



EMDC EASTERN MAINE
DEVELOPMENT CORPORATION



ANNUAL REPORT
2023

Message from the President & CEO:

In many ways, EMDC is the region's lighthouse, always casting its beacon across the turbulent seas of communities and commerce. Just as a lighthouse guides ships safely to port through stormy waters, we find opportunities to leverage resources illuminating the direction for businesses and workers to better navigate the unpredictable economic tides.

As EMDC's lighthouse keeper, I guarantee that we maintain a quality workplace, foster public-private partnerships, and keep up on technological advancements while leveraging resources to get everyone safely to shore. In the past year, we have created teams to ensure our success. Using this committee approach we are reaching our goals with technology, data analysis, compliance, and workforce quality assurance teams determining the best way forward.

With an engaged board of directors, led by Chair Dan Tremble and a committed, passionate staff, we continue to make a real difference for people in our region and statewide



Lee Umphrey,
President & CEO

EMDC Board of Directors:

Dan Tremble, *Board Chair*

Laura Sanborn, *Secretary Treasurer*

James S. Gillway

Jarrold Guimond

Scott Atkins

Jessica Masse

Denise Buzzelli

Patrick McGowan

Dr. Steven R. Cunningham

Michael Donahue

Elizabeth Russell

Wayne Erkkinen

Jose Saavedra

Scott Perkins

Jean Mellett

Dennis S. Damon

Leadership:

Lee Umphrey, President & CEO

Susan Cerini, Senior Director of
Business and Workforce Services

Dr. Vicki Rusbult, Senior Director of
Inclusive Economic Growth

Bryan Wallace, Director of APEX

Jennifer King, Senior Director of
Planning and Development

Cindy Meservey, Director of Human
Resources

Committees:

Technology Team

Data Analysis Team

Compliance Team

Workforce Quality Assurance Team

Economic Development & CEDS Evaluation Framework 2023



The below programs range from those that are work-specific to target population-specific:

Workforce Development

- Adult WIOA – Northeast Workforce Development Board (DOL)
- Adult WIOA – Central Western Workforce Development Board (DOL)
- WIOA Dislocated Adult - Northeast Workforce Development Board (DOL)
- WIOA Dislocated Adult - Central Western Workforce Development Board (DOL)
- WIOA Youth - Northeast Workforce Development Board (DOL)
- WIOA Youth – Central Western Workforce Development Board (DOL)
- QUEST - Central Western Workforce Development Board (DOL)
- QUEST - Northeast Workforce Development Board (DOL)
- Career Exploration Grant (Children's Cabinet) (GOPIF)
- Piscataquis County Rural Workforce Attraction & Retention Program (DECD)
- Agriculture Worker Training, Placement & Dairy Support Program (ETA)
- Jail Diversion Through Work and Wellness (ETA)
- Maine Jobs and Recovery Plan Program
- Maine Apprenticeship Program

Regional Planning Commission

- Planning – Land Use & Coastal Communities Contract (DACF)
- Comprehensive Plan – Hermon
- Comprehensive Plan – Enfield
- Comprehensive Plan – Lowell
- Comprehensive Plan - Howland
- Comprehensive Plan – Guilford
- Comprehensive Plan – Greenville

- Mi'kmaq Nation Comprehensive Economic Development Strategy (CEDS) Plan (Four Directions)
- Broadband – Regional & Tribal Broadband Partners (Maine Connectivity Authority)
- Get the Ready (Maine Connectivity Authority)
- Community Resiliency Partnership (GOPIF)
- Municipal Apprenticeship Program

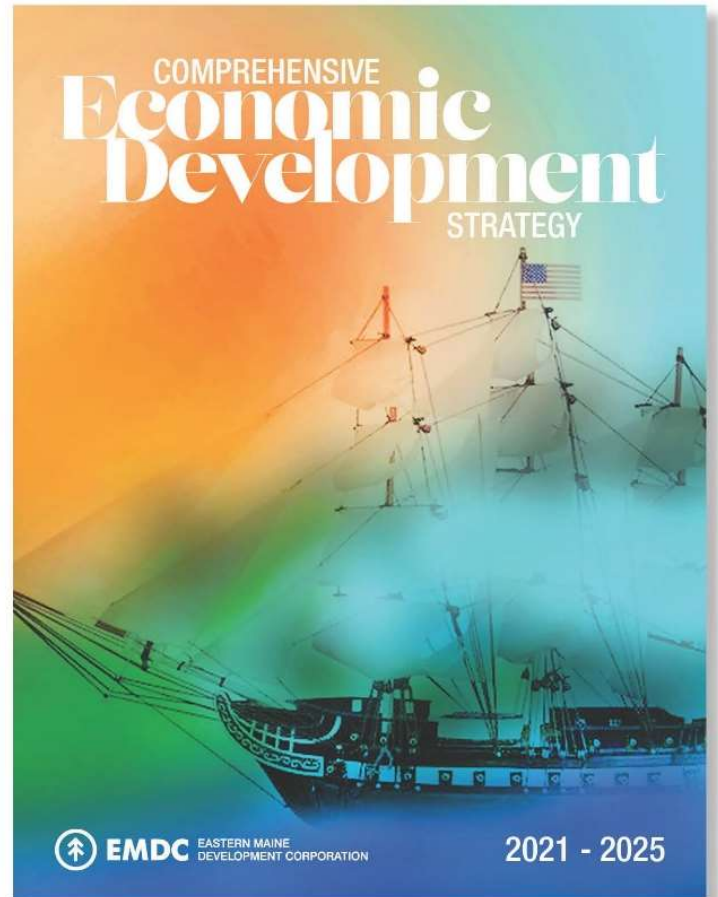
Economic Development/Business Services

- EDA Maine Economic Recovery Implementation Regional Hubs – Penobscot County & Eastern Maine (Maine DECD)
- Maine APEX Accelerator (DOD)
- Maine APEX Domestic Trade Program
- Maine Disadvantaged Business Enterprise Support Services (Maine DOT)
- Brownfields Assessment (EPA)
- Brownfields Revolving Loan Program (EPA)
- Rural Microentrepreneur Assistance Program – RMAP (USDA RD)
- Crisis Opportunity RLF (EDA)
- Finance Authority of FAME
- Rapid Response Program RLF (CDFI)
- SBA 504 and 7a Lending Programs
- Technical Assistance Programs - CDBG (DECD); NBRC (DECD/NBRC); NBRC Pilot Project (DECD/NBRC); Penobscot County Commissioners Katahdin Region
- NBRC Programing Grant (NBRC)
- Katahdin Region Technical Assistance and Project Development (Sewell Foundation)

CEDS Spotlight

Since 2021, EMDC has been actively addressing the priorities and objectives set forth in our five-year Comprehensive Economic Development Strategy (CEDS). While many initiatives are ongoing, we're proud to highlight two significant milestones in Broadband development that have already been achieved:

- **Launch of the Regional Broadband Committee (2023):** This advisory group was formed to tackle connectivity issues and identify opportunities for expansion in Eastern Maine. The committee's ongoing work ensures that local needs are prioritized and that collaborative **solutions are pursued.**
- **Completion of the Regional Needs Assessment (2023):** In partnership with the Maine Connectivity Authority and the National Digital Equity Center, we completed a comprehensive regional broadband needs assessment in May 2023. This assessment provides a roadmap for addressing connectivity gaps and informs our continued efforts to expand access across the region.



As we move forward, these foundational achievements will drive progress in our ongoing work to support long-term economic growth in Maine.

County Overviews

Hancock County

- Population growth and redevelopment activities in key towns like Ellsworth, Bucksport, and Bar Harbor.
- Notable projects:
 - Jesup Library expansion.
 - Redevelopment of Bucksport's former mill site.
 - Workforce housing collaboration with The Jackson Laboratory

Penobscot County

- Growth in employment opportunities through small business and mill site commercialization.
- Collaboration on brownfields cleanup in Millinocket and Lincoln.
- Partnerships with local education centers for job training.



Piscataquis County

- Collaboration with Guilford for a business development hub.
- Transportation planning assistance through federal grants,
- Greenville redevelopment of Big Moose ski lodge and outdoor center.

Waldo County

- Business support for mitigating negative impacts of road construction and flooding.
- Support for downtown enhancement in Belfast.



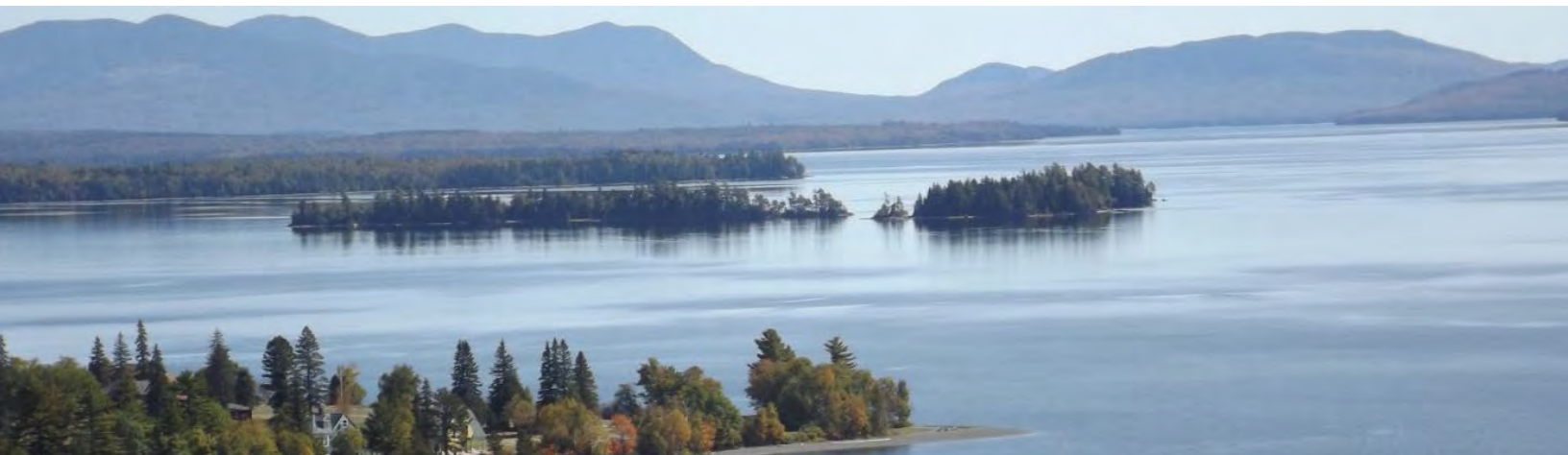
EMDC's county work reflects our commitment to creating lasting change in our communities. Whether it's providing technical assistance, supporting workforce development, or lending a hand.



COUNTY IMPACT

	Penobscot	Piscataquis	Waldo	Hancock
Businesses served	646	95	68	348
Community encounters	295	99	66	82
Planning projects	6 comprehensive plans, 1 zoning project, 1 town ordinance review, 1 community TA contract for services	2 comprehensive plans	1 town ordinance review, 1 comprehensive plan TA support	
APEX clients served	91 through 164 counseling sessions over 280 counseling hours	12 through 20 counseling sessions over 56 counseling hours	18 through 32 counseling sessions over 72 counseling hours	40 through 82 counseling sessions over 215 counseling hours
Community Impact Loans	9 loans totaling \$746,975	2 loans for \$110,000	3 loans for \$250,000	
Workforce Development clients served	194	27		40

The data demonstrates how meaningful our programs and projects are, showing the impact, we're making every day. Our work not only drives economic growth but also fosters strong community connections--making a difference for families, businesses, and the communities we proudly serve.

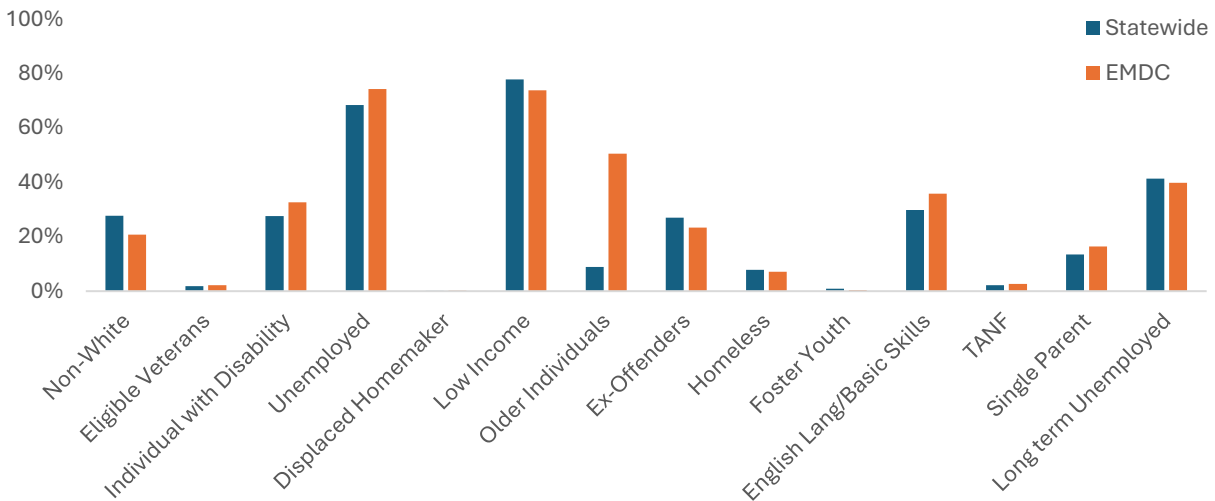


Program Overviews

Workforce Development

Since January 2023, EMDC has been the provider of WIOA workforce services in the 10-county region of Central Western and Northeastern Maine. This consolidation has bolstered our regional presence and streamlined operations for both staff and partners.

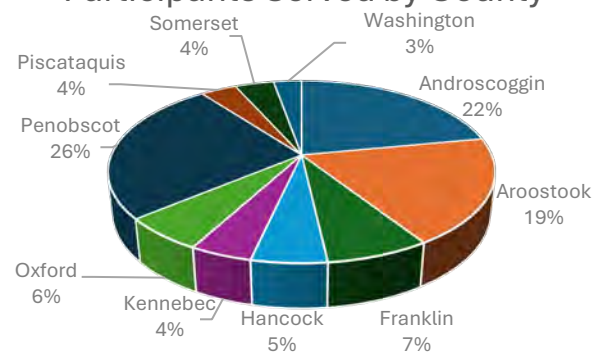
Barriers of Customers Served by Percentage



We successfully concluded the Connecting with Opportunities dislocated worker grant, achieving 86.6% of our enrollment goal and delivering occupational skills training to 43 individuals.

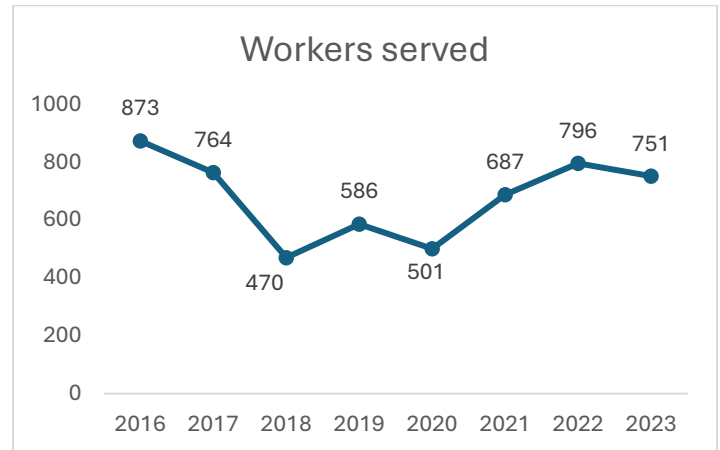
Throughout 2023, 74 customers participated in employer-driven training projects in healthcare, banking, and culinary fields across Oxford, Androscoggin, Franklin, and Somerset counties. Our apprenticeship enrollments steadily increased through collaborations with Lewiston Adult Education's healthcare career pathway grant, AFLCIO's construction academy, and industry leaders, such as Industrial Roofing, Inc., and Reed & Reed Construction.

Participants Served by County



Penobscot, Androscoggin and Aroostook represent more than half total registration across 10 counties.

Starting in March and April 2023, our Northeast staff began the QUEST grant, aimed at supporting workers in achieving employment and educational goals. This initiative offers services like childcare, transportation, education and training, and apprenticeships. Our outreach efforts include engagement with Department of Corrections facilities, participation in local job fairs, and re-establishing connections with partners such as the Maine Prison Re-Entry Network and Hancock County Jail.



Top 5 Occupations for Workforce Participants			
<i>Training Goals</i>		<i>Placement Occupations</i>	
Healthcare Support Occupations	28%	Healthcare Support Occupations	33%
Transportation and Material Moving Occupations	19%	Transportation and Material Moving Occupations	13%
Healthcare Practitioners and Technical Occupations	13%	Construction and Extraction Occupations	9%
Community and Social Service Occupations	9%	Educational Instruction and Library Occupations	8%
Management Occupations	6%	Community and Social Service Occupations	7%

Economic & Business Services

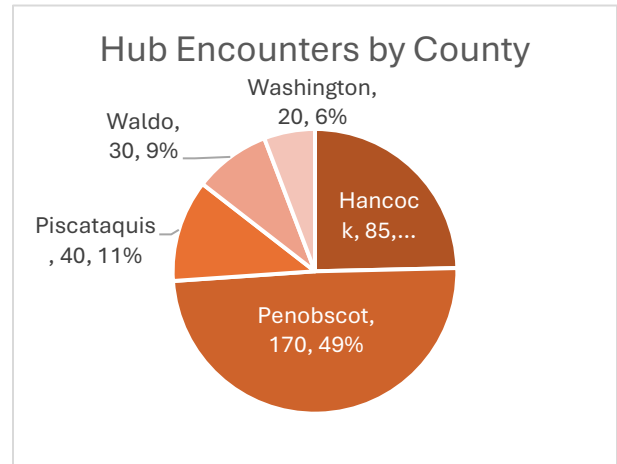
One of EMDC’s core services is the delivery of technical assistance to encourage economic and business growth. In 2023, we enhanced our long-standing technical assistance programs with the addition of new programming:

The DECD-funded Economic Recovery Implementation Regional Hub offers technical assistance and small business grants to businesses started after January 2020 in Penobscot, Piscataquis, Hancock, Aroostook, Waldo, and Washington counties, with a focus on entrepreneurs and diverse populations (refugee, immigrant, Native American, BIPOC). EMDC partners with:

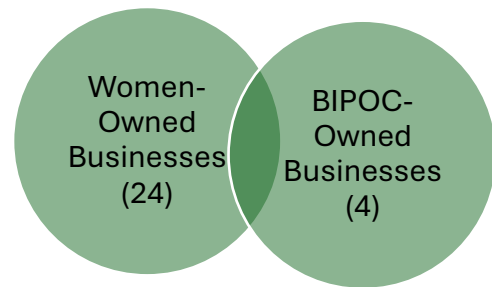
Partners	Advisory Partners
Four Directions Development Corp.	Bangor Savings Bank
Maine MultiCultural Center	Penobscot County Commissioners
UpStart Maine	Eastern Maine Community College/ Katahdin Higher Education Center
Northern Maine Development Commission	Northeastern Workforce Development Board
Cooperative Development Institute	City of Eastport

Equity Impact Investments: This new 3-year program presented by the Economic Development Administration, the International Economic Development Council and the New Growth Innovation Network promotes best practices for engaging diverse communities and industries in regional project development. Selected through a competitive process, EMDC and our partner MMCC are now in Year 2 of this program. This work has resulted in the creation of the EMDC Equity Center that will expand services and develop equity-driven investment projects, with an initial focus on building a Clean Energy cluster in Eastern Maine.

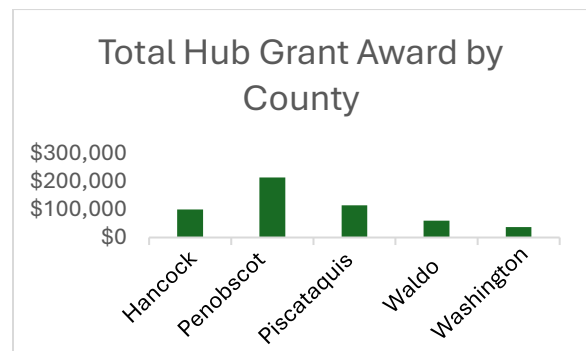
Economic Regional Hub Program



Minority-Owned Businesses Receiving Grants or Technical Assistance in 2023



Total Hub Grants Awarded by County in 2023



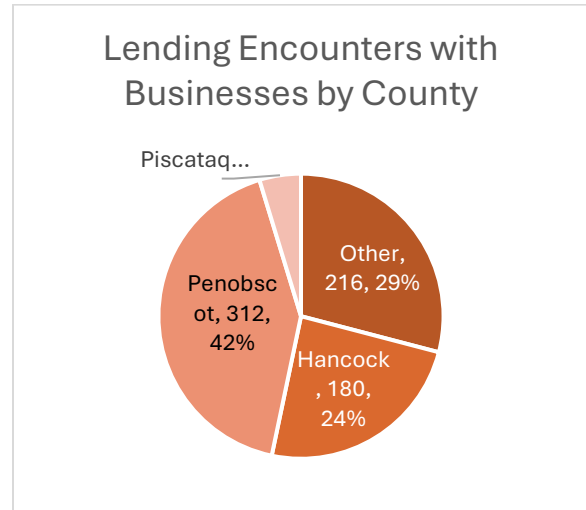
Community Impact Lending: EMDC was awarded brownfields revolving loan funds with our first site cleanup loans given to Our Katahdin for \$550,000 for the former paper mill site. We are now working with the Lincoln mill site to provide brownfields RLF funds for cleanup efforts.

12th Annual Grants Conference: EMDC hosted this regional grant conference to an audience of about 65 participants. Presenters included representation from EDA, NBRC, Maine DECD/CDBG, Bangor Savings Bank and EMDC staff with topics ranging from grant searches, application preparation and post-award management.

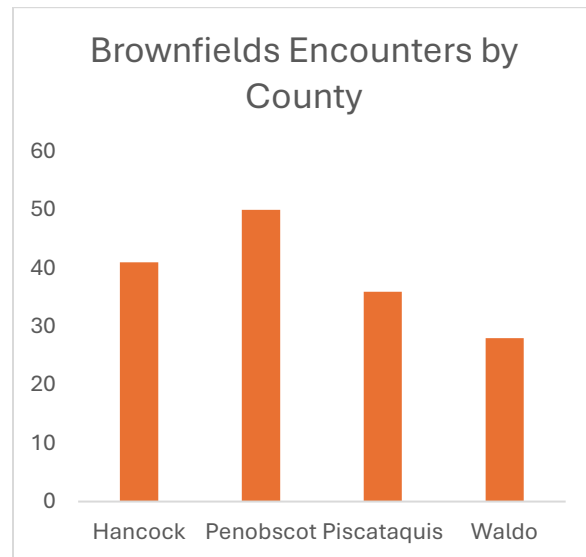
Recreation Economy for Rural Communities (RERC): EMDC was asked to facilitate the implementation phase of the RERC program that is comprised of the City of Bangor and local non-profit and outdoor recreation partners. This grassroots effort will enhance the region’s marketing and expansion of outdoor recreation activities for visitors and residents.

Technical Assistance: Historic technical assistance programming has been expanded to include planning for economic resiliency, second stage business growth, increases in domestic and international trade, and brownfields assistance for Phase 1 and 2 assessments leading to commercialization with funding through the brownfields RLF program.

Lending



EPA’s Brownfields Program



Regional Planning Commission (RPC)

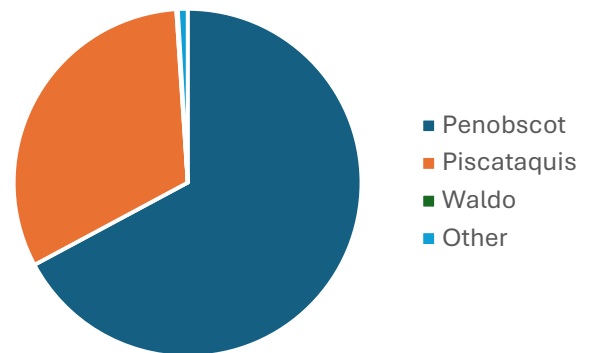
EMDC has been recognized by the State as a regional leader in broadband expansion and community resilience. In 2023, the Regional Planning Commission has made significant strides in strengthening its capacity to support these critical initiatives.

As a key component of this strategic initiative, the Planning Department has expanded its team by welcoming two regional planners. Our staff has provided comprehensive planning services to several towns in our region including Howland, Lowell, Winn, Enfield, Hermon, Guilford and Greenville. Additionally, the Commission has integrated the Climate Resilience Partnership, EPA's Brownfields Program, and Broadband under its umbrella. Our broadband efforts to expand capacity have been significant in 2023. These efforts further our commitment to proactive and impactful development.

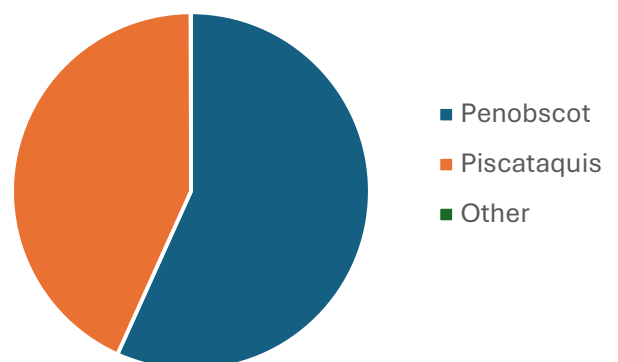
We have partnered with the town of Guilford to support their vision of creating a vital business hub in their town center. This collaboration integrates all of EMDC's services with Guilford's economic development plan, aiming to catalyze growth and prosperity in the community.

Comprehensive planning is a primary service that is available to communities looking to update or create their town's plan. Our services are provided through contracts-for-service. The fees are reasonable and typically represent only a portion of the efforts committed by EMDC staff. On average, each plan has an in-person or Zoom meeting each month over the course of one year. For every comprehensive plan dollar invested by the community, on average EMDC invests 80% more personnel dollars above the negotiated contract.

Planning Encounters By County



Broadband Encounters By County



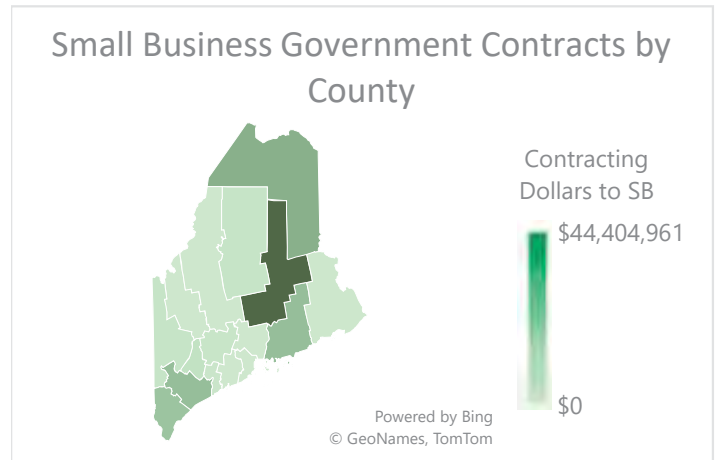
APEX

In 2023, EMDC's Maine APEX Accelerator experienced substantial team growth, fortifying its ability to empower local businesses.

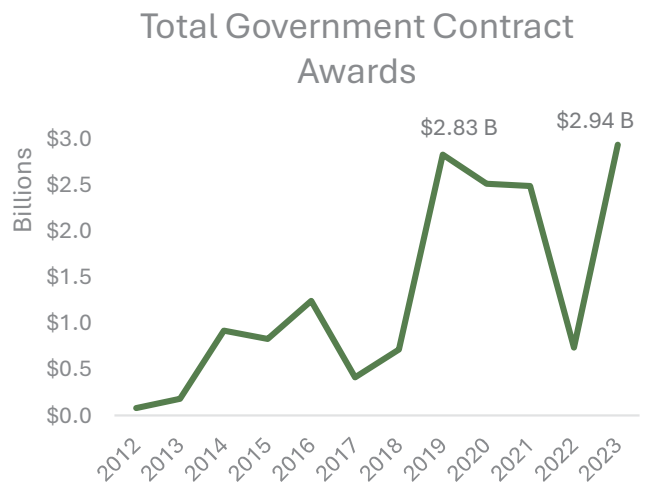
In August, Bryan Wallace assumed the pivotal role of Director, driving the strategic vision of the program, while Miranda Pelkey was appointed Deputy Director, bringing operational excellence to the forefront. Additionally, two new team members were welcomed onboard, enhancing program efficiency and support. As a result of this increase in staffing, APEX documented a total of 298 counseling hours in 2023. Of note, for every counselor hour, EMDC APEX brought in \$45,301 in small business contracts to the State of Maine.

Maine APEX also administers Disadvantaged Business Enterprise (DBE) Supportive Services, offering a Business Development Plan service to DBE business owners (women, disadvantaged, minority and disabled). This written plan can cover up to 24 entrepreneurial topics, including writing a business plan, taxes for businesses, insurance, bookkeeping etc. The DBE Specialist works with the business owner to create objectives and milestones.

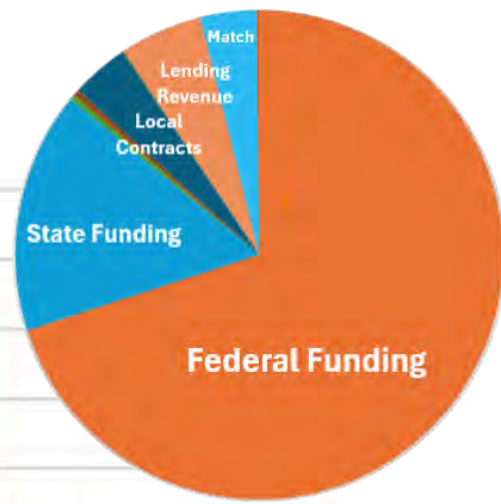
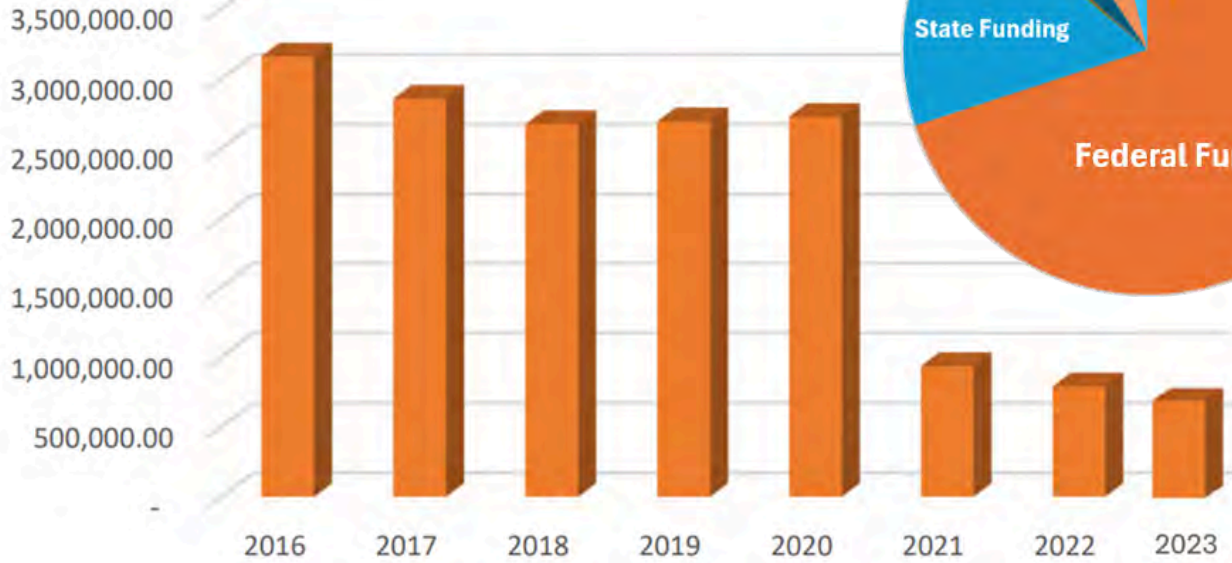
Government Contracting



In 2023, EMDC reported contract awards returning to pre-pandemic levels.



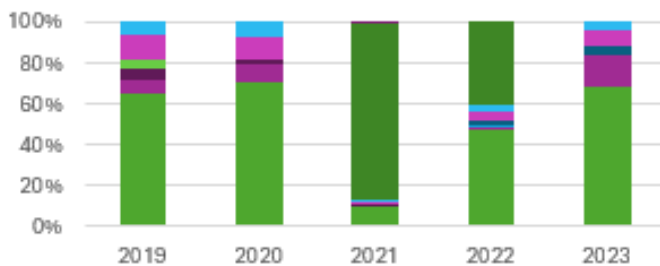
Reduction of Debt



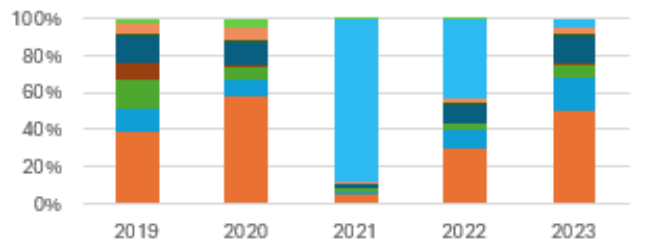
Expenses	Year 2023
Personnel	\$3,429,697.00
Consulting/Contracted Services	\$241,703.00
Operations	\$722,842.00
Lending Expenses	\$47,831.00
Participant Expenses	\$994,486.00
Travel/Training	\$126,088.00
Pass Through	\$229,000.00
Other Grant Assist to Domestic Organizations	\$881,235.00
Total Expenses	\$6,672,882.00

Funding Sources	Year 2023
Federal Funding	\$4,533,001.00
State Funding	\$1,035,450.45
Contributions	\$23,515.51
County Dues	\$25,250.25
Local Contracts	\$248,017.01
Rental Income	\$5,522.52
Lending Revenue	\$355,641.19
Match	\$241,074.07
Pass Through	\$10,000.00
Total Revenue	\$6,477,472.00

Revenues 2019-2023

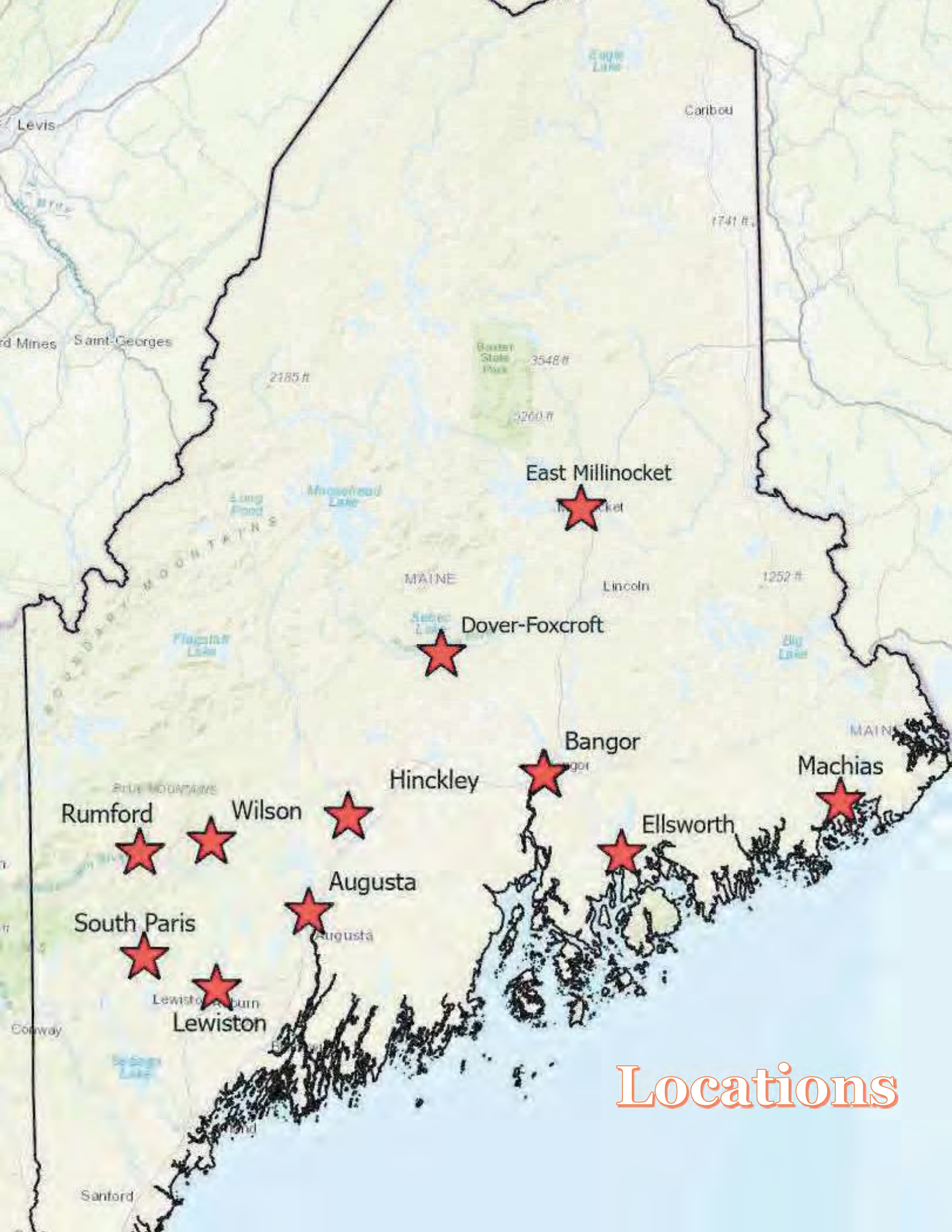


Expenses 2019-2023



- Federal Funding
- State Funding
- Contributions
- County Dues
- Local, private
- Local Contracts
- Rental Income
- Lending Revenue
- Match
- Pass Through
- Other Revenue

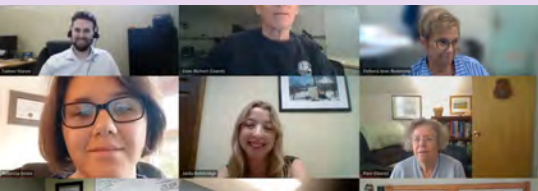
- Other
- Pass Through
- Match
- Travel/Training
- Participant Expenses
- Lending Expenses
- Operations
- Consulting/Contracted Services
- Personnel



Locations



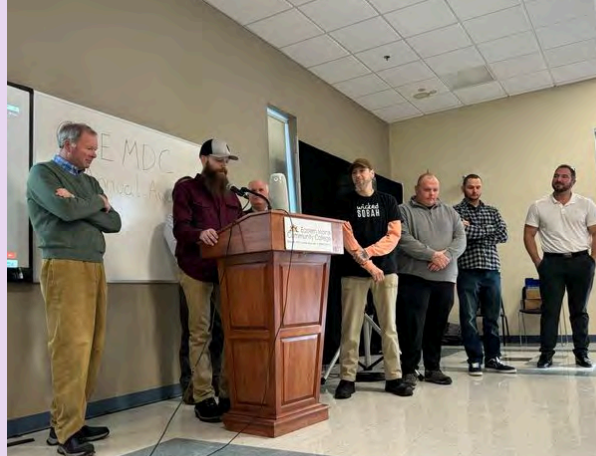
Korean Dad, Business of 2023



Annual Economic Hub Meeting



Lewiston Adult Ed., Community Partner of 2023



Fresh Start, Nonprofit Organization of 2023



MITC Trade Day Networking



Regional Planning Commission Launch



EMDC Annual Meeting & Awards Ceremony



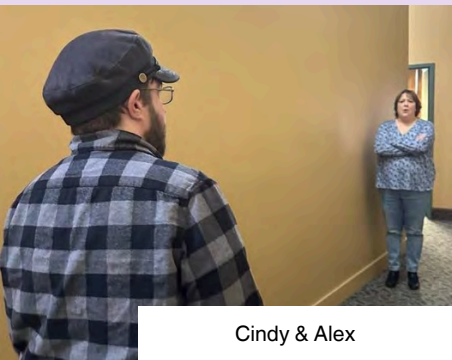
Kim Morrison, Tom Davis Employee of 2023



County Management Association Conference

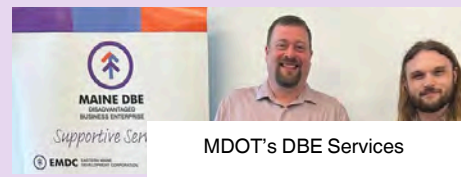


2023 Grants Conference



Cindy & Alex

EMDC Highlights 2023



MDOT's DBE Services



Agricultural Trade show



Central Western Maine Workforce team



Cross Center Gala



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George Danby, Bangor Daily News

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