Blocks Relate to Each Other 33

Creative Economy Case Studies*: 35
- Portland 35
- Bangor 36
- Dover-Foxcroft 37

Section III: Resources for Communities

Agency Descriptions Providing Creative Economy Programs 39

- *Affordable Housing* 43
- *Downtown Revitalization* 46
- *Entrepreneurship* 51

Selected Online Creative Economy Resources 60

*Courtesy of the Muskie School of Public Policy, USM.

STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

JOHN ELIAS BALDACCI
GOVERNOR

June 2006

Dear Friends,

The cover of this handbook perfectly symbolizes what Maine's Creative Economy is all about. The various images show Mainers engaged in creative work, from biotech research and state-of-the-art boatbuilding, to design and fine arts.

These activities are taking place in our large cities and towns, as well as in small rural communities all over the state. They are a vital part of Maine's economy, and are continuing, and, in some cases, redefining the employment and educational opportunities for our citizens. They also serve as important elements in attracting talented workers to re-locate to Maine.

Maine's Creative Economy initiative is an important part of our overall economic development strategy for the State. Just as we are working to strengthen and reinvent our traditional natural resource-based industries, so, too, must we look to new avenues for growth that recognize that there is new capital fueling economic activity. That capital is human ingenuity, and it is what drives the Creative Economy. Human ingenuity is mobile, it seeks a high quality of life, and I believe that Maine- with its natural wonders, authentic downtowns and sense of community- has a competitive advantage in keeping and attracting that capital.

This handbook is designed to provide communities and entrepreneurs with information about existing resources in State government which might assist them in developing elements of the Creative Economy appropriate to their particular needs. It contains practical, hands-on information to help realize the ideas and goals for our economic development in the 21st century.

Sincerely,

John E. Baldacci
Governor

PRINTED ON RECYCLED PAPER

PHONE: (207) 287-3531 (Voice) (207) 287-6548 (TTY) FAX: (207) 287-1034
www.maine.gov

Section I

Brief History of Maine's Creative Economy

The Blaine House Conference on the Creative Economy, held at the Bates Mill Complex in Lewiston in May 2004, focused the spotlight on the contributions to state and local economic development by Maine citizens and businesses working in cutting edge technologies, the arts and culture. Activities defined under the label of the Creative Economy include artists, artisans, performers, architects, software engineers, entrepreneurs, researchers and financiers.

The Conference presented significant research data on the nature and extent of these activities, compiled by the Muskie School of Public Policy. The report provided detailed case studies of the experiences of several Maine communities engaged in developing their creative economies.

In the two years since the Conference, several of its key recommendations for nurturing Maine's Creative Economy are in the process of being addressed. These include:

- *Organize to sustain a statewide Creative Economy initiative with support and coordination from state and local government*

  Executive Order No. 30 FY 04/05, **An Order to Advance Maine's Creative Economy**, was issued January 25, 2005. Among its initiatives were the creation of a twenty-four member Creative Economy Council appointed by Governor Baldacci, and a Steering Committee comprised of representatives from state government agencies, whose programs and activities relate to aspects of the Creative Economy. This handbook is the result of agency inventories conducted by the Steering Committee.

- *Create a system to fund Creative Economy initiatives*

  The FY2007 budget reauthorized the New Century Grant Fund, which has successfully provided funds for infrastructure improvements to cultural institutions in communities throughout the state.

- *Encourage partnerships for collaborative planning*

  Communities and regions have formed networking organizations to provide forums for Creative Economy stakeholders to meet, share information, and plan strategically. These include Mid-Coast Magnet in Rockland, which was used as a pilot project through a special grant from the Governor's Contingency Fund, and Realize Maine, a public-private partnership "by, for and of" Mainers under 35, which sponsored a Youth Summit in 2004 on youth migration issues.

- *Organize public education to make the Creative Economy more visible, targeting state and local public officials, business, business support organizations and voters.*

  Members of the Creative Economy Council have attended numerous public meetings around the state and spoken before local government and business organizations to explain the Creative Economy Initiative and solicit community feedback.

- *Offer Tax incentives for creative entrepreneurs*

  The Maine Attraction Plan (LD 1968, part GG) was passed in spring 2006 as part of Governor Baldacci's Supplemental Budget. It provides tax incentives to bring all forms of media production to Maine and to develop our in-state production industries.

- *Promote policies and practices that welcome diversity including race, ethnicity, age, gender and sexual orientation.*

  In March 2005, Governor Baldacci signed into law LD 1196, **An Act to Extend Civil Rights Protections to All People Regardless of Sexual Orientation**. The statute prohibits denial of rights in employment, housing, public accommodations, credit and educational opportunity to individuals based on their sexual orientation (2005 Public Law Chapter 10). This law was overwhelmingly upheld by Maine voters in a referendum in November 2005.

The Creative Economy Community Handbook builds upon the energy generated by the 2004 Conference and its specific recommendations to give communities and entrepreneurs additional tools to devise and implement Creative Economy development strategies that make sense for their particular circumstances. There is no "one size fits all" formula. Each situation, and the opportunities it represents, requires analysis by stakeholders on the local level who are most familiar with, and will be affected by development decisions. The existing governmental and private resources contained in the handbook are designed as tools to assist in that process.

Jeff Sosnaud
Deputy Commissioner
Department of Economic and
Community Development

Alan Stearns
Senior Policy Advisor
Office of the Governor

Creative Economy Steering Committee Co-chairs

Creative Economy Steering Committee

The Creative Economy Steering Committee shall be comprised of representatives from state government agencies that are involved in Creative Economy initiatives. Established by an Executive Order to Advance Maine's Creative Economy 30 FY 04/05 January 25, 2005

Co-chairs:
Jeff Sosnaud, Deputy Commissioner, Department of Economic and Community Development
Alan Stearns, Senior Policy Advisor, Office of the Governor

Lori Allen, Maine Downtown Center
Judith Bielecki, Maine Office of Tourism
Gary Crocker, Maine Community College System
Brian Dancause, Department of Economic and Community Development
John Dorrer, Maine Department of Labor
Charlie Emmons, Finance Authority of Maine
James Henderson, Maine Cultural Affairs Council
John Massaua, Maine Small Business Development Centers
Dale McCormick, MaineHousing
Michael Montagna, State Planning Office
Muriel Mosher, Maine Manufacturing Extension Partnership
Patrick Phillips, Maine Department of Education
Deborah Smith, Maine Cultural Affairs Council
TJ Tavares, Department of Economic and Community Development
Alden Wilson, Maine Arts Commission
Janet Yancey-Wrona, Maine Office of Innovation
Abbe Levin, Arts and Heritage Consultant, Maine Office of Tourism

How to Use the Creative Economy Community Handbook

- This handbook is designed for communities that are interested in creative economy opportunities. Communities can be defined by a geographic area or a community of interest.

- Gather key stakeholders who might include business leaders, economic development specialists, non-profits, local leaders, town or city officials.

- As you determine ways in which you might develop local creative economy initiatives, start a plan and begin a process.

- Create a process tailored for your group to review the ***Ten Building Blocks of the Creative Economy*** action plan (Section II).

- Refer to the case studies for reference and applicability to your situation.

- Determine the level of readiness of the community and review the ***Inventory of Resources*** (Section III) for what programs currently exist that may assist your efforts.

Section II

Talent, Technology and Tolerance

The 3 T's of Creative Economy Development Talent, Technology and Tolerance

"Each is a necessary but by itself insufficient condition: To attract creative people, generate innovation and stimulate economic growth, a place must have all three."

-from *The Rise of the Creative Class, Richard Florida*

- **Talented** workers who have access to training and continuing educational opportunities;
- development of state-of-the-art **technologies** to allow Maine's creative workforce to compete in the global economy;
- communities that not only **tolerate**, but embrace diversity in national origin, culture, sexual orientation, age, disability and/or sex.

Section II

Ten Building Blocks of the Creative Economy*

"Maine looms large in the national imagination; and from our earliest days, imagination has been a driving force in the Maine economy. Today, the "creative" economy is a large and important part of the Maine economy; by its very nature, its innovations in products and services are the leading edge of growth in the economy as a whole. What is the creative economy? It is the sum of all the contributions made to our economic life by Maine's technology and arts & culture sectors – from software writers to artists and museum docents. To the extent that we focus upon, nurture, and grow these sectors through careful planning and investment, all Maine people and all Maine communities will succeed and prosper"

– Richard Barringer
Muskie School of Public Policy

The **Ten Building Blocks*** were developed as part of creative economy research conducted by the University of Southern Maine's **Muskie School of Public Policy**. The research was presented at the Blaine House Conference on Maine's Creative Economy in May 2004, which was held at the Bates Mill Complex in Lewiston.

The **Ten Building Blocks*** section includes questions communities may want to pose as part of an action plan in identifying creative economy opportunities. In addition, examples are provided related to individual building blocks. While the building block elements and definitions have been derived from the Muskie School's research, the questions and examples that follow were developed by a group of specialists under the auspices of the Department of Economic and Community Development. This exercise is intended to assist communities in a self-assessment process that may help identify levels of readiness and purpose.

The Muskie School's research suggests ten common elements, or "building blocks," in the effort to mobilize creative assets for development purposes. The Muskie School's case studies included in this handbook also offer a wide range of "building blocks" examples.

Ten Building Blocks

1. **Strategies**
2. **Creative People**
3. **Centers of Education**
4. **Cultural and Natural Amenities**
5. **Business Engagement**
6. **Infrastructure**
7. **Networks**
8. **Leadership**
9. **Money**
10. **Time**

*From *The Southern Maine Review, "The Creative Economy in Maine: Measurement and Analysis*, Richard Barringer, Charles Colgan, Douglas DeNatale, Jennifer Hutchins, Deborah Smith, Gregory Wassall
Full research report is available at http://efc.muskie.usm.maine.edu/docs/cesummary.pdf

Profile: Five Rivers Arts Alliance (formerly Midcoast REACH)

- Non-profit cultural organization.
- Provides training and marketing programs, and serves as a regional network for creative entrepreneurs.
- Recipient of local, state and federal funding including a FY06 Community Development Block Grant to help support a creative economy planning initiative.
- Partners include: local businesses, economic development organizations, town government, Main Street programs and higher education.

"We began holding monthly 7:30 a.m. Creative Economy meetings more than a year ago and they have already borne fruit. The gatherings have served as an organizing tool, providing both networking opportunities for artists and small businesses, and problem-solving meetings to address artist and organizational needs. We meet at a new location each month and give our host a chance to talk about his or her artwork or business (these have included a letterpress print shop, brand new gallery, consignment gallery and antique shop, fourth floor weaving studio and a local community college). These meetings have sometimes had very specific agendas such as how do we improve our Second Friday ArtWalks, or have been great brainstorming sessions. At the same time, our organization recently completed a strategic plan, with a focus on strengthening our regional identity. Our new name **Five Rivers Arts Alliance**, defines our growing region in an inclusive, fluid way and, we think, is a great metaphor for our goals of connecting arts, culture and community. A concrete outcome of these meetings is the Community Development Block Grant we recently received to address the needs of our region's creative sector. The planning grant will allow Five Rivers Arts Alliance and our partners to support and expand the local creative economy. If you can get folks to come to meetings at 7:30 in the morning, you must be on the right track."

FIVE RIVERS ARTS ALLIANCE

Harriet Mosher, Executive Director
Five Rivers Arts Alliance, Brunswick
www.fiveriversartsalliance.org

Ten Building Blocks for a Creative Economy

Building Block #1: **STRATEGIES**

These are purposeful plans or schemes developed by a community to stimulate creative economy growth and apply scarce resources to this end in a purposeful and systematic manner. They may include policies and programs such as tax credits, affordable housing, workforce training, and/or other actions, decisions, and resource allocations to advance the goal. Strategies in our eight cases* have been formalized to a greater or lesser degree; all demonstrated a common goal within the community to strengthen the creative economy.

Self-Assessment Questions:

✦ **What is your community's overall strategy and vision?**
Experience has shown that communities that are successful in building or strengthening their creative economies have a comprehensive economic development plan that includes both short-term and long-range goals.

✦ **What is the geographic area?**
Understanding the nature of a community's geographic area can help to evaluate the potential for the creative economy and better focus resources and plans that are appropriate to each case. A rural community that is part of a larger economic region may develop different strategies than a city or town that is part of a greater metropolitan area.

✦ **Why do you/others want to live here?**

✦ **What is your niche?**
Identifying what makes a particular community special can help in the formulation of strategies for attracting new businesses, tourists and residents.

✦ **Is the community ready for this type of development?**
Readiness involves many issues, some physical, such as infrastructure, but also must take into account the feelings and expectations of the local population. In many cases, economic development requires an acceptance of change and a forward-thinking approach about how to manage that change.

✦ **Who will lead the process?**
An economic development organization in the community or the region, that works closely with local government, business and existing creative economy interests in the area, can often successfully spearhead this process.

✦ **What is the strategy to carry out the work?**

✦ **What are the desired outcomes and goals?**
Having a consensus on how you wish your community to look at the end of the process helps determine the steps developed to reach that goal.

STRATEGIES IN ACTION:

Five Rivers Arts Alliance, a midcoast arts council, recently received two major grants to fund public meetings to develop plans to strengthen the region's creative economy. Together these grants are designed to help strengthen the artists, cultural nonprofits and creative businesses that contribute to the quality of life and to the economy of the greater Bath-Brunswick region. Five Rivers Arts Alliance is working to create a regional plan that will build and grow the creative economy in the midcoast region. Partners include local economic and community development organizations, businesses, cultural organizations, artists and city planners. **www.fiveriversartsalliance.org**

*Three of the eight case studies are included in this handbook, go to http://efc.muskie.usm.maine.edu/docs/cesummary.pdf to review all eight case studies

Profile: **Angela Adams**

- **Founded in 1997**
- **Leading company in the design industry**
- **Twenty employees**
- **International retail and wholesale market**

"My husband, Sherwood Hamill, and I designed a business that celebrates Maine, the people and the landscape. I feel very fortunate to be able to walk to work and then plug into a dream job that involves people from all over the world. Sometimes I will be in a phone meeting with people in Europe, Asia or New York City, and the seagulls will be so loud in the background that we end up talking about Maine as much as we talk about business."

Angela Adams
Portland
www.angelaadams.com

Photo courtesy of Angela Adams

Profile: **Matt Herrick**

- **Design and Engineering Department**
- **Attended The Landing School**
- **Transitioned from boatbuilder to designer**

"I was a boatbuilder at The Hinckley Company in Southwest Harbor before enrolling in the yacht design program at The Landing School in Kennebunk. The training was comprehensive to the fundamental aspects of yacht design. By working as a boatbuilder for four years at Hodgdon's, it has been a good transition to begin designing for the company. I have gained production experience and skills which directly relate to design and engineering."

Matt Herrick
Design and Engineering Department
Hodgdon Yachts
www.hodgdonyachts.com

Photo courtesy of Hodgdon Yachts

Building Block #2. **CREATIVE PEOPLE**

Producers of the creative economy include entrepreneurs, scientists, academics, and employees of creative sector industries such as design companies and technology firms. In our interviews we also talked with visual and performing artists, workers in applied arts, managers of arts-related non-profit organizations and their associated volunteers, all of whom likewise contribute to the creative economy.

Self-Assessment Questions:

✦ **How do we locate and identify the creative sector?**
Knowing which individuals or businesses in a community are contributing to the creative economy helps identify the resources and contributes to the planning process.

✦ **Are there civic organizations or a chamber of commerce that collect information about the creative sector?**
Having an inventory of creative economy individuals and businesses helps identify a community's assets and type of development that is feasible. In many cases, they might have existed for many years; in others they can be new arrivals. Identifying them under one heading can help determine the next question.

✦ **Is there a critical mass?**
Are there enough people involved in these activities to make a difference in the overall identity/quality of life of your community? In some cases, even if there is not a critical mass, strategies might be developed to encourage the growth of this sector.

✦ **Is the community currently fostering the arts and technology sectors? If so, in what ways?**
This can take many forms – in the schools, through business recruitment, lending practices, downtown revitalization, festivals, etc.

✦ **What are the conditions for attracting and retaining creative workers?**
Employment opportunities, availability of affordable housing, the presence of similar workers, cultural opportunities and a tolerant work environment are some of the elements necessary for attraction and retention.

✦ **Has your community conducted a public opinion survey concerning arts and culture? If so, what was learned?**
Learning about the attitudes and needs of both visitors and residents can help understand how arts and culture fit into a community's overall development strategy.

CREATIVE PEOPLE IN ACTION:

MESDA (Maine's Software and Information Technology Industry Association) is a technology association that currently has a membership of more than 250 businesses. This creative economy workforce is located throughout the state and MESDA serves as a resource and network for this group. MESDA works to improve Maine's business climate, broaden public awareness of the tech industry, develop a highly skilled workforce, push for increased investment in research and development, and promotes Maine as a good place for creative economy workers. **www.mesda.com**

Profile: Skowhegan School of Painting and Sculpture

- Founded in 1946
- Provides a ten-part summer lecture series that is free and open to the public
- Attracts students and faculty worldwide
- Public access to library that is part of Maine Inter-library loan system

Photo courtesy of Skowhegan School of Painting and Sculpture

"Skowhegan School of Painting and Sculpture will spend nearly $400,000 in Maine this year. This includes staff wages, food, locally purchased & rented supplies and equipment; and capital projects that will involve local suppliers. Skowhegan operates for nine-weeks in the summer but employs one year-round maintenance manager and two part-time grounds crew. During the session, we employ local residents and an academic staff and faculty, who are in residence for 10-12 weeks. They spend a good deal of money in town on food, art materials, and lumber. We have 65 resident artists who purchase equipment, art supplies, clothes, and use many of the services provided locally. Conservatively, students, faculty, and their families spend $100,000 locally during the summer session.

Many resident artists form on-going relationships with local vendors for specialty items or to fabricate custom parts. Boat builders, quilters, textile-makers and other local craft people have been involved in Skowhegan projects throughout the years."

Linda Earle
Executive Director, Program
Skowhegan School of Painting and Sculpture
www.skowheganart.org

Profile: Bowdoin International Music Festival

- Founded in 1964
- Music School and Concert Series located on the Bowdoin College campus (not affiliated with college)
- 4 full time employees and 75 part time (seasonal)
- Attracts international students and faculty
- *Money Magazine* identified BIMF as one of the cultural resources that draws retirees to the Brunswick area

Student quartet rehearsing on the Bowdoin College quad. Photo by Dennis Griggs.

"The effect of this one organization may well be as much as $2 million in funds flowing into the area from other states and countries. Of an annual budget of $1.2 million, nearly 90% of the revenue comes from out of state and 90% of this revenue is expended on payroll, goods and services locally. If we add this impact to that of other major cultural organizations in the area, Maine Maritime Museum and the Maine State Music Theater for example, it becomes clear that the creative part of our local economy is real and has a direct impact. We, in turn, are grateful for the support of local businesses and individuals as they provide the seed money that makes our contribution to the economy possible".

Peter Simmons, Executive Director
Bowdoin International Music Festival, Brunswick
www.bowdoinfestival.org

Building Block #3. **CENTERS OF EDUCATION**

Schools, even at the K-12 level, contribute to the creative economy by providing work force training or the foundation for it. Colleges and universities fulfill the sector's research and development needs, attract creative people, and serve as the centers where creative people convene. In the eight cases*, examples include major research universities, private Ivy League colleges, art colleges, community colleges, and specialized training schools (e.g. culinary arts or boatbuilding).

Self-Assessment Questions:

✦ **Are there learning centers located in your community?**

✦ **How are information and programs shared among them? Within the community?**
Some school districts mail a newsletter to all postal customers in the participating communities. In other areas, community colleges and branches of the UMaine system send flyers announcing course offerings each semester to all postal customers. Most MSAD's mail adult education brochures to all addresses in their districts.

✦ **How effective are your gifted and talented programs?**
Continuing support for these programs, especially in rural communities is essential for encouraging the talents that contribute to many creative economy endeavors.

✦ **What educational opportunities are available to local residents?**
Some private colleges in Maine offer free tuition for non-degree participation in courses at local colleges and universities. They allow community residents and qualified high school students to attend classes by special arrangement. Adult education programs at local schools and senior centers provide additional resources for residents throughout the year. Specialized training programs, such as boatbuilding, woodworking, art, or photography can significantly enhance educational offerings in both urban and rural areas, and can attract attendees from other parts of the nation and the world.

✦ **Do clusters exist as a result of centers of education?**
Different levels of educational programming can combine to form multi-faceted educational opportunities, even in small, rural communities.

CENTERS OF EDUCATION IN ACTION:

Maine has an unusually high number of centers of education. One example is the **Center for Furniture Craftsmanship** in Rockport. Founded in 1993, CFC is a woodworking school offering courses in furniture design and other skills such as carving, turning and finishing. CFC is affiliated with both the University of Southern Maine and the University of Maine-Orono's undergraduate Wood Science and Technology Program. The focus of the University's program is to prepare students for careers in wood technology, ranging from working as wood craftsmen to becoming professionals in the field of Material Science. Other such learning centers include Watershed Center for Ceramic Arts in Edgecomb, Haystack Mountain School of Crafts in Deer Isle, Bates Dance Festival in Lewiston, Bowdoin International Music Festival in Brunswick, Celebration Barn in South Paris, Maine Photographic Workshop in Rockport, and Skowhegan School of Painting and Sculpture in Skowhegan. These institutions attract students and teachers from all over the world and contribute significantly to the state's economy.
www.woodschool.org

*Three of the eight case studies are included in this handbook, go to efc.muskie.usm.maine.edu/docs/cesummary.pdf to review all eight case studies

Profile: **Make**

- **Founded in 2004**
- **Clients include: Nike, Toyota, United Airlines, Nikon, Sergio Tacchini, Orvis, Simms Fly-Fishing, and BMW**
- **Developed award winning international launch of Nike/Lance Armstrong/ Livestrong campaign**

Photo courtesy of Make

"After 14 years being employed at some of the leading advertising agencies and design firms throughout the US, we decided it was time to take the leap and start our own company. And by doing so, it afforded us the opportunity to choose how and where we wanted to do it.

We'd like to admit there was a brilliant business strategy behind making the decision to start our company in Maine, but for the most part, it simply had to do with enhancing the quality of our lives and that of our families. It was important to us that we live in a place that provided balance. The notion that we are surrounded by beautiful beaches and can jump in our cars and be in the mountains in no time is priceless.

The unexpected bonus of living and working in Portland is that it doesn't require giving up all the good things you would normally expect by leaving the big city. There is a wealth of culture here and a thriving art community including first class museums, theaters, and a terrific music scene.

The same can be said for the variety of industry vendors and services available to us here in Portland that help our business. Nearly all of our production from editing to printing is accomplished right here in Maine and something we consider crucial in helping keep Maine a viable source within our industry.

From a business standpoint, we were never really concerned about making it a go in Maine. Initially, some of our peers questioned our choice geographically. Honestly, we found that baffling. It was, and still is our belief that if we provide our clients with the highest level of creativity, our zip code will remain irrelevant.

The beauty of Maine is that it still feels relatively undiscovered and uncontaminated. We think that's a big part of what makes it such a special place to live and work.

As for starting our business in Maine, we look back with zero regrets."

Dan Bryant
Tom Riddle
Make, Portland
www.make-studio.com

Building Block #4. **CULTURAL AND NATURAL AMENITIES**

Cultural amenities include the local art and music scene, historic districts and buildings, arts and cultural institutions, restaurants, and cultural events and festivals. Amenities based on the natural environment such as hike/bike paths, public waterfronts, park systems, and facilities for outdoor sports functions are equally important. Especially in rural areas, it may be the remote and pristine setting itself, which draws people to that place.

Self-Assessment Questions:

- **What are your cultural and natural amenities?**
- **Which institutions and organizations foster these amenities?**
- **What are your architectural treasures?**
- **Is there a town center?**
- **Does your community or region have a land trust?**
- **Where is the "third place" in your community? (coffee shop, church, library, grange, etc.)**
  Most communities have at least one place where people congregate, such as a library, grange, community center, school, church, or store.
- **What is appropriate to develop or promote, what is not?**
  It is important to know what is realistic for your community – not every place can have a theater or museum, but there may be other assets which better reflect the special qualities of a place.

CULTURAL AND NATURAL AMENITIES ASSETS:

The town of **Eastport** has a vibrant cultural community with outstanding natural resources including a working waterfront, historic architecture, arts centers, educational opportunities and a local land trust. **Eastport** received designation as a Downtown Center Main Street Community and has recently received Maine Arts Commission funding to conduct a cultural inventory. In addition, there is a coalition of organizations, municipalities, businesses, and individuals working together to identify and promote the cultural and natural strengths of the region.

www.eastportme.info

Third Places

Third Places: Studies show that Third Places (a phrase coined by Ray Oldenburg in his book *The Great Good Place)* are critical components of successful creative economies. The name refers to "home" being the first place, and "work" the second place. These Third Places are coffee houses, places to gather after work for a drink, cultural venues, book stores, general stores, and the like. Such public places allow for unscheduled, often spontaneous, interaction among creative entrepreneurs and leaders. The conversations that occur and the ideas that are launched in these Third Places nurture and sustain the creative economy in a community.

Profile: DeLorme

- **Founded in 1976**
- **Leading provider of mapping products**
- **150 employees**
- ***Maine Biz* list selected DeLorme as Maine's largest software company**

"DeLorme has long been committed to hiring as many people as possible from Maine, but the truth is most of our engineering and senior management resources come from out of state. We have worked with the University of Maine to help improve this situation, to encourage teaching the skills needed to compete in the global economy. High technology companies in Maine need to work together with the state and university system to keep more of our best and brightest students from leaving Maine after high school. And we all need to continue working to attract people with the requisite technology skills to come to Maine, to change the perceptions of Maine as a non-technical, non-business-friendly state, to one offering cutting-edge opportunities balanced with our outstanding quality of life. In the meantime, DeLorme continues to keep as much of our vendor business in state as possible. Recently, the company made the commitment to provide healthy local organic foods and drinks whenever possible for employees and corporate events, as well as for visitors to the company."

Caleb Mason,
Marketing Director
DeLorme, Freeport
www.delorme.com

Photo copyright Jeffrey Stevenson

Building Block #5. **BUSINESS ENGAGEMENT**

Support of the creative economy by businesses, whether or not they are part of the creative sector, is important. In rural locations where the local economy has a small business base, a single company can give local development a big leg up. In the cities we studied, some businesses were anchors in run-down areas that later developed into "creative areas," where firms in creative sector industries congregate. Businesses within creative sector industries also serve as magnets for more development. In urban areas, for example, a start-up company in an industry, often high tech, may attract an eventual cluster.

Self-Assessment Questions:

- **What are local businesses doing to help support the creative economy?**
  Support does not only have to be financial, but can include helping to get the word out, providing outlets for creative efforts, such as displaying local artists' work.
- **What businesses are endorsing these efforts?**
  Do these include some of the communities most influential businesses?
- **Who is involved? Who are the partners?**
- **Is the cultural community engaged in the business community? How?**
  Support is a two-way street. Participation by creative economy businesses and individuals in established local business groups, chambers, etc. builds partnerships for development efforts within the community.
- **Have you reached out to the traditional business community both in public forums, such as chamber breakfasts and in private meetings?**
- **What aspects of economic development are you trying to grow?**
- **Are there existing creative economy businesses?**
- **Are your community assets meaningful to the business community?**
- **Who are the stakeholders?**
  Which groups and businesses will benefit from the development of a creative economy?

BUSINESS ENGAGEMENT IN ACTION:

The town of **Bethel** is currently involved in a Creative Economy Education Initiative. Formal partners include the school district, the Bethel Area Chamber of Commerce and Mahoosuc Arts Council. Through strategic efforts in education and economic development, this partnership is working collaboratively on several efforts, including a creative-based business development series. Both large and small businesses are engaged in this development process. Key stakeholders include small local business owners, Sunday River, Gould Academy, the Bethel Land Trust and the traditional wood industry. The strong business sponsorship is helping to stimulate the creative economy initiative. Outcomes include gallery space development and collaborative web development.

www.bethelmaine.com

Profile: Townsend Avenue Coffee House and Wine Bar

- **Opened spring 2005**
- **Four year-round employees, eight seasonal employees**
- **Featuring local artists and musicians**
- **Recently partnered with Adult Ed to provide programming**
- **Access to Wi-fi**

"We are a gay couple. Our decision to move to Maine was not an economic one; it was a deep attraction to the place and the desire to be part of a small egalitarian community. Each of us had visited the Maine coast as tourists at one time or another. When we made the decision to leave New York City and successful careers in theater, it was a bit haphazard. In our research we found that there was a small gay population in Maine. Still, we had concerns about having to put up with intolerance and we haven't had to. When we opened the Townsend Avenue Coffee House it took almost every dollar we had and in less than a year's time it has taken hold in the community."
Lyle Jones and Tod KcKim

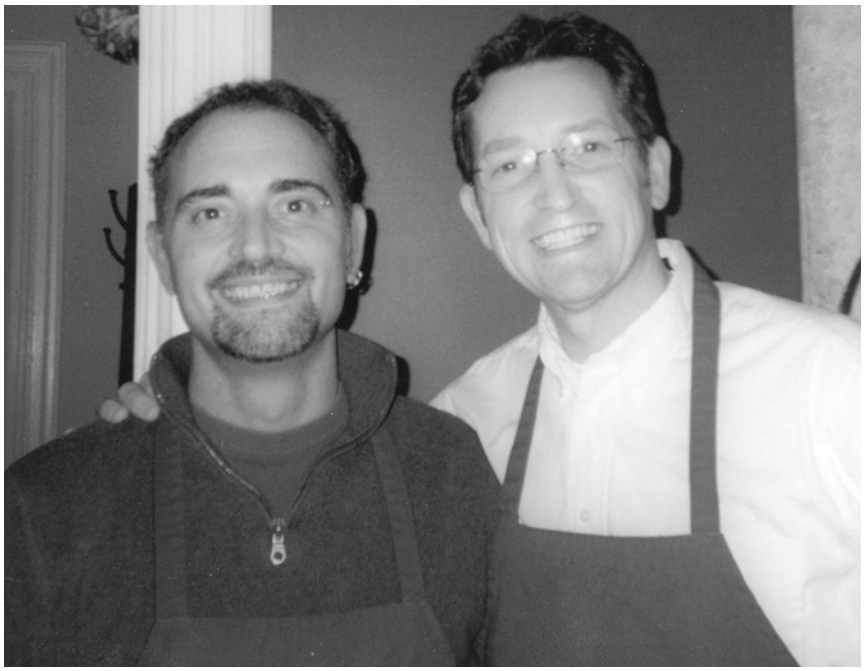


Photo courtesy of Townsend Avenue Coffee House and Wine Bar

Boothbay Harbor
www.townsendcoffeehouse.com

Building Block #6. **INFRASTRUCTURE**

Infrastructure is the basic service framework that makes it possible to support not only the creative economy's suppliers but also the tourists, retirees, and consumers of its product. Convenient access to transportation networks and communication systems, including Internet access, is part of an area's infrastructure. So, too, are affordable housing, hotel/motel accommodations, hospitals, and public safety services.

Note: Not all communities can or will have all of these infrastructure elements. By themselves, they are not prerequisites for developing a creative economy. They are offered here as examples of the kinds of assets which are helpful to a creative economy and overall economic development.

Self-Assessment Questions:

- **Do you have access to quality health care?**
- **What is the proximity to air service?**
- **Is there a variety of lodging opportunities?**
- **Is high speed Internet and reliable overnight delivery available?**
- **Do you know how to access infrastructure that may not be readily available to your community/region?**
  State and federal grants, as well as regional partnerships, may provide additional resources for infrastructure improvements.
- **What is the public safety image of your community?**
  Maine has a strong positive image as a safe place to raise a family, and as having friendly and welcoming communities.
- **Do building re-use opportunities exist?**
  Are there existing industrial or historic buildings that can be refurbished for creative economy uses.
- **Do current planning and zoning laws support the development of these buildings?**
- **What regional tourism opportunities exist?**
  Is there a regional tourism council that works with communities effectively?
- **Is adequate affordable housing available?**
- **Are you aware of the business assistance tools that are available?**
  See the Entrepreneurship section in the Inventory of Resources for more information.

INFRASTRUCTURE IN ASSETS:

The town of **Bethel** was one of Maine's first rural areas to acquire access to high-speed Internet through a public-private partnership with Gould Academy. In addition, Bethel has strong cultural and nature-based tourism opportunities and the second largest lodging base in the state. Currently, the community is in the process of conducting an inventory of all existing spaces (public and private) for creative based activities. Health care and air service are easily accessible.

www.bethelmaine.com

Profile: Maine Indian Basketmakers Alliance

- **Expanding markets for baskets in Maine and beyond**
- **Provides training opportunities to younger members of the four tribes to ensure continuation of the traditions**
- **Operates a year-round retail gallery in Old Town**

"For four hundred years, the indigenous people of Maine have contributed to the Creative Economy, trading and then selling baskets for a sustainable way of life for tribal people.
Today, Maine Indian Basketry is noted among the finest traditional art forms in North America, drawing collectors of Native American basketry to Maine Indian Basketmakers events and our gallery from all over the U.S."

Theresa Secord
Executive Director
Maine Indian Basketmakers Alliance
www.maineindianbaskets.org

Photo courtesy of Maine Indian Basketmakers Alliance

Building Block #7. **NETWORKS**

Communications among important actors on a face-to-face basis are equally critical. Networks may be formal or informal but must transcend the public, private, and nonprofit sectors to be effective. Examples from the literature and observed in the eight cases* include Chambers of Commerce, trade associations, art councils, government agencies, and stakeholder groups from across sectors gathered together for a project.

Self-Assessment Questions:

- **What networks are currently in place?**
  Organizations can be governmental, nonprofit, volunteer-based, and formal or informal groupings of like-minded individuals, businesses and associations.
- **What is their organizational structure?**
- **Where are the gaps?**
  Are there better means of networking that would work for your community?
- **Does your network include private, public and nonprofit partners?**
- **Are there trade associations in your community/region?**
- **Are there effective means of communication?**
- **Is your community connected to the networks?**
  Having designated representatives from a community to attend meetings and communicate between all parties greatly enhances the effectiveness of any network.

NETWORK IN ACTION:

Mountain Counties Heritage Network (MCHN) is an open association of businesses, non-profit organizations, government entities, and interested individuals focused on supporting heritage-based economic and community development in Oxford, Franklin, Somerset, and Piscataquis Counties in Maine. MCHN regional coordinating efforts include programming, online communication tools, and strategic and marketing plans. The **network** is currently in the process of seeking designation as a heritage area.
www.mainemountains.org

*Three of the eight case studies are included in this handbook, go to http://efc.muskie.usm.maine.edu/docs/cesummary.pdf to review all eight case studies

"As an active member of the Mountain Counties Heritage Network, I've had the opportunity to see the power of a network in action. The network approach is such that it spreads the work across the key stakeholders involved in whatever project is at hand. In the case of a community working to stimulate their creative economy, the network should include representatives from local government, education, small business, the arts, students, chamber of commerce, and anyone interested in bolstering this sector of the economy."

Dina Jackson
Economic Development Specialist
Androscoggin Valley Council of Government

Profile: **James Genus**

"Being a creative high-tech worker at Bigelow has provided me with a comfortable life/work balance relative to jobs I've held in the past.

My desire to relocate to Maine from Maryland was very specific and I was willing to take a pay reduction to meet those goals. I gave up a very hectic life for one with more calm. The ability to be at home with my family is very important to me, and the move to Maine has allowed the time to do just that. Perhaps the most significant sacrifice in coming to Maine is lack of cultural diversity. As a result, my family and I spend quite a bit of time searching for it."

James Genus
Systems Administrator
Bigelow Laboratory for Ocean Sciences
www.bigelow.org

Photo courtesy of Bigelow Laboratory for Ocean Sciences

Building Block #8. **LEADERSHIP**

In all cases, the initial seed for developing creative assets came from the vision and a commitment of either a single person or group of people. Continuing leadership over an extended period of time was necessary to ensure that initiatives maintained their momentum.

Self-Assessment Questions:

✦ **Who are the leaders within your community?**
Young people/students who are involved in local activities, retirees, and new arrivals can enhance the traditional leadership base in a community.

✦ **Who are the potential leaders in your community?**

✦ **How do you identify leadership?**
Are there community projects, such as festivals, charity drives and public forums that are open to all members of the community? Are young people encouraged to participate and provide input? Who generally "runs" these types of activities in your community?

✦ **How might you cultivate leadership?**

LEADERSHIP IN ACTION:

Piscataquis County

Strong leadership developed in Piscataquis County with a small grassroots effort to preserve the Center Theater. It was through this process that local leaders were identified. Key elements of successful and continued leadership included a willingness and commitment to listen and work with all stakeholders. Leadership worked to engage the community in a positive way, starting with small steps, developing support along the way and celebrating successes. Sustainable leadership requires an individual or a group of people who are willing to stick with it and provide stability, understanding of the working momentum and having support from entities that allows the effort to move forward. Leadership results in Piscataquis County include the development of the Maine Highlands Guild, preservation efforts of the Center Theater and Abel Bloods Pub (private investment leadership).

An important step was taken to ensure that future leaders be identified and nurtured in Piscataquis County. The Penquis Leadership Institute was developed by the Piscataquis County Economic Development Council, the Penquis Higher Education Center and the Piscataquis County Chamber of Commerce. The goal of the Institute is to promote long-term commitment to economic development by broadening the local leadership base. To do this, the Institute assists local residents in sharpening their leadership skills and gaining a better understanding of the Penquis region. Economic and community problems are investigated and participants are encouraged to find innovative, practical solutions.

www.pcedc.org/penquisleadership.html

"To make people want to preserve and improve a community, first people must understand and appreciate it."

Tracy Michaud Stutzman
Executive Director
Maine Highlands Guild

Profile: McIntosh and Tuttle Cabinetmakers

- Makers of fine cabinetry and furniture
- Located in former Hill Mill in Lewiston
- Nine year-round employees

"Upon returning to our home state, we began a small shop in Portland. We quickly outgrew that space. With mill space abundant in Maine, we were interested in being part of a growing number of small creative businesses making use of these fantastic and affordable downtown locations. It turned out Lewiston provided that for our business and since 2000, when we relocated to the Hill Mill, our business has grown from 2 employees to 9 full time employees. McIntosh and Tuttle is now just one of three small creative businesses located in the mill. We are working together to help shape the economic future of Lewiston."

Photo courtesy of McIntosh and Tuttle Cabinetmakers

Todd McIntosh and Jon Tuttle
McIntosh and Tuttle Cabinetmakers,
Lewiston
www.mcintoshandtuttle.com

Profile: Maine Distilleries, Makers of Cold River Vodka

- Founded in 2005
- Eleven employees
- Cultural tourism and agritourism components with daily tours of operation
- New and creative use of a traditional Maine agricultural product
- Applying new technology to old art/methods

"There were many state agencies that got behind this endeavor from the very beginning. Maine Technology Institute, Maine Department of Agriculture, FAME, AVCOG, DECD, BABLO, Maine Beverage, and the Governor's Office all provided resources in one way or another to help get this off the ground. Maine Distilleries is excited to bring forward a creative new use of a traditional Maine product, and one that promotes agritourism in our state."

Photo courtesy of Maine Distilleries

Bob Harkins
Cold River Vodka, Freeport
www.coldrivervodka.com

Building Block #9. **MONEY**

Whether from government grants, private philanthropy, or local fundraising, the higher the level of financial resources the faster the pace in developing a creative economy strategy, and on a grander scale than places with lower levels.

Self-Assessment Questions:

- **What funds currently exist to help support this initiative?**
- **Which government grants or technical assistance programs does your community qualify for?**
- **Is there potential for foundation support?**
- **Are there local and/or economic development organizations that are interested in this initiative?**
- **Is there local business participation in terms of investment?**
- **Once established, does this project/initiative have the potential to be self-sustaining?**
  Successful long-range planning includes contingencies for sustainability in the event that prior funding sources are no longer available.

MONEY ENHANCER:

The Target Technology Innovation Center in Orono is based at the University of Maine and houses the Maine Patent Program, advanced technology equipment and business modeling software. In addition, the incubator also provides opportunities to connect with other entrepreneurs and offers an extensive network that allows students and other tenants to connect with outside industry experts. The Target Technology Center is dedicated to supporting technology-based businesses and provides access to seed grants for promising start up companies.

www.targetincubator.umaine.edu

Profile: **Maine Fiberarts**

- **Nonprofit cultural organization**
- **350 members statewide, 3200 participants in database**
- **Recipient of federal, state and foundation funding including the 2006 Maine Office of Tourism special events grant**
- **Leadership role in helping to identify and define a Maine Fiber and Textile "Creative Cluster"**

"Maine Fiberarts has long recognized the impact and the power of the arts in our state. By viewing Maine's fiber community as a whole, artists, galleries, farms, suppliers, exhibit venues, learning centers, we build awareness of fiber as a creative cluster that cuts across agriculture, the arts, tourism, and economic development. We promote this community through quality visuals, hands-on learning, peer-to-peer exchange, art/agricultural event displays, networking and referrals, national gatherings, statewide exhibitions and our center in midcoast Maine. We are proud to be recipients of the Maine Office of Tourism's special events grant to produce our 2006 project, Maine Fiberarts Tour Map to Studios & Farms, to further build Maine's creative economy. We believe the thriving community is a model for the future."

Christine Macchi, Executive Director
Maine Fiberarts, Topsham
www.mainefiberarts.org

Dyeing fiber at Hope Spinnery in Hope, Maine. Photo courtesy of Hope Spinnery.

Building Block #10. **TIME**

All informants agreed that building a creative economy takes time, in the neighborhood of 20 to 30 years. In the absence of money, voluntary or in-kind resources may go a long way, but can take the process only so far. Even with strong financial investment, persistence over time is a necessary component.

Self-Assessment Questions:

- **Is there a long-term commitment?**
- **How long have you been thinking about this?**
  A well-conceived and time-tested concept usually has a greater likelihood of success. Community input and a thorough knowledge of the interests of all stakeholders is necessary before embarking upon any development project.
- **What is the proposed timeline?**
- **Does your community realistically have the ability to wait that long?**
- **Are other economic development plans also being explored in conjunction with the creative economy?**

TIME ENHANCER:

For the past twenty-five years, the city of Bangor has worked to bring life back to its downtown. Recognizing the strength and vitality of the cultural amenities, the city purposefully built its local economy on this foundation. Over time, the Bangor City Council worked to develop a cultural policy that helped to support and drive local initiatives. Initiatives such as relocating the University of Maine Art Museum to a downtown location, attracting the National Folk Festival, and major library renovations have all taken constant and steady efforts over a period of time.
www.bgrme.com

"It took us two years to mobilize our resources to develop a cultural plan, and we expect that it will take another two years to build a strong organization to further our creative economy. Our efforts are aimed towards enacting a generation of positive change in the Saco-Biddeford area."

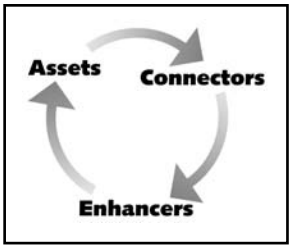
David Versel
Project Coordinator of the Twin Cities Cultural Plan
Saco-Biddeford

Section II

How the Ten Building Blocks Relate to Each Other

The *ACE* Developmental Model*

Assets	Connectors	Enhancers
Creative people	Leadership	Time
Centers of education	Networks	Money
Cultural/natural amenities	Strategies	
Business engagement		
Infrastructure		



At its simplest, the flow diagram illustrates how assets are connected to the enhancers that sustain and grow assets. The asset base, of whatever scale or magnitude, is the foundation of the creative economy. Assets grow and develop by virtue of the Connectors making Enhancers available to them.

Development of the asset base depends on the presence or absence, strength or weakness, and combined effects of the leadership, networks, and strategy involved. These Connectors determine the availability of Enhancers and their effective application to the Asset base: strong leadership can cut short the length of time needed to see results; poorly developed networks can erase the multiplier effects of a state or federal grant; and in the absence of effective strategy, stasis or even erosion of the effort may result.

*developed by the Muskie School for Public Policy, USM

"The key about the ACE development model and its building blocks is that it describes a system. Here in the Bethel area, we find that all the ACE elements identified are necessary for the system to work. That said, our experience proves the finding about the importance of the "connectors" as the essential ingredient to follow-through and sustainability of a creative economy development effort. What has been a boon for our creative economy effort is leveraging the infrastructure and capacity of existing "connectors" that aren't as "sexy" as some, like the Adult and Community Education office. Reaching out to the community as a grassroots organizer, having an institutional leader like Adult & Community Education director Jean Waite reach back, backed by MSAD #44 Superintendent Dr. David Murphy, has made the difference between this initiative existing or not."

Lucia Colombaro
Creative Economy Education Initiative
Bethel

Section II

Creative Economy Case Studies

Case Studies

In 2004, the Muskie School for Public Policy presented eight case studies highlighting communities in Maine and New England which were in different stages of developing their creative economies. Three of the cases are included below. The other five communities studied included Providence, RI; Burlington, VT; Pawtucket, RI; Norway, ME; and the St. John Valley, ME. All of the case studies can be found at http://efc.muskie.usm.maine.edu/docs/cesummary.pdf. Since two years have elapsed since the Muskie School's report, some of the conditions discussed may have changed.

Portland, Maine

Though smaller in scale, Portland's development path has been similar to that of Providence. Since the early 1990s, Portland (population 64,249) has also championed its cultural institutions, artistic community and other amenities as a means to revitalize a declining downtown economy. The key differences lie in where they stand in their current efforts: where Providence has a strong set of connectors helping to ensure continuity and sustainability, Portland appears to lack some of the leadership, networks and strategies necessary to capitalize more fully on the city's Creative Economy.

Like Providence, though perhaps slightly less dramatically, Portland experienced several transformations in the 1980s and 1990s designed to leverage the city's cultural assets into economic growth. Highlights include: the development of a working waterfront that blends the fishing industry with retail and tourism; the preservation of the city's historic architecture to include the Old Port, a downtown retail district filled primarily with locally owned shops; the designation of an arts district; the creation of a hike/bike trail system; and the restoration of the city's 1,900-seat performing arts auditorium. A cultural census of Portland conducted in 1995 counted more than 340 arts employees with an annual payroll in excess of $9.8 million, concluding that cultural activity is uncharacteristically high for a city of its size.[1]

Today, the city is commonly cited as an example of a thriving center of creative activity, evidenced by a number of creative assets:

- Maine College of Art (MECA), an expanding art school offering degrees in graphic design, new media and the traditional arts. Informants say the school's students contribute to one of Portland's primary assets – a "community of artists." The University of Southern Maine also offers education training in the creative sectors, with one of the nation's first degrees in arts and entrepreneurship;
- a growing number of creative sector businesses filling previously abandoned storefronts and offices, including business anchors like Angela Adams design store that help spur a number of retail openings on the city's Munjoy Hill and Gateway Mastering studio that employs highly skilled people in the recording industry;
- a wide variety of visual and performing arts institutions, from contemporary art spaces and small performance halls to large institutions like Portland Museum of Art, Portland Symphony Orchestra and Portland Stage Company; and
- the quality and variety of its restaurants.

Respondents said Portland took its first step toward developing the city's cultural assets when Maine College of Art purchased the Porteous building (a former downtown department store) in the early 1990s, when the real estate market made the building affordable. "That really started to turn around the decay," said one informant. "[The College] worked closely with the City Planning

[1] "A Cultural census for the City of Portland, Maine," 1995

Department to make it happen."[2] Interviewees also said that the private sector was critical to the building purchase - a local bank, in particular. "These were all business people who were willing to commit sweat and money to make it happen. The building helped raise the profile of what the arts can do for the community."[3] "Once we started putting art into open store fronts, Betty Noyce got involved."[4] The Libra Foundation established by Elizabeth Noyce has been credited with investing close to $30 million in downtown Portland, purchasing several office structures and building the Portland Public Market, an indoor retail facility featuring local products.

In addition to Noyce, two other leaders have been identified as central to the city's redevelopment - former City Manager Robert Ganley, who supported the designation of the arts district and founded the Portland Downtown District, and former Maine College of Art President Roger Gilmore. Gilmore was not only instrumental in the building purchase, but also expanded an informal network of arts organizations, started by his predecessor, to found the Portland Arts and Cultural Alliance (PACA). In 1996, Portland City Council adopted a cultural plan that established the Arts District, designated PACA as the local arts agency and funded a part-time administrator. "But, the city never fully funded a cultural liaison,"[5] Gilmore reported.

Another respondent said, "[PACA] had a lot of energy and worked together really well. We all worked toward a common goal: a strong economy downtown."[6] The executive directors of PACA and the Portland Downtown District also worked closely with groups like the Convention and Visitors Bureau to highlight the city's cultural resources as a destination for visitors. Today, though PACA still exists with volunteer membership, the city no longer contributes funding. One respondent said, "There's a sense that nothing's happening. It's lost its spirit. I think the city misses a beat without an organized cultural umbrella."

Despite this apparent lapse in leadership and public support, the outward signs still indicate a robust Creative Economy in Portland. An informal inventory of creative sector businesses in Portland's downtown recently conducted by staff at MECA counted more than 175 visual art-related galleries, studios and shops located in office spaces above ground floor storefront shops.[7] MECA is expanding their curriculum to new media and providing students with more business training to help prepare them for the possibility of sustaining their own creative sector business. "There's an opportunity for MECA and the region to tap into its design resources, both at the school and among the many designers who are moving to the Portland area,"[8] said current MECA president Christine Vincent.

Without the necessary connectors to tap into Portland's potential enhancers, the question becomes, how long can the city's Creative Economy sustain itself, and what potential development is the city passing up?

Bangor, Maine

To an outside observer, Bangor's economic development derives from a broad base of creative resources: at another level from Providence and Portland, it still has all of the assets, connectors and enhancers for economic growth that comprise the working model. Looking from the inside out, people report mixed opinions about Bangor's economic advantages. Residents of the "Queen City" (population 31,473) are keenly aware that "more people, more money, and better geography"[9] lie to the south in Maine. Yet they also speak proudly of the city's role as the "cultural center for everything north of Waterville."[10]

Bangor has purposely chosen cultural amenities as its foundation asset for economic development. The most visible signs that demonstrate the power of the arts in its growth are the cultural attractions clustered in the heart of downtown: the Maine Discovery Museum (a children's museum), University of Maine Museum of Art, Bangor Public Library, Bangor Symphony Orchestra, Penobscot Theater and Bangor Museum and Center for History. Thirty years ago, urban renewal and a growing number of vacant buildings made the downtown a sorry sight. The dwindling street life and blighted streetscapes were part of a vicious circle: more empty buildings, less tax revenue for municipal services to support the diminishing number of businesses, less reason for people to come downtown, less hope to break the cycle.

The initial goal was broad—to bring back life to downtown—not a narrow focus on cultural attractions. Skeptics questioned how tax-exempt cultural organiza-

[2] Joan Fowler Smith, former development director, Maine College of Art
[3] Roger Gilmore, former president, Maine College of Art
[4] Joan Fowler Smith
[5] Roger Gilmore
[6] Joan Fowler Smith
[7] Jessica Tomlinson, Public Relations, Maine College of Art
[8] Christine Vincent, President, Maine College of Art
[9] Kristen Andersen, journalist with *Bangor Daily News*
[10] Candy Guerette, Executive Director, Bangor Region Chamber of Commerce

tions could help fill city coffers even if they filled empty spaces on Main Street; the City Council's initial support for the arts was described as "backing into it."[11] Fortuitous timing helped, but an influx of money was the true enhancer of these assets. With a surplus of discretionary funds resulting from the boom decade of the1990s, the City Council could offer financial incentives to the cultural anchors without having to cut services or raise taxes, actions that might have quickly cut public support for the arts.

Lobbying for that leap of faith was one leader, architect John Rohman. All informants describe Rohman as the chief champion of the idea that "life" downtown was more than retail stores. Rohman's resumé of civic engagement encompasses positions in city government, at the Chamber of Commerce and on the boards of many nonprofit organizations. Behind virtually every measure of an enhanced "quality of life" in Bangor—more restaurants, more apartments for downtown living, a hike/bike trail system throughout the city center, job opportunities to attract younger professionals—is his central role as the connector.

For the arts community in particular, Rohman's vision carried the day: the city invested public funds as seed money to help cultural organizations establish a presence downtown. Perhaps most notable as a harbinger of future partnerships was a town/gown collaboration with the University of Maine to move its art museum off campus, enticed in part with $400,000 in matching funds from the city council. The museum opened at its new location late in 2002. The University, some six miles distant in Orono, represents another strong asset for Bangor. Discussions with other University departments to provide R and D functions and incubator space for "creative" industries are now an element of economic planning.

Bangor's example illustrates the importance of time in the model. By Rohman's calculation, people in Bangor have been thinking about their creative assets as engines for development for thirty years. It took that long to transform attitudes regarding the economic value of the arts, a change in outlook that in some respects is still in transition:

- The cultural community was slow to establish networks that would draw them to each other, let alone act as magnets for cultural tourism. "We had a lot of players out there who did not even know they were part of [a Creative Economy]."[12] Bangor's prestigious role as host of the National Folk Life Festival is a solid indication of Bangor's growing ability to attract creative enterprises; but none of the cultural leaders could articulate a clear plan to build on the Festival's success.
- During the spring of 2004 Bangor's City Council solicited public comment on a new cultural policy to develop protocols for future funding requests. Planners say it is not inconceivable that the new policy might provide the basis for annual appropriations in the future. For the moment, they doubt that a dedicated budget line will take the place of discretionary funds, despite strong indications that such investments have proved worthwhile.[13]
- The local Chamber of Commerce cheerfully credits Bangor's recent economic growth to the cultural community. However, neither the "Creative Economy" specifically nor arts and culture in general are included in the six policy areas targeted by the Chamber's Governmental Affairs Committee in 2004 as critical to the economic vitality of eastern and northern Maine.[14]

An observer is left with the impression that, even after thirty years, the extent to which the arts will remain a primary asset of ongoing economic development in Bangor will take constant effort, an observation respondents share as well. The new cultural policy could yield important infusions of cash to help increase the density of networks; the policy strongly encourages collaborative applications. Overall, Bangor's effort is on an upward path.

Dover-Foxcroft, Maine

Where a cluster of cultural organizations supports economic growth in Bangor and Burlington, the role of the arts in Dover-Foxcroft's development (population 2,592) is central in just two projects, both still in the realm of possibilities. The Maine Highlands Guild, an artists' cooperative, is completing its first year of partnership with Moosehead Manufacturing, the town's largest employer, in operating the company's outlet store. Located on Main Street, it provides a gallery for area artists and crafts people along with quality wooden furniture. As a focal point of downtown, the store will soon share the spotlight with the Center Theater directly across the street, the second

[11] John Rohman, CEO of WBRC Architects-Engineers
[12] Susan Jonason, Bangor Symphony Orchestra
[13] Ed Barret, City Manager; Sally Bates, Business and Economic Development Officer
[14] Bangor Region Chamber of Commerce, Issues of Impact 2004. The six policy areas are: an economic corridor to St. John, NB; health care, higher education, regionalization, taxes, and transportation.

arts-related project. The theater is being restored to its Art Deco glory and will be home to both live performance and films. Supporters of the theater restoration project have raised almost one million dollars; other than this (not insignificant) contribution, its long-term economic impact on the town, like the outlet store, is unknown.[15]

Unlike Bangor and Burlington, the assets, connectors and enhancers of the Creative Economy in Dover-Foxcroft are more tentative and fewer in number:

- Penquis Higher Education Center, part of Eastern Maine Community College and the University of Maine system, recently opened in the former elementary school that had closed through regional consolidation. It provides the training and certifications desired by workers who are in transition from lost manufacturing jobs—and by area employers seeking to hire them—in fields such as health care professions, early childhood development and computer technology. School administrators believe that the challenge is "lack of exposure, not lack of aspirations." Their goal, one they acknowledge will be difficult to attain, is for every resident of the county to pass through their doors in the first five years, if not as a student then for a community meeting or event.
- Amenities include the new theater, two restaurants, the East Sangerville Grange (a beautifully restored community hall, offering a monthly coffeehouse with live entertainment from November to May) and a superb natural environment. As staff members at Mayo Regional Hospital put it, describing their recruitment pitch to physicians and their spouses, "the outdoors gets them to look; the sense of community gets them to stay." Even the strongest cultural supporters candidly admit, however, "A couple more restaurants alone won't do it. Restoration of the theater by itself won't do it." Or more bluntly, "Arts for arts' sake won't cut it."
- Networking systems have strong historic roots—the towns of Dover and Foxcroft merged in 1922; and local movers and shakers all see eye to eye. The challenge is not to take the networks for granted. "Working together is learned behavior." Community leaders joke that all the committees in town should meet at the same time, since they involve mostly the same people, but beneath the humor lies a potential for exclusivity and an increased risk for burn-out.
- Moosehead Manufacturing takes its role in economic development seriously. An emphasis on the well-being of the work force has been its standard practice for three generations of family ownership. "If you truly care about the community, you care about all of it," says John Wentworth, grandson of the company's founder. Moosehead Manufacturing's crucial role in supporting a Creative Economy seems all the more fragile because it is the sole business anchor.

Dover-Foxcroft's strongest element in the working model is leadership. The East Sangerfield Grange was a project of community revitalization and rejuvenation, even more than a structural restoration. Leadership came from a group of artists who joined together to carry out their vision of the kind of community they wanted to live in. "We knew what we wanted to do and did it." Almost 20 years after the project began, the new grange has 50 active members who may not always remember the passwords and rituals but who regard their hall in the same light as members of the original Patrons of Husbandry did a century ago: as a vital center for the community's quality of life.

The key person today with vision and ability, according to all informants interviewed, is Tracy Michaud Stutzman, a native of Dover-Foxcroft. Under her leadership as Executive Director, Maine Highlands Guild won the National Social Venture Competition in 2003, an award for its commitment to social returns on community investment. She has brought half a million dollars in development grants to the area, an amount that people twice her age would be happy to match over their lifetime.

Missing altogether is the kind of resource that any economic development program needs: advantageous physical location (no easy access to interstate highways or airports); its remoteness must, then, be translated into a strength. Also lacking are long-term strategies. Networks that began as long as 20 years ago are working on an informal basis, but policies geared toward fostering longevity are not yet in place. Perhaps because of these qualified or absent indicators, Dover-Foxcroft remains more inward-looking than Bangor or Burlington in its approach to the Creative Economy. The emphasis to date has been on community development with positive economic returns just beginning to present themselves as possibilities.

[15]In the first six months, the store reported the highest sales receipts of any of Moosehead's outlets across the country. Fifty-five percent of the customers came from more than an hour's drive from Dover-Foxcroft.

Section III

Agencies Providing Creative Economy Programs

The following is a brief description of each state agency or nongovernmental organization listed in the inventory section and its relationship to key elements of the creative economy.

MaineHousing

Maine recognizes that among the key underlying factors in stimulating the Creative Economy is the availability of affordable housing. Maine's housing finance agency, MaineHousing, has established a strong link between economic development and housing, and there exists an equally strong link between affordable housing and the development and growth of the Creative Economy. Often a synergy develops among downtown revitalization, development of affordable housing in downtown and village centers, and the Creative Economy, but affordable housing can contribute to a growth in the Creative Economy in rural areas as well.

Contact and link:
(207) 626-4600 or www.mainehousing.org

Maine Department of Economic and Community Development (DECD)

Serves as the umbrella organization to the offices of Tourism, Business Development, Small Business and Entrepreneurship, Community Development, Film, and Innovation and Science, as well as the Maine International Trade Center. In addition, DECD hosts the Maine Products Marketing program, which is recognized worldwide for its quality and integrity.

Contact and link:
(207) 624-9800 or www.econdevmaine.com

DECD-Office of Community Development

The Department of Economic & Community Development, Office of Community Development administers the State Community Development Block Grant (CDBG) program. Funding for CDBG comes through an annual formula grant from the U.S. Department of Housing & Urban Development (HUD). The vast majority of CDBG funding is in the form of direct grants to communities. Non-profit organizations and for-profit businesses may be sub-recipients of CDBG funding but a community must always be the applicant. The state CDBG program addresses several program areas of the Creative Economy including: downtown and village-center revitalization, affordable housing and entrepreneurship. By establishing innovative partnerships between communities, businesses and non-profits, CDBG can have a high level of impact.

Contact and link:
(207) 624-7484 or www.meocd.org

DECD-Office of Business Development

The OBD provides comprehensive financial, management, production, marketing, and other technical assistance to help Maine businesses launch and prosper. OBD administers programs for business attraction, expansion, and retention to help build strong communities. And OBD supplies the resources, technical assistance, and financial tools necessary to encourage new investment and create quality jobs for Maine workers.

Contact and link:
(207) 624-9804 or www.mainebiz.org

DECD-Office of Innovation

The Office of Innovation (OOI) was established to "encourage and coordinate the state's research and development activities to foster collaboration among the state's higher education and nonprofit research institutions and the business community." The connections, infrastructure and support for R&D, coordinated by OOI, are integral to developing a robust creative economy.

Contact and link:
(207) 624-9825 or www.maineinnovation.com

DECD-Maine Office of Tourism (MOT)

The Office of Tourism's domestic and international marketing activities promoting Maine as a premier vacation destination are closely tied to the key elements of the Creative Economy. The MOT recognizes the importance of vibrant downtowns offering unique, quality services, attractive physical environments, and varied cultural opportunities in attracting the tourism revenues, which are an important part of our state's economy.

Contact and link:
(207) 624-7483 or www.visitmaine.com

DECD-The Maine Film Office

The Maine Film Office is a division of the Maine Office of Tourism and the Maine Department of Economic and Community Development. Its primary missions are: to bring more film, television, photographic, and New Media projects to Maine; to expand and improve the State's indigenous media-production industry; and help all media-production projects in Maine succeed. Projects working with the film office provide an estimated $10 million per year in economic impact to the state.

Contact and link:
(207) 624-7851 or www.filminmaine.com

Maine Downtown Center

(MDC) was created in 1999 by the Legislature to be the statewide resource for downtown revitalization efforts. A program of the Maine Development Foundation, MDC works with communities across the state that are developing and/or implementing downtown revitalization strategies. In 2001, MDC created the Main Street Maine program, which utilizes the Main Street model for downtown revitalization created by the National Trust for Historic Preservation. Currently eight communities are involved with the program (Saco, Norway, Bath, Gardiner, Waterville, Skowhegan, Eastport, and Van Buren), and these communities have seen over $19 million in new public and private investments in their downtown districts. MDC also hosts an annual statewide conference on downtown revitalization each fall.

For more information:
(207) 622-6345 or www.mdf.org

The Finance Authority of Maine (FAME)

The Mission of the Finance Authority of Maine (FAME) is to provide innovative financial solutions to help Maine citizens pursue business and educational opportunities. To meet the financing needs of Maine's business community, FAME offers a wide array of business assistance programs, including traditional loan guarantee and direct loan programs for both small and larger businesses, to tax credits for investments that individuals make in dynamic, growth-oriented, manufacturing or export-related firms. FAME has also established taxable and tax-exempt bond financing programs that allow strong creditworthy firms in Maine to access capital at very favorable rates and terms. With core competencies in education and finance, and a highly experienced staff, FAME is the place to turn to for resources that build success.

Contact and link:
(800) 228-3734 or www.famemaine.com

Maine Manufacturing Extension Partnership

Manufacturing is the linkage between creative invention and wide scale commercialization of goods and products. Manufacturing represents the value added or wealth creation portion in a product's lifecycle and accordingly, is a critical element to growing Maine's creative economy. Maine Manufacturing Extension Partnership's (MEP) mission is to create opportunities for Maine's small and medium sized manufacturers, by helping them become more efficient, productive and globally competitive. Maine MEP is the premiere service delivery resource for Maine manufacturers, providing enterprise-wide transformation, product and process innovation and financial sustainability. Maine MEP accomplishes its mission by building capacity within the manufacturing supply chain, while creating new market opportunities, thus increasing the economic impact for the inventor, manufacturer and the State of Maine.

Contact and link:
(207) 623-0680 or www.mainemep.org

Maine Small Business Development Centers (Maine SBDC)

provide comprehensive business management assistance, training, resource and information services to Maine's micro, small and technology-based business communities. Whether one has an established business or is about to acquire or start a new creative venture, one can obtain no-cost to client, confidential, professional business management assistance, valuable information, expert training and extensive resource linkages from the Maine SBDC.

Contact and link:
(800) 679-SBDC or www.mainesbdc.org

Maine Arts Commission

The arts play a critical role in the revitalization and access to communities. Where artists go, economic growth flourishes. Regions can be strengthened by increasing traditional and contemporary arts thereby fostering a sense of cultural value. Creative clusters can be identified as areas where the creative economy can be enhanced and strengthened. Asset mapping can further help identify a region's resources. A thorough understanding of creative infrastructures and utilizing technology to share that information can help boost tourism and attract creative workers.

Contact and link:
(207) 287-2724 or www.mainearts.maine.gov

Maine State Cultural Affairs Council

The Maine State Cultural Affairs Council coordinates the implementation of state funded cultural policies and projects. The Council, established in 1991, consists of its chair, appointed by the governor, and the chair and vice-chair of the governing body of each member agency: Maine Arts Commission, Maine Historic Preservation Commission, Maine Library Commission, and Maine State Museum Commission, Archives Advisory Board, Maine Humanities Council and Trustees of the Maine Historical Society. Ex-officio non-voting members include the members' agency directors and a liaison representative from the Office of the Governor.

The duties of the council call for the coordination of budget requests, the provision of a forum for interagency planning, a liaison capacity for receipt and distribution of notices and instructions from other governmental administrative agencies, and a mechanism to enhance statewide cultural planning.

Contact and link:
(207) 287-3235 or www.maine.gov/cac

Department of Education

Students in K-12 education are exposed to a wide variety of experiences and topics that relate to the Creative Economy, which could subsequently result in the creation of a business when students graduate from school. These range from art and music to many courses in career and technical fields. The addition of entrepreneurship standards in the Maine Learning Results and in Career and Technical Education programs would provide students with the skills and knowledge to create their own businesses should they choose to do so.

Contact and link:
(207) 624-6730 or www.schoolswork.org

Maine Community College System

The basic mission of the Maine Community College System (MCCS) is to provide associate degree, diploma, and certificate programs directed at the educational, occupational, and technical needs of the state's citizens and the workforce needs of the state's employers. The primary goal of the MCCS is to create an educated, skilled and adaptable work force which is responsive to the changing needs of the economy of the state and to promote local, regional, and statewide economic development.

Contact and link:
(207) 629-4000 or www.mccs.me.edu

Maine Department of Labor

The Maine Department of Labor offers a diverse array of services to Maine workers, employers, and job seekers with the mission of promoting the economic well being of the labor force and employers, attracting and retaining a wide range of employment opportunities, promoting independence and lifelong learning, fostering economic stability, and ensuring the safe and fair treatment of all people on the job. Through the work of Governor Baldacci's Workforce Cabinet and the Maine Jobs Council, the department is aligning Maine workforce development efforts with Governor Baldacci's Economic Development Plan.

Contact and link:
(207) 624-6400 or www.maine.gov/labor/

Section III

Maine State Government Funded Programs, and Other Resources

Within state government there are existing programs that can assist Maine communities as they work to develop local creative economy initiatives. The Creative Economy Steering Committee worked to create an inventory of these programs. Program inventories have been arranged topically into the following three categories: **Affordable Housing, Downtown Revitalization** and **Entrepreneurship**. These three topics were chosen because they are the core of the creative economy and central for economic development. Where relevant, federal programs with designated Maine office locations have been included.

Inventory of Existing Maine State Government Programs

Affordable Housing

MaineHousing (Formerly Maine State Housing Authority)

For more information: (207) 626-4600 or www.mainehousing.org

Affordable Housing Tax Increment Financing Program: Under a Maine State Housing Authority (MaineHousing) program, municipalities can use tax increment financing (TIF) to assist affordable housing projects and support related infrastructure, including local schools. Municipalities using TIF also benefit from a tax shelter because increased property value within a TIF District is excluded from a municipality's total assessed value. At least one third of housing units within a designated Affordable Housing Development District must be for households earning no more than 120% of area median income.

First-time Homebuyer Program: MaineHousing offers reduced interest rates and assistance with downpayment and closing costs for low and moderate-income households purchasing their first homes. Of particular interest for urban and village centers, the program definition of single-family homes includes up to four-unit structures (if the owner lives in one of the units) and condominiums. An option called Purchase Plus Improvement enables homebuyers to borrow up to $15,000 over the purchase price to make necessary repairs.

Rental Loan Program: MaineHousing's Rental Loan Program offers various ways in which to develop rental housing. Through a combination of loans, grants, and federal tax credits MaineHousing uses state and federal funding sources as well as its own housing bonds to finance both new construction and the purchase and rehabilitation of existing buildings. Rehabilitation can be existing multi-family buildings or the adaptive re-use of other structures. The resulting apartment units are generally affordable to a range of incomes. Some developments are a mix of market rate and affordable units. MaineHousing has lowered the minimum number of units to 4 in order to allow small landlords to apply for financing to make improvements on smaller buildings that are often found in-town.

Single Family Development Program: MaineHousing is currently developing a program to assist in the financing of affordable single family homes. This program will help create homeownership opportunities that are affordable for working families. MaineHousing will look for developments that have a good land-use plan: developments that do not create sprawl and attempt a level of density that still fits with the area. In the past few years MaineHousing has assisted with the financing of 46 affordable homeownership opportunities in Brunswick, Camden, Bath, Topsham, Searsport, Northport, and on Mt. Desert. These subdivisions create neighborhoods that often include affordable homes and market rate homes.

*This icon denotes Maine State Government agencies and programs

Department of Education

For more information: (207) 624-6730 or www.schoolswork.org

Building low and moderate income housing- Affordable housing is a problem for many Maine communities. Several of Maine's twenty-six Career and Technical Education (CTE) schools are involved in building low and moderate income homes or providing assistance in renovating and/or winterizing older homes for low income families. The schools often partner with another organization such as a service club or non-profit organizations such as Coastal Enterprises, Inc. (CEI), Habitat for Humanity or Community Concepts.

These partnerships afford students the practical experience they need for skill development in their building trades, plumbing, drafting or electrical programs at the same time they are providing, or helping to provide, families with affordable homes.

DECD-Office of Community Development

For more information: (207) 624-7484 or www.meocd.org

Downtown Revitalization Grant Program - offers grants up to $400,000 for a wide array of downtown improvements. Recipients are eligible to implement activities from five different CDBG programs including affordable housing, micro-enterprise grants, parking, parks, lighting, sidewalks, drainage, and recreation. Applicant communities must have completed an approved downtown development strategy and receive three bonus points for being designated a Main Street Maine Community.

Public Infrastructure Grant Program - offers grants up to $500,000 for development of infrastructure including projects supporting the development of affordable housing. Streets, drainage, sewer, water, sidewalks and electrical utilities are examples of the public activities that may be constructed to support affordable housing efforts. A developer may be either for-profit or non-profit and must assure that 51% of the units created are occupied by low-to-moderate income persons.

Housing Assistance Program - offers grants up to $300,000 for rehabilitation of existing housing and a wide-array of activities for development of affordable housing. These funds may be used for such activities as soft second mortgages, downpayment assistance, construction, assisted living, elderly housing and removal of hazardous materials. The development of new housing construction is limited to an approved non-profit developer. Allowable expenditures are up to $30,000 for each housing unit.

Maine State Planning Office

For more information: (207) 287-3261 or www.maine.gov/spo/

Maine Commission for Community Service (MCCS) – Mission: To foster community service and volunteerism to meet human and environmental needs in the State of Maine. One of the primary initiatives of the Maine Commission for Community Service is the Maine AmeriCorps program. The Commission currently funds AmeriCorps programs that have statewide impact. It administers $1 million in grant funds for AmeriCorps crew programs that address the need for first responders in rural areas, affordable and accessible housing for senior citizens and people with mobility restrictions, water pollution, and increased opportunities for youth to volunteer in their communities. Each program is selected and approved through a competitive grant process. Locate the most recent 2004 annual report of the Maine Commission for Community Service at: http://www.maineservicecommission.gov/resources/2004AnnualReport.pdf

Affordable Housing Success Stories

Maine Youth Center – South Portland

One of the largest housing developments in Maine is currently underway at the site of the former Maine Youth Center. Known as Brick Hill, this development includes commercial space and housing. There is a variety of affordable and market-rate housing underway including rental and homeownership opportunities. MaineHousing, DECD's Community Development Block Grant Program, and other sources are an integral part of the financing for this multi-million dollar development. The unique partnership between the State, the City of South Portland, MaineHousing, and the developers brings a diverse group of people together to accomplish the same goals. This is also the first development in the state to use the new Affordable Housing TIF. The mixed-income housing combined with commercial space is ripe for the type of development seen in the Creative Economy.

Harriet Way Subdivision – Brunswick

MaineHousing provided subsidy to the Brunswick Housing Authority's single-family subdivision on Harriet Way. This affordable subdivision provided homeownership opportunities to 14 families at varying incomes very near downtown Brunswick. The location is not only convenient and anti-sprawl-oriented, but the Brunswick Planning Board allowed for an affordable housing density bonus, which provided for these 14 homes to be situated on only two and a half acres. The homes are very affordable for the area as a result of lower land costs, efficient designs, and the subsidy provided by MaineHousing and other sources. The homes are all of varying styles, giving the neighborhood a unique and very pleasant feel. Expanding the Creative Economy in high cost of living areas will take innovative projects and partnerships such as this.

Downtown Revitalization

DECD-Office of Community Development

For more information: (207) 624-7484 or www.meocd.org

Community Planning Grant Program - offers grants up to $10,000 for a wide array of **planning objectives; including surveys, data collection, studies and analysis.** Examples are development of business or tourism strategies, downtown planning, development of affordable housing, comprehensive planning, economic development plans and Creative Economy related surveys, inventories or implementation plans.

Community Enterprise Grant Program - offers grants up to $150,000 which may be used for **business façade improvements, streetscapes, and grants/loans to micro-enterprises.** Individual businesses are eligible for up to $25,000 in financial assistance. Façade improvements usually target downtown or village businesses exterior building improvements including signage, lighting, painting, windows, etc. Micro-businesses must be new or existing, have 5 or fewer employees and be owned by a person who is low-to-moderate income. This is a great opportunity to assist entrepreneurs involved in the Creative Economy such as artists and a wide variety of other very small businesses. Streetscapes are designed to add amenities such as lighting, benches, signage, etc. to downtowns and villages.

Downtown Revitalization Grant Program - offers grants up to $400,000 for a wide array of downtown improvements. Recipients are eligible to implement activities from five different CDBG programs including **affordable housing, micro-enterprise grants, parking, parks, lighting, sidewalks, drainage, and recreation.** Applicant communities must have completed an approved downtown development strategy and receive three bonus points for being a designated Main Street Maine Community.

Public Facilities Grant Program - offers grants to income eligible communities for up to $300,000 for **construction or renovations to public or certain non-profit owned buildings, as well as historic preservation** and removal of architectural barriers. Examples are fire stations, piers and wharfs, community centers, museums and other historic buildings. In certain areas this could include tourism information centers, theaters, libraries, and other cultural buildings.

DECD-Office of Business Development

For more information: (207) 624-9804 or www.mainebiz.org

Technical Assistance: Part of the DECD's Business Development Specialists' role is to work with businesses across the state that are located in downtown centers by identifying potential state programs and services to assist with retention and expansion needs. Staff are connected to the Main Street Maine Communities and are engaged in discussions on revitalization efforts.

Downtown Tax Increment Finance Districts: Many communities are funding downtown revitalization by creating **downtown TIF districts**. TIF's use property tax dollars generated by new development to offset development costs, or to spur additional new development in the downtown.

Maine Department of Transportation

For more information: (207) 624-3300
or www.maine.gov/mdot/community-programs/gateway.php

Enhancement Program: Funding for a variety of transportation-related **projects such as sidewalks**, usually in coordination with infrastructure work. These funds usually require a 20% municipal match.

Community Gateway Program: Funds are available for enhancement projects such as **signs, benches, flagpoles and kiosks**, which can improve the visual aspects of your downtown.

Maine Preservation

For more information: (207) 775-3652 or www.mainepreservation.org

A non-profit group dedicated to **advocating for historic preservation** in Maine. They can provide additional expertise on a variety of preservation-related issues.

Grow Smart Maine

For more information: (207) 847-9275 or www.growsmartmaine.org

A statewide nonprofit organization dedicated to **promoting smart growth strategies** and policies in Maine. Downtown Revitalization is a core strategy for communities wanting to combat sprawl.

Maine State Archives

For more information: (207) 287-5788 or www.state.me.us/sos/arc/mhrab/grant.html

Local Grants Program: Federal and state funded grants to **improve historical records** collections, including town government records, and the facilities that protect and provide access to those records. Most of these facilities (historical societies, town offices, some libraries) are in or near downtown centers.

Local Grants Program: State funded grants to **improve historical artifact collections**, and the facilities that protect and provide access to them. Most of these facilities (historical societies, museums) are in or near downtown centers and maintain strong community-centered collections.

Maine Historic Preservation Commission

For more information: (207) 287-2132 or www.state.me.us/mhpc/

Provide advice and technical assistance regarding the **redevelopment of historic downtown properties**. In many instances, they are required to review plans before work can be done.

Provide information on the **use and applicability of state and federal historic tax credits**, which can reduce the costs associated with redeveloping properties.

Maine Humanities Council

For more information: (207) 773-5051 or www.mainehumanities.org

Grant Program for Cultural Organizations A great range of Maine's cultural organizations are located centrally in historic downtown areas, where they make vital contributions to their communities. These organizations offer programs that increase local awareness of heritage, foster tourism, attract businesses, and mount cultural programs that add to the quality of life.

The Maine Humanities Council provides **support for community cultural organizations** through matching grants, technical support, and direct services in community history, family literacy, library programming and related fields.

Maine Community Foundation

For more information: (207) 667-0447 or www.mainecf.org

Grants available for **community-related development projects**.

United States Department of Agriculture

For more information: (207) 990-9169 or www.rurdev.usda.gov/me

Many of Maine's downtowns qualify for **economic assistance** based on their **rural status**, and have been able to use USDA grant funds to help with downtown revitalization initiatives.

Maine Rural Development Authority

For more information: (207) 782-3353 or www.mainerda.org

MRDA provides financial assistance, usually in the form of loans, for the **development of commercial facilities**. MRDA supports projects that create jobs, encourage business development, and help areas in economic need.

Coastal Enterprises, Inc.

For more information: (207) 882-7552 x 150 or www.ceimaine.org

New Markets Tax Credits (administered by Coastal Enterprises, Inc.): This federal tax credit program can be used to reduce costs associated with redeveloping properties within specifically targeted **low-income communities**. Coastal Enterprises, Inc., a nonprofit organization, has received most of NMTC allocations for Maine.

MaineHousing (Maine State Housing Authority)

For more information: (207) 626-4600 or www.mainehousing.org

Upstairs/Downstairs Demonstration – MaineHousing has allocated funds for an Upstairs/Downstairs demonstration project. The building would have **commercial space on the first floor and affordable housing units on the upper floors.** This model would work extremely well in downtown areas. MaineHousing plans to work in cooperation with DECD and/or FAME on this demonstration.

Loan Modification & Subsequent Loan Programs – In 2005 MaineHousing developed two new programs to assist developments with capital improvement needs and cash flow problems. The Loan Modification Program provides owners with an opportunity to apply for an extension on their loan, which allows for more available cash (through lower monthly mortgage payments) that can be used for needed rehabilitation. The Subsequent Loan Program allows for a new loan if the project is in good financial health. This new loan is most often used for rehabilitation of the development. Both of these programs are key to revitalizing an area with MaineHousing-funded multi-family housing and in preserving existing affordable multi-family housing.

Finance Authority of Maine (FAME)

For more information: (207) 623-3263 or www.famemaine.com

Regional Economic Development Revolving Loan Program (REDRLP):
FAME makes loan fund disbursements to Regional Economic Development Agencies for the purpose of relending the funds to businesses in their area for the creation and/or retention of jobs. These agencies provide complementary matching funds financing, and most are able to provide some technical assistance on developing downtown revitalization strategies, plans, and help with identifying state and federal funding opportunities. For these and other FAME programs such as FAME's Loan Insurance Program, Economic Recovery Loan Program, Small Enterprise Growth Fund, or the Kim Wallace Adaptive Equipment Loan Program Fund (mPower) that are available to help in efforts to revitalize downtown locations, please see the Entrepreneurship section of this publication/site.

Maine Arts Commission

For more information: (207) 287-2724 or www.mainearts.com

Sustaining Traditional Arts in the Community is a program designed to encourage communities to develop innovative ways to sustain traditional arts in their communities. The program provides grants of up to $2,000 to communities to support programs, activities or events which strengthen traditional arts in the community and help ensure the survival of valuable traditional arts. These grants require a 1:1 match. The match can be cash, in-kind, or a combination of cash and in-kind. Proposals to this program do not fit the model of Traditional Arts Apprenticeships, but rather seek new ways to ensure the transmission of culture.

Capacity Building Grants: Contact the Maine Arts Commission for information about its new capacity building program for community arts organizations with grants of up to $10,000.

Maine Office of Tourism

For more information: (207) 624-7483 or www.visitmaine.com

Marketing Materials

Maine Office of Tourism (MOT) distributes its own or officially sanctioned tourism materials at shows and sales missions, by mail through its fulfillment contractor Direct Mail of Maine, and at the Visitor Information Centers, located in DOT-owned buildings and staffed by Maine Tourism Association employees through a contract with MOT. These printed materials include the following:

• ***Maine Invites You*** - the official state travel planner, a 280-page guide covering all eight tourism regions in the state. Produced by the Maine Tourism Association through the sale of advertising, it includes information about tourism-related businesses, cultural resources, attractions, events, and outdoor recreational activities in communities throughout Maine.

• A series of themed "trails" or brochures dedicated to providing specialized information to niche interest groups: Funded through grants from MOT and other state agencies, community foundations, and individual organizational support, the trails are designed to attract visitors to the communities with the resources described, thereby providing economic stimulus to those resources and other businesses in the communities. Current trails include the following:

1. Maine Architecture Trail
2. Maine Garden and Landscape Trail
3. Maine Art Museum Trail
4. Maine Maritime Heritage Trail
5. Maine Golf Trail
6. Maine's Watchable Wildlife
7. Make a splash: fishing in Maine!

Visitmaine.com - The MOT Web site, www.visitmaine.com is the official portal for coordinating the agency's marketing efforts. It is an essential tool in providing information and services to an industry and traveling public increasingly turning to the Internet as their first and primary decision-making tool. MOT contracts with Portland Webworks for design and hosting services. The Web site provides free listings to tourism-related businesses, with multiple search possibilities and links to their own sites. Through its online Maine Getaways program, MOT assists businesses that offer travel packages to consumers. There is no fee for businesses to participate in this program. A dynamic calendar of events provides information about special events and activities in communities throughout the state. All of the MOT collateral materials may be ordered online and all the trail brochures can be downloaded. The Web site also provides sample touring itineraries for both consumers and trade.

Maine Tourism Marketing Partnership Program (MTMPP):

MTMPP is designed to stimulate and expand the travel industry within Maine's tourism regions while strengthening the state's image through coordination of private sector promotional efforts with those of the Maine Office of Tourism. The grant program also supports the development of special major events, which attract visitors to the state and impact two or more regions.

1. **Each of the eight tourism regions**, represented through a council comprised of their participating chambers of commerce, is eligible to receive funding for a tourism project that they develop and for which they must provide matching funds. The amounts available in any given year are a function of the MOT's dedicated funding from a percentage of the 7% state sales tax on meals and lodging.

2. **MTMPP** also provides up to $50,000 in funding to each of two events, which meet the criteria listed above. Examples of events that have received funding in the recent past are the 2004 St. Croix 400 Celebration, the National Folk Festival and American Folk Festival. Events receiving funding for FY06 were the Maine Fiberarts 2006 Tour Map and statewide Open Studio & Farm Weekend, and the TD Banknorth 2006 Biathlon Junior World Championships in Presque Isle.

In addition to MTMPP, the MOT also provides grant funding in smaller increments to several projects annually. Examples specific to the Creative Economy include support to the Acadian Heritage Council for an audio tour of the St. John Valley; support for production of MPBN television segments on two of the seven museums in the Maine Art Museum Trail; and support for reprint of the Art Trail brochure. (Grant guidelines are available at www.econdevmaine.com under Tourism Resources on the "Resources/Library" page.)

Technical Assistance Program: MOT staff and consultants regularly provide technical assistance to tourism-related businesses, cultural organizations, regional councils and local communities on marketing and program development.

Downtown Revitalization Success Stories

Waterville Main Street (WMS): As one of the eight Main Street Maine communities, WMS has been working since 2001 to revitalize downtown Waterville. As part of its efforts, WMS has created a Community Arts Initiative to integrate and deepen the arts and arts education in downtown Waterville to help develop the city as a thriving, energetic, commercial, social, cultural and entertainment destination. The program hosts art classes for adults and children, downtown art walks, and community mural projects. It is currently working to develop a community arts education center and gallery space. Waterville also hosts an International Film Festival, which draws thousands of visitors each summer. For more information, visit www.watervillemainstreet.org.

Midcoast Magnet, Rockland: Midcoast Magnet is working to attract young, creative professionals to the Midcoast Maine area (Knox, Lincoln and Waldo counties). As part of their efforts, they are promoting downtown revitalization as a key component of their strategy…plus Rockland has a "rocking" downtown, home to the Farnsworth Art Museum and Wyeth Gallery, which has been nationally recognized for its American Art collection. Also in Rockland, the Strand Theater has undergone a full restoration and is now open as a public performing arts space. For more information, visit www.midcoastmagnet.com and www.farnsworthmuseum.org.

The Opera House, Stonington: Opera House Arts, a nonprofit arts organization, purchased the historic Opera House in downtown Stonington and has worked over the past several years to not only restore the building, but to restore a strong performing arts tradition in the community. OHA offers professional and community theater ensemble performances, original opera, dance, and film series. Now open year round, thanks to a new heating system, the Opera House is bringing the creative arts to both local residents and summer tourists. For more information, visit www.operahousearts.org.

Portland Lyric Theater:
FAME underwrote a loan request from the Kim Wallace Adaptive Equipment Loan Fund Program ("mPower") to provide financing for accessibility modifications to the Portland Lyric Theater, located on Sawyer Street in South Portland (a converted church building). The funds were used to construct a new front access to the building and a chair-lift to meet Americans with Disabilities Act (ADA) specifications and was part of an overall $200,000 refurbishment. This project provided increased accessibility to allow more of the community to attend performances.

Center Theater, Dover-Foxcroft: The redevelopment of Center Theater in the downtown area is the focus of the regional Creative Economy efforts in the Piscataquis County area. DECD Office of Community Development has been an active partner in this project providing more than $75,000 in CDBG and $150,000 in MITF funding.

Rumford Discovery Research Project: In 2003, Rumford and the surrounding area embarked on a Discovery Research project through the Maine Arts Commission to inventory its cultural assets and plan its cultural future. The project and the efforts of its coordinator led to the establishment of an art gallery on the main thoroughfare through the business district, as well as increased coverage of the arts in the local newspaper and increased support from the town government. All of these elements have resulted in a more optimistic attitude among the residents of the town and more investment in downtown businesses.

Finance Authority of Maine (FAME)

For more information: (800) 228-3734 or www.famemaine.com

Loan Insurance Program: The Loan Insurance Program provides insurance on a portion of a loan made by a financial institution. The program is designed to help businesses in Maine access commercial credit for which they otherwise might not be able to gain approval, and insures up to 90% of the financial institution's loan exposure.

Economic Recovery Loan Program (ERLP): This program provides direct, subordinate (gap) financing to assist Maine-based businesses in their efforts to remain viable and/or improve productivity. The applicant should exhibit an ability to repay the loan over a reasonable period of time and demonstrate that other sources of capital have been exhausted.

Maine Seed Capital Tax Credit Program: This program encourages equity and near equity investments in young Maine business ventures, directly and through private venture capital funds. FAME may authorize State income tax credits to investors for up to 60% of the cash equity they provide to eligible Maine businesses for fixed assets, research or working capital. These must be small businesses with sales of less than $3,000,000 and must be a manufacturer, or provider of goods and services with 60% of sales derived from out-of-state residents or develop or apply advanced technologies, or bring significant permanent capital into the state.

Kim Wallace Adaptive Equipment Loan Program Fund (mPower): Provided on behalf of the Kim Wallace Adaptive Equipment Loan Program Board (mPower), this program provides assistance to Maine-based individuals and/or businesses for the purchase, construction or installation of any product or equipment that allows an individual to become more independent within the community, promotes mobility and improves independence and quality of life. Businesses may use loan funds to facilitate compliance with the Americans with Disabilities Act (ADA).

Linked Investment Program for Commercial Enterprises: This program reduces borrower interest rate expenses for non-agricultural, for-profit Maine businesses with less than 20 employees. The Maine State Treasurer makes a compensating deposit with the lender that provides interest rate savings to the businesses. The company must either create or retain one job for each $20,000 of deposited funds.

Agricultural Marketing Loan Fund (AMLF):
Under a contractual agreement with the Maine Department of Agriculture, FAME administers this lower-cost financing program to help eligible applicants employ new and innovative technologies and processes in order to improve, expand and enhance the manufacturing, marketability and production of Maine-made agriculturally derived products.

Intermediary Relending Program (IRP):
This program is designed to assist small businesses by providing gap financing for most Maine-based business activity located outside of the urban areas (Portland, Auburn, Lewiston or Bangor). The applicant must show access to additional sources of capital, and demonstrate employment of low-income persons, farm families, and/or displaced farm families.

Maine Economic Development Venture Capital Revolving Investment Program: The State has invested as an equal limited partner with other limited partners in eligible private venture capital funds to support emerging and early-growth businesses in Maine and address the creation and retention of jobs in Maine. These monies are available through established venture capital funds that have a strategy for the creation and retention of jobs in Maine.

Small Enterprise Growth Fund Program

For more information: (207) 623-3263 x247 or www.segfmaine.com

The Small Enterprise Growth Fund provides initial investments typically between $150,000 and $350.000 per approved Maine-based companies that demonstrate a potential for high growth and public benefit.

Maine Office of Tourism

For more information: (207) 624-7483 or www.visitmaine.com

Marketing Materials

Maine Office of Tourism (MOT) distributes its own or officially sanctioned tourism materials at shows and sales missions, by mail through its fulfillment contractor Direct Mail of Maine, and at the Visitor Information Centers, located in DOT-owned buildings and staffed by Maine Tourism Association employees through a contract with MOT. These printed materials include the following:

• ***Maine Invites You*** - the official state travel planner, a 280-page guide covering all eight tourism regions in the state. Produced by the Maine Tourism Association through the sale of advertising, it includes information about tourism-related businesses, cultural resources, attractions, events, and outdoor recreational activities in communities throughout Maine.

• A series of themed "trails" or brochures dedicated to providing specialized information to niche interest groups: Funded through grants from MOT and other state agencies, community foundations, and individual organizational support, the trails are designed to attract visitors to the communities with the resources described, thereby providing economic stimulus to those resources and other businesses in the communities. Current trails include the following:

1. Maine Architecture Trail
2. Maine Garden and Landscape Trail
3. Maine Art Museum Trail
4. Maine Maritime Heritage Trail
5. Maine Golf Trail
6. Maine's Watchable Wildlife
7. Make a splash: fishing in Maine!

Visitmaine.com - The MOT Web site, www.visitmaine.com is the official portal for coordinating the agency's marketing efforts. It is an essential tool in providing information and services to an industry and traveling public increasingly turning to the Internet as their first and primary decision-making tool. MOT contracts with Portland Webworks for design and hosting services. The Web site provides free listings to tourism-related businesses, with multiple search possibilities and links to their own sites. Through its online Maine Getaways program, MOT assists businesses that offer travel packages to consumers. There is no fee for businesses to participate in this program. A dynamic calendar of events provides information about special events and activities in communities throughout the state. All of the MOT collateral materials may be ordered online and all the trail brochures can be downloaded. The Web site also provides sample touring itineraries for both consumers and trade.

Maine Tourism Marketing Partnership Program (MTMPP):

MTMPP is designed to stimulate and expand the travel industry within Maine's tourism regions while strengthening the state's image through coordination of private sector promotional efforts with those of the Maine Office of Tourism. The grant program also supports the development of special major events, which attract visitors to the state and impact two or more regions.

1. **Each of the eight tourism regions**, represented through a council comprised of their participating chambers of commerce, is eligible to receive funding for a tourism project that they develop and for which they must provide matching funds. The amounts available in any given year are a function of the MOT's dedicated funding from a percentage of the 7% state sales tax on meals and lodging.

2. **MTMPP** also provides up to $50,000 in funding to each of two events, which meet the criteria listed above. Examples of events that have received funding in the recent past are the 2004 St. Croix 400 Celebration, the National Folk Festival and American Folk Festival. Events receiving funding for FY06 were the Maine Fiberarts 2006 Tour Map and statewide Open Studio & Farm Weekend, and the TD Banknorth 2006 Biathlon Junior World Championships in Presque Isle.

In addition to MTMPP, the MOT also provides grant funding in smaller increments to several projects annually. Examples specific to the Creative Economy include support to the Acadian Heritage Council for an audio tour of the St. John Valley; support for production of MPBN television segments on two of the seven museums in the Maine Art Museum Trail; and support for reprint of the Art Trail brochure. (Grant guidelines are available at www.econdevmaine.com under Toursim Resources on the "Resources/Library" page.)

Technical Assistance Program: MOT staff and consultants regularly provide technical assistance to tourism-related businesses, cultural organizations, regional councils and local communities on marketing and program development.

DECD-Office of Business Development

For more information: (207) 624-9804 or www.mainebiz.org

Maine Microenterprise Initiative: Builds entrepreneurship capacity by providing funds to community-based organizations that deliver business skills education and training to microentreprises (i.e. businesses with ten or fewer employees).

Maine Built Boats, Inc.: In partnership with leaders of Maine's boatbuilding industry, DECD staff and financial resources helped launch a new non-profit organization dedicated to building a Maine Built Boats brand, promoting Maine Built Boats to global markets and strengthening the industry in Maine via technology transfer, workforce development, etc. To date, Maine Built Boats, Inc. has set up a legal entity, drafted a two-year business plan, launched a Web site (www.mainebuiltboats.com) and represented Maine boat builders at two boat shows.

Business Answers is Maine's toll-free and Web-based business information resource. For individuals considering starting or expanding a business in Maine, Business Answers is the best place to begin. The nature of inquiries ranges from licensing, tax registration and other nuances of doing business in Maine to where to go for technical and financial assistance. Business Answers staff field an average of 50 calls per day, so they are likely to know the answer to an entrepreneur's question. If they are unsure of the answer, Business Answers staff will refer callers to someone with the requisite expertise. Business Answers staff are not switchboard operators who transfer calls. Rather, they pride themselves on making "quality referrals." Business Answers services, including its Business Start-Up Kit and "A Guide to Doing Business in Maine" publication, online business licensing assistant and referrals to sources of financial and technical assistance, are designed to facilitate the process of starting up, operating and growing a business in Maine.

For more information:
(800) 872-3838 or www.maine.gov/businessanswers

Maine Products Marketing Program helps build a "Maine Made" brand for Maine producers of quality consumer products. Program benefits include a presence on www.mainemade.com, access to point-of-purchase hang-tags, labels and merchandising materials, as well as support for participating in wholesale tradeshows, such as the New England Products Trade Show.

Maine Small Business Development Centers (Maine SBDC), a partnership program including the U.S. Small Business Administration, the University of Southern Maine regional Economic Development Districts and Community Development Corporation hosting organizations. The Maine SBDC provides comprehensive business management counseling, training and resource and information services to Maine's micro, small and technology-based businesses.

For more information:
(800) 679-SBDC or www.mainesbdc.org

DECD-Office of Community Development

For more information: (207) 624-7484 or www.meocd.org

Community Enterprise Grant Program offers grants up to $150,000 which may be used for business façade improvements, streetscapes, and grants/loans to micro-enterprises. Individual businesses are eligible for up to $25,000 in financial assistance. Façade improvements usually target downtown or village businesses exterior building improvements including signage, lighting, painting, windows, etc. Micro-businesses must be new or existing, have 5 or fewer employees and be owned by a person who is low-to-moderate income. This program can assist entrepreneurs involved in the Creative Economy such as artists and a wide variety of other very small businesses. Streetscapes are designed to add amenities such as lighting, benches, signage, etc. to downtowns and villages.

Economic Development Program offers grants from $100,000 to $400,000 to assist in the creation of full-time jobs for low-to-moderate income persons. Eligible businesses may be either for-profit or non-profit and use the funds for such things as working capital, equipment, construction, and infrastructure development. At least one job must be created for every $20,000 received by the business. If the applicant business is a certified Pine Tree Development Zone (PTZ) business in a designated PTZ, at least one job must be created for every $30,000 received. Except for limited circumstances, assistance to retail business is prohibited.

Women's Business Center (WBC)

For more information: (207) 882-7552 or www.mainesbdc.org/wbc.cfm

The Women's Business Center, a strategic ally of the Maine SBDC and hosted by Coastal Enterprises, Inc., offers counseling and training within a full range of business issues to new and existing women business owners preferring a women-centered counselor/trainer. The WBC helps women build their business skills by providing access to timely, accurate, tailored information within a setting that respects each woman's experience, management skills and learning style. Opportunities for networking, peer support and mentoring are also available.

Technology Development Centers (TDC)

For more information: www.techcentersmaine.com

Maine's Technology Development Centers (TDC) are Maine's technology business incubators. TDCs are designed to help firms meet the challenges of introducing new technology-based products. TDC incubator managers provide fundamental business counseling and training services to on-site and off-site incubator members in association with the Maine Small Business and Technology Development Centers (Maine SBDC).

Maine Business Works (MBW)

For more information: www.mainebusinessworks.org

Maine Business Works (MBW), which is administered by the Maine Small Business Development Center (SBDC), is an on-line business development resource designed to provide comprehensive schedules and information on business education happening throughout Maine, including workshops, seminars, courses and special events.

Maine Centers for Women, Work and Community (WW&C)

For more information: (207) 621-3440 or www.womenworkandcommunity.org

Maine Centers for Women, Work and Community engage in micro-enterprise development by providing entrepreneurship training opportunities for those wishing information to start and expand a successful business.

United States Small Business Administration (SBA) Maine District Office

For more information: (207) 622-8274 or www.sba.gov/me

The SBA Maine District Office is responsible for the delivery of SBA's many programs and services to all 16 counties in the state of Maine, helping Mainers start, build and grow businesses.

Downeast Business Alliance (DBA)

For more information: (207) 546-7544 or www.whcacap.org/small-biz.html

DBA helps create jobs in eastern Maine by helping people start and grow small businesses.

Coastal Enterprises Inc. (CEI)

For more information: (207) 882-7552 or www.ceimaine.org

Coastal Enterprises Inc. (CEI) offers loans and equity investments in partnership with banks, public and private agencies, and community organizations. CEI financing opportunities include both direct loans to start-up, existing and growing Maine small businesses, in amounts ranging from $1,000 to $500,000, and venture capital investments in small businesses, ranging from several hundred thousand dollars to several million dollars.

Maine Angels

For more information: www.maineangels.org

Maine Angels provides a cooperative mechanism for interested individuals to collaboratively locate, investigate and make investments in early-stage, high risk/return opportunities. Through this mechanism, entrepreneurs can access critical resources of seed capital and management guidance from experienced business veterans, while investors can decrease the risk and increase the financial return of Angel Investing by cooperating in this activity with a disciplined and experienced group of like-minded colleagues.

Maine Investment Exchange (MIX)

For more information: (207) 871-0234 or www.mixforum.org

Maine Investment Exchange (MIX) provides regularly scheduled forums to bring together providers of risk capital with qualified entrepreneurs seeking capital. Presenting companies are pre-selected through an application process and are provided with an opportunity to make a brief formal presentation to an audience of investors and an opportunity for networking.

Maine Technology Institute (MTI)

For more information: (207) 582-4790 or www.mainetechnology.org

Maine Technology Institute (MTI) a state funded, private non-profit organization offers early-stage, patient capital and commercialization assistance for the research and development of innovative, technology-based projects that create new products and services, generating jobs in the state of Maine.

Maine's Technology Centers

For more information: (207) 582-4790, ext. 7 or www.mainesbdc.org/cSpecialTech.cfm

Maine's Technology Centers Maine SBTDCs offer several Technology Centers around the state to provide business incubation and support service tailored to companies in their region. Each nonprofit center is affiliated with an academic institution, the Small Business Development Centers, and provides access to programs and partners important for early stage business growth. Maine Small Business Technology Development Center counselors are tech-certified to work intensively with technology-based businesses. "T" counselors provide in-depth coaching, guidance, facilitation, and assistance for technology entrepreneurs seeking to launch or expand their businesses.

University of Maine-Maine Patent Program

For more information: (207) 874-6521 or www.usm.maine.edu/usm_mpp.htm

Maine Patent Program supports the commercialization and manufacturing of innovations by providing education and assistance with the patent process of the United States Patent and Trademark Office to Maine's companies, inventors and entrepreneurs.

University of Maine Office of Research & Economic Development

For more information: (207) 581-2201 or www.umaine.edu/dic

University of Maine Office of Research & Economic Development is advancing Maine's economy by facilitating the creation of new ideas and products through research and development, the growth of new companies, and support for existing companies.

Department of Education-Entrepreneurship Education

For more information: (207) 624-6730 or www.schoolswork.org

The Education Subcommittee surveyed K-12 schools, community colleges and university campuses to identify areas where entrepreneurship education is being taught. For a listing of specific programs in Universities, CTE Schools, High Schools, Community Colleges, Adult Education Programs, and Cooperative Extention Programs across the state visit the DOE Web site.

Maine Community College System (MCCS)

For more information: (207) 629-4000 or www.mccs.me.edu

MCCS is comprised of seven colleges and eight off-campus centers. Combined, they offer more than 300 associate degree, certificate and diploma options. Academic programs that contribute directly to Maine's creative economy include: Horticulture, Graphic Arts and Printing, Video and Multimedia, Boatbuilding, Computer Aided Drafting and Design, Culinary Arts, and Precision Manufacturing and Welding. These options provide students with the tools to build careers in Maine. Programs prepare students for direct entry into the workforce or for transfer into four-year baccalaureate programs. They can also prepare students to launch their own businesses.

Maine Historical Society (MHS)

For more information: (207) 774-1822 or www.mainehistory.org

In addition to promoting tourism and general retail sales through its museum operations, MHS has used the power of the **Maine Memory Network** to launch three entirely new businesses: Vintage Maine Images.com, which markets historical imagery to designers and media outlets around the country; the **Family History Research Service**, which helps individuals from across the country conduct genealogical, legal, real estate and historical research; and the **Maine History Online Store**, which markets Maine history and Maine products throughout the US and the world.

Maine Arts Commission

For more information: (207) 287-2724 or www.mainearts.com

Discovery Research is a grant program administered by the Maine Arts Commission. It funds communities to conduct cultural inventory and cultural planning work. These projects build infrastructure and arts networks and they uncover the cultural assets in targeted communities that can then be developed in the creative economy.

Traditional Arts Apprenticeships: A grant program administered by the Maine Arts Commission. It provides a stipend to master traditional artists who train an apprentice in the traditional art form. This program preserves much of what is unique about Maine in its treasured artistic and cultural traditions.

Funding for Artists: *Good Idea Grant*, designed to assist in supporting and fostering the growth of Maine's artists; *Individual Artist Fellowship Program*, designed to reward artistic excellence, advance the careers of Maine artists, and promote public awareness regarding the role of the creative sector in Maine and *Traditional Arts Apprenticeship Program*, designed to assist Maine's communities to preserve valuable artistic traditions.

Asset Mapping is critical to the development of creative communities and revitalization of those communities. Identifying the creative sector in Maine by conducting research of our arts and cultural businesses, organizations, people and places are vital in economic development and sustainability in Maine's downtown revitalization projects which ultimately impacts tourism growth by drawing tourists to community's artistic individualities and cultural diversity. Once assets are identified, technology plays a key role in connecting communities with each other and educating people worldwide of the arts and cultural assets Maine has to offer. Initiatives include *Maine Arts Events Calendar* at mainearts.com; *Matchbook.org* linking New England's performing artists with presenters and communities.

Funding for Organizations and Communities: *Arts Service Organization Partnership Agreement Grant*, designed to assist qualified Maine Art Service Partners to enter into one-year funded Art Service Partnership Agreements; *Artists in Maine Communities Grant,* designed to assist arts organizations, schools and other community groups to develop collaborative projects that employ Maine artists to benefit Maine communities, schools or families; *Cultural Facilities Accessibility Grant*, designed to assist professional, freestanding, Maine arts organizations to make capital renovations, including technology projects and improvements; *Sustaining Traditional Arts in the Community Grant*, designed to encourage communities to develop innovative ways to sustain traditional arts in their communities.

Maine Department of Labor

For more information contact: (207) 624-6400 or www.maine.gov/labor/

Employment Resources for Job Seekers and Employers

Maine CareerCenters:
Locate the CareerCenter closest to you, where job seekers can get help with career development and job placement, and employers can obtain recruitment services.

Workforce Research and Information: Maine Employment Information Guide:
A system containing labor market information regarding employment, unemployment and other economic data. Also: jobs on Internet job boards, skills matching, occupational videos, easy to use industry and occupational profiles, and much more.

Career Exploration:
Everyone can explore their career options by knowing about high growth jobs with better wages and brighter futures.

America's Career One Stop:
Another site containing general resources about getting and keeping jobs, help with career decision-making, finding jobs in other states and locating services, and employer recruitment services.

State Government Job Listing:
Job openings in Maine state government.

Training Schools/Vendors:
List of approved training schools under the Workforce Investment Act.

Employer Training Resources:
Information about training your workers, hiring incentives, starting a business and small business development, and services for your laid off workers.

Eligible Businesses: Private Sector Maine Employers: Incurring work force training costs related to unique circumstances such as expansion, retention, or upgrading issues. Paying wages equal to 85% of the average wage for that occupation in the given labor market. Contributing at least 50% of the premium cost of employee health insurance except for small companies with fewer than 25 employees and in business less than three years.

Program Summary: Partial reimbursement of training costs may be provided to employers who are hiring new employees, and/or retaining or upgrading their existing work force. Training services eligible for reimbursement include: Recruitment, Assessment, Job Task Analysis, Workplace Literacy, High Performance Skills, Technical Training Higher Education, On-the-Job Training, Workplace Safety and Competitive Retooling.

Maine State Planning Office (SPO)

For more information contact: (207) 287-3261 or www.maine.gov/spo/

Land for Maine's Future Program: The concept behind the Land for Maine's Future (LMF) Program is simple. Lands that have exceptional natural or recreational value warrant permanent protection. With spreading development and changing land uses, Maine is at risk of losing many of the natural landscapes that residents cherish and that are so important to Maine's natural and cultural heritage as well as to its economic vitality. The LMF Program seeks to conserve these important settings. View report on how the Land for Maine's Future Program acts to increase the return on Maine's public investment at: www.state.me.us/spo/lmf/publications/ExecSumm_forWEB.pdf

Maine Coastal Program: Coastal resources must be protected and conserved, yet residents must be able to thrive economically. A balance is needed between human uses and the protection of the very resources that make the area so appealing. The Maine Coastal Program helps achieve that balance. For access to a comprehensive list of Maine Coastal Program reports, and description of Maine Coastal Program initiatives: www.maine.gov/spo/mcp/resources/download_center.ph

Economic and Demographics: SPO conducts continuing economic analysis of the economy and resources of the state, including economic forecasting; develops socioeconomic studies and plans; analyzes policy alternatives and identifies needs and resources; collects data and statistics, including census information, related to Maine's economy. To view a list of papers and presentations provided by the State Planning Office's Economic and Demographics team visit: www.maine.gov/spo/economics/economics/presentations.php.

Maine Manufacturing Extension Partnership (MEP)

For more information: (207) 623-0680 or www.mainemep.org

Facility and Operational Assessments

The typical first step in our model is performing the appropriate enterprise assessments or developing technology roadmaps that match the client's environment. This critical first step allows MEP project managers to best fit the appropriate service to meet the prioritized needs of the client.

Workforce Training

On-site training is most often conducted with managers and incumbent workers, bringing management and staff up to a level of competency on concepts of advanced manufacturing concepts and technologies. Our nationally recognized suite of **Time Wise®** training tools provides the basis of these training activities that can be applied at the various levels of the business structure. Appropriate training at all levels ensures that the concepts are understood and sustainable.

Technical Assistance

Our technical assistance services include: enterprise assessments and planning; **Lean enterprise transformations/Time Wise® Solution**s; information systems selection/project management; quality management systems; technology transfer/commercialization; workforce development/skills building; supply chain management; **Center for Supply Chain Integration/SupplyPoint®**; new product development and process improvement services.

Outside Resources

Third-party resources (affiliates) are selected and maintained as resources based on referrals, body of knowledge, customer satisfaction feedback, project results, and reported quantified impact. All affiliate related project work is managed by a Maine MEP project manager to ensure quality of service along with project budget and schedule compliance. Utilization of third party resources strengthens the service offerings of the Maine MEP and broadens the solution base offered to our clients.

FAME has provided loan insurance in conjunction with a local bank for working capital funding to Brahms/Mount Textiles, Inc., located in Hallowell, Maine. Brahms/Mount specializes in the design and production of high-end woven textiles for a variety of end uses. Products are sold nationally to such companies as Martha Stewart, Sundance and Garnet Hill. The financing has helped the company retain 20 jobs.

21st Century Workplace Conference (DOE)
Education and the Maine economy are inextricably linked. Technology and new global interdependencies are bringing about unprecedented changes in the workplace. Education at all levels must be prepared to respond creatively to the increasingly dynamic realities of the 21st Century workplace. On January 24-25, 2005 nearly 400 participants attended this historic gathering bringing major education stakeholders, legislators, local policy makers, futurists and strategists into a dialog about Maine's changing economy, the implications for schools and colleges, and the essential elements of successful and effective workforce development.

Professional Development and Training (DOE)
Kauffman Foundation Grants to Maine
Teacher Preparation - Maine sent six teachers to the *Making a Job* teacher training workshop in Kansas City in July of 2003. *Making A Job* is a middle school curriculum in entrepreneurship. Five of those six teachers are now teaching entrepreneurship in their classes and one is teaching it full time at the high school level.

University of Maine Innovation Center - In June 2003, Maine voters approved a $1.5 million bond to create an Innovation Center at the University of Maine. The center will help student entrepreneurs develop ideas, explore creating a company and gain access to expert on-campus resources, including engineering, business, marketing and manufacturing. Students will be able to take courses, attend workshops, get assistance with business planning, and some will be able to get office space for starting their business. This program is a vital link in the state's creative economy and research and development strategy - the opportunity for UMaine graduates to develop the skills and knowledge needed to translate research and knowledge into businesses that will help grow Maine's economy.

Scissors and Seams, Gray, Maine
Owner: Kathleen Shedlarski
Seamstress Kathleen Shedlarski started doing alterations at home as a way to earn money while caring for her young children. That was 21 years ago. Today, Kathleen's home-based business has evolved from doing alterations to exclusively producing high-end, custom window treatments to customers across the country. In 2004, her sales topped $318,000, exceeding her $250,000 goal. She calls her 2005 sales goal of $325,000 "conservative." Within five years, her goal is to have a million dollar a year business. Today Scissors and Seams operates from Kathleen's barn where it has always been, but instead of being a staff of just one, Kathleen's recently incorporated business has five full-time employees. As she plans her promising future, Kathleen has tapped the expertise of the Maine Small Business Development Center certified business counselor Greg Gould, who is also the U.S. SBA Maine District's 2004 Women in Business advocate of the year. "I can't tell you how helpful Greg has been," says Kathleen, adding "He is helping me prepare financials and sales projections to help us decide what's possible." Of Greg's interest in her business, Kathleen says, "He's there for me!"

Maine Memory Network: This program of the Maine Historical Society has involved students, teachers and community historical societies in using digital technology to think creatively about history and learning in general. In addition to preparing young people for the creative economy, the products of these efforts posted on the Internet attract visitors to the state by detailing its rich cultural heritage.

Section III

Selected Online Creative Economy Resources

Maine Downtown Center
In the summer of 2004, Governor Baldacci issued an executive order to the State Planning Office to work with the Maine Downtown Center to report on the challenges to downtown revitalization in the state of Maine, and make recommendations as to what the state and local municipalities can do to increase investment in our downtowns. This report provides an overview of downtown revitalization in Maine, and provides recommendation for action. The full report can be accessed at:
http://www.state.me.us/spo/landuse/pubs/, or at
http://www.mdf.org/downtown/eohome.html.

Financing Bright Ideas: A Primer on Venture Capital in Maine
This booklet was created by FAME in conjunction with Masthead Venture Partners, LLC, and was published as a service and resource for the many entrepreneurs in Maine who are collectively striving to build Maine's economic future. It provides financing tools, information, and solutions that enable Maine citizens to take advantage of opportunities that may be available to them.
www.famemaine.com/html/publications/biz-pub.htm

Department of Economic and Community Development
Resource Manual to assist with identifying programs
http://www.mainebiz.org/publications/docs/business_resource_guide.doc

FERMATA report/recommendations
Blaine House Conference on Natural Resource-based Industries
http://www.fermatainc.com/maine/documents/0926finalreport.pdf

Blaine House Conference on the Creative Economy
www.mainearts.maine.gov

DECD-Office of Innovation
2005 Science and Technology Action Plan for Maine, www.maineinnovation.com.

Kauffman Foundation report to Governor Baldacci, December 2002
Kauffman Foundation Web site:
www.kauffman.org/research.cfm

Higher Education E-ship Faculty Forum Recommendations
Consortium for Entrepreneurship Education Entrepreneurship Standards:
www.entre-ed.org

Education, Technology and the Future of Maine's Economy Symposium:
www.maineascd.org/etfme/ETFME-PM-Rpt.pdf

Downside/Up: Video documentation of the creative economy model in North Adams, MA.
http://www.downsideupthemovie.org/

Massachusetts Cultural Council: Affordable Housing for Artists
http://www.masscultural council.org/issues/housing.html

National Assembly for State Arts Agencies: Federal Support for Arts Infrastructure for Disadvantaged Communities
http://www.nasaa-arts.org/

The National Governors Association's Center for Best Practices: The Arts Strengthen Rural Economies
http://www.nasaa-arts.org/

A 133-page book listing all HUD programs is available on line at: http://www.huduser.org/whatsnew/ProgramsHUD05.pdf

Many reports about housing in Maine, including the state's Consolidated Housing and Economic Development Plan, are available at the MSHA Web site:
http://www.mainehousing.org/reports.html.

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