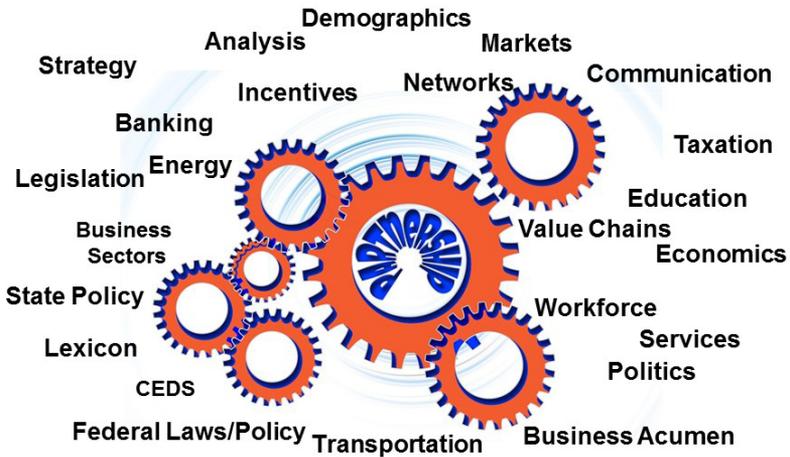




# Economic Development

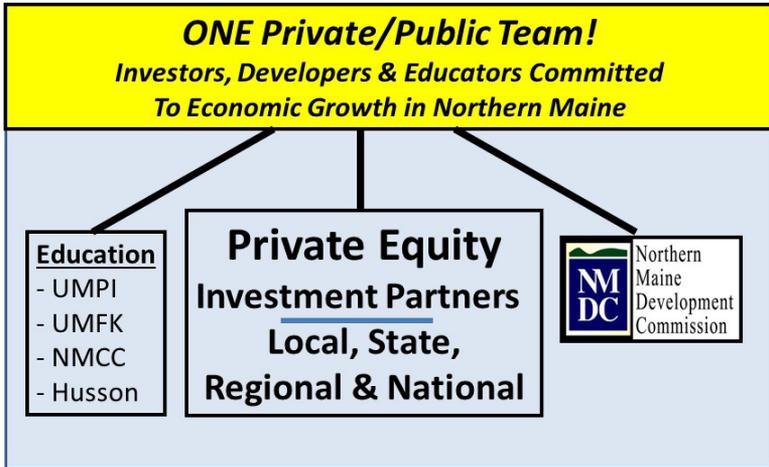


**A SYSTEM OF SYSTEMS!**

# Annual Report

## 2016-2017

## “The Aroostook Partnership”



## AP 2017 Top 3 Priorities

- 1. Increase Workforce/Population**  
*Education to Industry Efforts*
- 2. Assist Business Growth & Expansion**  
*Forest Cluster & Working Groups*
- 3. Active Legislative Engagement**  
*Aroostook Day & Legislative Bills*  
*Regional Service Coordination*

We began the year with a re-evaluation of our mission and top three strategic priorities. While the core mission did not change significantly, we all reconfirmed that Aroostook Partnership is the private/public partnership speaking with one voice and engaging the private leadership, talents, and resources in the region to ensure economic survival and growth of Aroostook County.



**Chris Anderson**

To accomplish our mission, the Partnership will continue to focus efforts on three key areas; Increasing Population and Workforce, Actively Assist Business Growth & Expansion, and Actively Engage with Legislation at the Federal, State and Local level.

Population growth is essential due to our years of outmigration. To reverse these migration trends, we have worked on a number of projects to increase the retention and in-migration of our youth. Increased career awareness, promoting job shadow and internship programs, and creating an atmosphere with our Business/Teacher Socials where business and educators come together to better understand the opportunities that exist right here in Aroostook County; are all efforts to show our youth that opportunities can be found here.

Business growth is essential to improve job prospects and put upward pressure on employment. We continue to actively engage in our key industry sectors with working groups. In addition, we started a business assistance outreach program in 2017 to help any business in any way possible so that they not only survive, but instead, prosper. And of course, we conducted another Entrepreneur of the Year program celebrating our history of business creation.

This year also marked our biennial Aroostook Day at the Legislature to continue our legislative outreach and advocacy of issues important to our industries and region. In addition, our president, Bob Dorsey, spoke on numerous occasions advocating for legislation positive to Aroostook growth or pushing hard against legislation harmful to our economy. Throughout the year, we added another area of study in the political spectrum; regional services coordination. Through thoughtful leadership, we recognize that our communities must remain competitive yet continue to deliver necessary services through our public sector. To accomplish those goals, we must become aware of and act on areas of consolidation that will make the delivery of those services affordable all while making our tax structure attractive. A complex and dynamic task, but one which carries with it an immense impact.

Thank you for your membership in Aroostook Partnership. I am very proud to be among leaders who care enough to give their time and money to an organization that tirelessly believes in the betterment of The County.

Sincerely,

Christopher B. Anderson  
2016-17 Chairman  
Aroostook Partnership

# AP Board Members

## Officers

Chris Anderson - Chairman - FA Peabody  
Jason House - Vice Chairman - TD Bank  
Robert Clark - Public VC- Northern Maine Development Commission  
Matt McHatten - Secretary - MMG  
Jennifer Buckingham - Treasurer - Tempo Employment

Jason Parent - ACAP  
Ryan Bushey - Louisiana Pacific  
Jon McLaughlin - SADC  
Carl Flora - Loring Development Authority  
Timothy Doak - RSU 39  
Joy Barresi-Saucier - Empower Aroostook  
Tim Crowley - Northern Maine Community College  
Ray Rice - University of Maine at Presque Isle  
John Short - University of Maine at Fort Kent  
Jennifer Flynn - Husson University

## Board Members

Jon Prescott - Katahdin Trust Co.  
Kris Doody - Cary Medical Center  
Gina LeBlanc-Eggert - Emera Maine  
Greg LaFrancois - TAMC  
Cal Deschene - UIG  
Mark Wilcox - Dead River Co.  
Cheri Doak - Key Bank  
Jason House - TD Bank



## Thank You Major Investors



## “Education to Industry” efforts high priority for Aroostook Partnership



*AP President and CEO Bob Dorsey addresses educators and business leaders in Fort Kent on job trends in the region. AP has held five teacher/business socials in the past year and a half as part of its “Education to Industry” efforts.*



### 2017 Highlights

#### 1. “Education To Industry” Initiative:

- Expanded **Business/Teacher Socials** to include **County Colleges** – promoting Job Awareness  
- Sept 13<sup>th</sup> @ **UMFK**; Feb 15<sup>th</sup> 2018 @ **UMPI**
- Renewed **\$9K Virtual Job Shadow Program**  
For 17 County High Schools **saving >\$6K**
- County **Job Posters** in all High Schools!
- Started **Student Bus Tours** in Central area to McCains, Huber, & Columbia Forest Products

## Letter From the President & CEO

2017 was an effective year for the Partnership. We expanded our operating model to focus on three major areas 1) workforce & population growth, 2) business growth and expansion, and 3) legislative engagement to include a new emphasis area of regional service coordination. In addition to these priorities, we also provided support to Aroostook's tourism effort by helping to fund the new, very attractive County Tourism Map depicting greater detail and some great pictures of County events, attributes and attractions.



**Bob Dorsey**

From a County growth perspective, we saw continued moderate growth with about \$160M in investment and an impressive 221 new jobs created. That brings our 5-year totals to over \$900M in total investment and over 900 new jobs created. This year we experienced growth across virtually every sector of our economy from healthcare and agriculture to forestry and manufacturing. Small business growth was particularly strong as NMDC's Small Business Development Center won a national award for exceeding their goals in assisting new business starts. At Loring, the newly formed Loring Industries opened a new truck parts and service operation and there is still hope to attract an aviation related industry to take advantage of Loring's significant hangar and runway facilities.

The Partnership's top priority remains growing the County's future workforce. For the second straight year AP, with Machias Savings Bank dedicated investment, partnered with our high schools to purchase the 'Virtual Job Shadow' program for 17 County schools to promote student career awareness. This excellent example of collaboration with our schools allowed this program to be block purchased saving over \$6000 in the process. AP sponsored two 'Business/Teacher' socials in Presque Isle & at the UMFK in Ft Kent where we expanded our program to include college professors as well as our normal contingent of teachers and guidance counselors. We also continued our support of the Junior Achievement Program, started a PIHS bus tour for high school students, and continued sending out several 'Did You Know' information emails to our teachers.

Forestry continued to grow throughout the County with Huber having a record year, and Louisiana Pacific, Irving and Twin Rivers continuing to invest and grow over 50 new jobs. The Forest Cluster briefed the national Economic Development Assistance Team who incorporated all our recommendations to produce a statewide plan to grow this key segment and the state Community College system started a state of the art Harvester Training Program that will rotate next year to Aroostook. On the manufacturing side, ACME Monaco finished their new \$3.1M building and hired 15 new employees while Smith & Wesson in Houlton completed the transfer of their hand cuff production to a new spec building and installed several new CNC machines in the main plant as well as 18 new employees.

In Agriculture, Bob Evans purchased Pineland Farms for \$115M and have plans for future expansion. Smith Farms experienced tremendous growth due to expanding demand and shipped nationwide this year. And the Maine Malt House company in Mapleton did a major expansion of their facility to quadruple production as demand for malt continues to grow that is 'made in Maine'.

In Energy, Emera Maine continued to modernize our infrastructure and ReEnergy benefited from a power purchase agreement the legislature approved to allow the sale of electricity to the state. Multiple wind projects and the transmission interconnect worth billions of dollars responded to the

## Letter From the President & CEO

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Massachusetts clean energy request for proposal and should hear if they were selected in 2018. Unfortunately, ReEnergy has notified the system administrator that they may have to shut down in the fall of 2018 if they are unable to get new contracts for their power. AP and the Forest Cluster will be working hard to help this key company stay in operation.

AP is nearly 15 years old and was started due to the ‘Tarnished Crown’ report that called for private sector engagement. This year, we contracted to have this economic analysis updated and expect the finished report in late November. Initial indications are that the challenges, especially with our demographics, continue to grow.

AP is very fortunate to have a dedicated Board of Directors and executive committee, outstanding participation by our working group members and the exceptional investment on the part of our members. This organization has accomplished a great deal and will need renewed dedication if we are to advance Aroostook.

Sincerely,



Robert D. Dorsey  
Pres. and CEO AP

## Advocacy

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For more than thirteen years the Partnership has been a champion for economic development in the region.

Engagement with lawmakers included another successful Aroostook Day at the Legislature, regularly scheduled call in with County Delegation during legislative session, contributing letters of support for bills that would benefit Aroostook County, and greater communication with several legislators from the region.

### Marketing activities and initiatives have included:

1. Addressed numerous civic organizations and briefed town and city managers.
2. Personal contact with business developers and CEO's.
3. Brainstorming activities with Loring Development Authority.
4. Continued newsletter mass e-mailings.
5. Secured news coverage in local and statewide media.
6. Participated in statewide business gatherings.
7. Recruited new investors like Pattern Energy and Machias Savings Bank.
8. Also, long-term collaborators, like Key Bank and TAMC, increased investment levels.



## 2017 Highlights

### 2. Forest Cluster Engagement:

- **Economic Development Assistance Team** Incorporated All Cluster Recommendations
- Maine Started **Strategic Forestry Plan** Effort
- **LP, Irving, Maibec & Twin Rivers Investment!**
- **LP & Irving Added 28 & 24 New Jobs!**
- Community College **Harvester Training Program** started – in Aroostook Next Year!
- Cluster Firmly Behind **ReEnergy CHP** Efforts



## 2017 Highlights

### 3. Energy:

- **Aroostook Energy Association** Formed!
- **Emera** made substantial infrastructure upgrades!
- ~ **\$1B MREI** project competing for Mass. RFP
- EDP R's **\$600M #9 Mountain & Horse Mountain** and Pattern Energy's **King Pine** wind competing for Massachusetts RFP
- **ReEnergy** aggressively looking for CHP partners

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

### 4. Diversified Agriculture:

- **Bob Evans** purchased Pineland Farms - **\$115M**
- **Maine Malt House - Quadrupled Business!**
- **SJV 'Aroostook Beef' Company** growing
- **Smith Farms** had **RECORD Broccoli Sales** - **Shipped Nationwide this summer!**
- **Maine Potato Board** Focusing on Diversification

### Miscellaneous



*The Aroostook Partnership contributed more than \$3,000 to help print a new Aroostook County Tourism destination map. The map highlights points of interest in Aroostook County and some just across the border in New Brunswick. Tourism brings more than \$150-million to the region each year and The Partnership supports all sectors contributing to the well being of Aroostook County.*

# Aroostook Partnership



**ANNUAL MEETING** — *Yellow Light Breen, President and CEO of the Maine Development Foundation, provided the keynote address at the 2016 Aroostook Partnership Annual Meeting. Below, Chris Anderson kicks off the Annual Meeting.*

**There are jobs in The County**

**Do you have the skills needed?**

**65% of all current jobs require education and training beyond high school. That percentage is expected to grow.**

**HEALTHCARE**

Business	Employees	Industry/Year
TAMC	1025	14/12
CARE	546	7/1
WASCHE (H. Kari)	505	40
Northern Regional	419	30-42
Northern-ME General	280	10-12
Pines Health	150	5-10
Caribou Nursing Ctr	120	30

**FINANCIAL SERVICES**

Business	Employees	Industry/Year
Bank of America	60	10
Admiral Trust	30	5-7
Bank of Montreal	20	10
Wells Fargo	15	10/11
Bank of Nova Scotia	10	1-2
TD Bank	10	1
Bank of Montreal	10	1

**MANUFACTURING**

Business	Employees	Industry/Year
General Dynamics	400	20
Remond-Duroc (M&M)	200	20
Spring & Brown (Sawmills)	150	10/11
Northwest Packaging	100	10-10
ARC (Manufacture)	50	1

**FORESTRY**

Business	Employees	Industry/Year
Truckee	370	10-12
Calvinist Forest Products	250	10
Long Woodlands	100	10
Greenwood Paper	100	1
Weyerhaeuser (M&M)	100	7
Weyerhaeuser	100	7
Weyerhaeuser Cedar Log Storage	10	15
Weyerhaeuser Co.	10	1
Weyerhaeuser	10	10/11

**RECREATION/TOURISM**

Business	Employees	Industry/Year
Wild Earth	100	10/11

**AROOSTOOK Partnership**

**JOBS POSTERS** — *The Partnership created and distributed roughly 15 jobs posters to high schools, colleges and adult education centers in the region as part of its “Education to Industry” initiative.*



**NATIONAL MONUMENT** — *Lucas St. Clair, formerly president of the Katahdin Woods and Waters National Monument, addresses a crowd of about 40 people in Houlton this past September. The event was organized by the Partnership and Southern Aroostook Development Corporation to let business people in Southern Aroostook know about potential business opportunities associated with the new National Monument.*



**ED TO INDUSTRY** — *TAMC President Greg LaFrancois addresses a group of educators at the Presque Isle Business/Teacher Social held in March.*

## Entrepreneur of the Year/Josh Rich

AROOSTOOK COUNTY  
— An eclectic mix of business people rose to the top of the 2017 Aroostook Partnership Entrepreneur of the Year competition, but a Fort Kent logging contractor topped them all.

Josh Rich, of JL Rich Timber Harvesting, was named the 2017 Entrepreneur of the Year at an awards banquet at Northern Maine

Community College back in May.

Finishing as the first runner up was Bruce Sargent of Falcon Transportation in Presque Isle and in a tie for second runner up was Cameron Clark of Houlton of Cameron's Lawncare and Chainsaw Carving and Peter Chase of Buildings Etcetera.

Aroostook Partnership President Bob Dorsey, who also served as one of eight judges in the competition, said the mix of small and large businesses shows just how diverse the economy of Aroostook County is and it doesn't matter the size of the business if people have a drive to succeed.

Rich received a plaque, \$1,000 award and a certificate for a free Employer U training at the University of Maine at Presque Isle. Sargent received a \$500

check and Clark and Chase each received \$250.

UMFK Professor David Hobbins, in his nomination letter wrote, "Josh Rich is a true entrepreneur. He identified a niche, full researched all forestry,

equipment and business aspects of his idea, them built a business plan to create a business model and employment for two other individuals."

In 2015, Rich started a first-of-its-kind harvesting operation which focuses on smaller merchantable timber stands.

Also at the awards ceremony, David Gordon of Katahdin Cedar Log Homes in Oakfield, was presented the inaugural Vanguard Award from the Partnership to honor a business with a proven track record of innovation, excellence and service to the economy of Aroostook County.



*Josh Rich, right, accepts the 2017 Entrepreneur of the Year award from Aroostook Partnership President and CEO Robert Dorsey.*



**A**ROOSTOOK  
*Partnership*

**Aroostook Partnership**

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