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MAINE ECONOMIC DEVELOPMENT

» From lab to market, state breeds life sciences discovery

» Textile expertise spins manufacturing innovation

World-Class Economy

Maine attracts global investment

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MAINE
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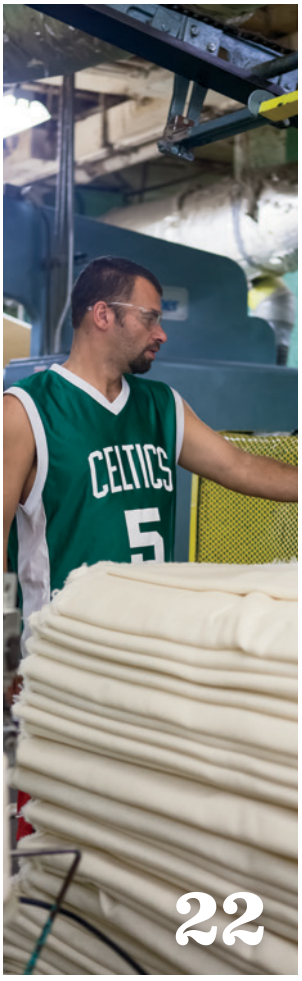
2014 EDITION | VOLUME 1



ADVANCED MANUFACTURING

BUILT OUT OF WHOLE CLOTH

Maine leverages its expertise in textile production into advanced materials innovation

LIFE SCIENCES

INNOVATION DESTINATION

From the lab to the marketplace, Maine breeds life sciences discovery

TECHNOLOGY

TECHNOLOGY ROADMAP

Maine's infrastructure and educated workforce support the state's growing IT sector

TRANSPORTATION

TRAVELING COMPANIONS

Maine's seaports, roads, rail and airport networks make the state a global center of commerce

Online

What's on businessclimate.com/maine

Innovation
Technology revolutionizes Maine's agriculture, marine and forestry industries

Renewable Energy
Maine takes a leadership role in clean energy initiatives

Research & Development
Strong universities, major institutions anchor the state's research efforts

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Keep updated and informed on the latest real-time news, developments and information.

Demographics
Drill down on the numbers behind Maine's powerhouse economy with a full set of statistics and data.

Top Industries
Learn more about the key industry sectors and top companies that make Maine work.

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Our award-winning photographers show you the unique faces, spaces and places of Maine.

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Take Maine with you with a digital edition optimized for tablet viewing.

Trends
Learn more about what's shaping Maine's business climate.

Top Employers
Find out who the major players are in the state.

Livability
Arts, recreation, entertainment, education, health care and all the things that make Maine an outstanding place to live.

Site Guide
Links to comprehensive data on available land and buildings.

Cool Companies
Meet fast-growth businesses finding success in Maine.

ON THE COVER
Eartha, the world's largest revolving and rotating globe, at the DeLorme corporate campus in Yarmouth, Maine.
Photo by Brian McCord

7 » OVERVIEW
8 » DISCOVER
50 » ECONOMIC PROFILE

12
BUSINESS CLIMATE
THE MAINE ADVANTAGE
The Pine Tree State is a destination of choice for business investment, working, living

18
INDUSTRY ADVANCEMENTS
NEW TOOLS FOR THE 3FS
Technological advances drive Maine's farming, fishing, forestry industries

42
RENEWABLE ENERGY
CLEAN AND GREEN
Wind, water and biomass fuel Maine's renewable energy boom and grow the state's green industry

46
EDUCATION
KNOW HOW
Strong university research efforts and skills-building colleges help propel innovation

54
LIVABILITY
WORK, PLAY, ENJOY
Maine's numerous attractions and spectacular natural beauty make it an excellent place to put down roots

60
PORTLAND
YES, INDEED
Maine's communities are centers of innovation and culture, offering a superior quality of life on a human scale

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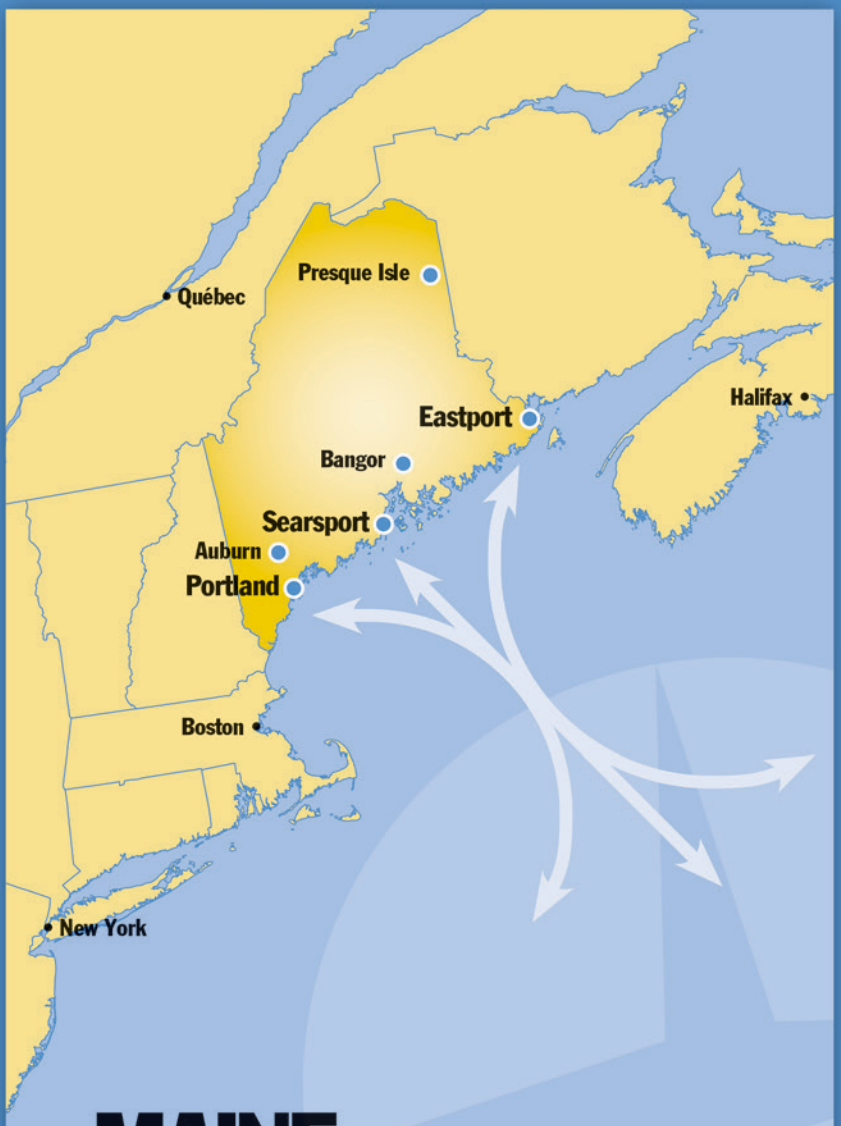
Optimizing Your Supply Chain



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The *Maine Economic Development Guide* is published annually by Journal Communications Inc. and is distributed through the State of Maine, Department of Economic and Community Development. For advertising information or to direct questions or comments about the magazine, contact Journal Communications Inc. at (615) 771-0080 or by email at info@jnlcom.com.

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WELCOME TO MAINE

Maine is open for business! That statement is more than just a slogan. It represents my unyielding commitment to a strong and competitive business climate in our great state.

What is evident from this publication is the assurance that the State of Maine works collaboratively to make business operations here economically viable and attractive to you. We have a powerful business infrastructure, a committed and skilled workforce, a dynamic environment for business development and expansion, and an unsurpassed quality of life.

It is our sincere desire to work with you in any way possible. Since I took office, my administration has put in place a solid foundation for economic growth and prosperity, and we are proud of what Maine has to offer. We have successfully lowered the tax burden, reduced regulatory burdens on private-sector investment and development, and implemented reforms in health insurance, welfare and pension systems.

Maine moves at the speed of business. My dedicated team of Governor's Account Executives works tirelessly to connect new and existing businesses with the resources they need to grow and succeed. And our state's growing list of "Certified Business-Friendly Communities" is proof that our cities and towns are partners with the state in improving efficiencies and gaining a competitive edge.

Capital goes where it is welcomed and stays where it is appreciated. This we understand. No longer is Maine just a great place to visit, it is an even better place to live, raise a family and grow a business.

Sincerely,

Paul LePage

Paul LePage
Governor of Maine

maine
Economic & Community Development

Discover Maine

SIGNATURE BUSINESS

A MAINE TRADITION SINCE 1912

It is as synonymous with Maine as a lobster, and it has built both a reputation and a loyal following well beyond the state's borders.

Since outdoorsman Leon Leonwood Bean began selling hunting boots in 1912, **L.L. Bean** has been the standard in high-quality outdoor gear, apparel, footwear, luggage and home furnishings.

Today, the company does more than $1.5 billion in annual sales through its catalog and online store, and its fabled flagship in its hometown of Freeport. Its 200,000-square-foot retail campus is open 24/7 and draws some 3 million visitors every year. L.L. Bean also operates retail stores in 17 other locations in eight states as well as 10 outlet stores.

L.L. Bean makes a number of its signature products, such as its Maine Hunting Shoe and its Boat and Tote Bag, at production facilities in Brunswick and Lewiston, which employ nearly 350 people.

In addition to being one of the state's largest private employers (it employed more than 5,000 people company-wide and 9,400 during the holidays in 2012), it is also one of Maine's most noted corporate citizens. The family-owned company has given more than $14 million to organizations in the last 10 years for land conservation and environmental stewardship.

The L.L. Bean flagship store in Freeport, open 365 days a year, sells apparel, footwear, outdoor equipment, books and pet supplies.

FAST FACT

99%

of wild blueberries sold in the United States are produced in Maine

THINGS TO DO

GOOD SPORTS

Sports lovers and those who love watching sports will love Maine.

The state, in the heart of hockey-mad New England, is represented by the **Portland Pirates** of the American Hockey League. The affiliate of NHL Phoenix Coyotes has had future NHL stars on its roster, including Byron Dafoe and Olaf Kolzig.

For those who enjoy the summer game, the **Portland Sea Dogs** have served as the Double A affiliates of the Boston Red Sox since 2003. The team plays its games at 7,368-seat Hadlock Field. The Portland Exposition Building, the second-oldest arena in continuous use in the United States, is the home of the **Maine Red Claws** of the NBA Development League. The team is affiliated with the Boston Celtics.

College sports also draw considerable interest in Maine. **The University of Maine** competes at the Division I level in 17 sports, including men's and women's hockey and basketball, and its football team competes in the Colonial Athletic Association.

MADE HERE

MAINE HAS WHAT ALES YOU

Maine has a thirst for craft beers and an impressive roster of craft beer makers and microbreweries.

Today, more than 30 craft brewers in the state turn out more than 200 brands of locally produced lagers and ales.

Among the list of Maine-based craft brewers is Portland's **Allagash**, which began making its Belgian-style American craft beers in 1995.

In the Lewiston area, **Baxter Brewing Co.** opened in early 2011 and became the first brewery of its kind in the state to can all of its beer.

The Oak Pond in Skowhegan produces a variety of beers, including White Fox, Nut Brown and Door Yard ales, as well as lagers and seasonal beers from its 14-barrel brewhouse.

Portland's **Shipyard Brewing Co.**, founded in 1994, is one of the nation's largest craft brewers, shipping nearly 2.2 million cases of its ales in 2012. In 2013, its Pugsley's Signature Series Smashed Blueberry, Bourbon Barrel Aged Double Scottish Ale and Old Thumper Extra Special Ale received silver award honors at the Los Angeles International Commercial Beer Competition.

For the thirsty, the **Maine Beer Trail**, established in 2009, spotlights the diversity of craft beers in the Pine Tree State and offers a guide of who's making them and how to find them. For those who like to soak up the experience of seeing beer made as well as drinking it, many of the state's craft brewers offer tours and tastings.

Among them is the **Rising Tide Brewing Co.** in Portland, a family-owned brewery that specializes in small batches of artisanal, hand-crafted ales. Rising Tide offers tours on Fridays and Saturdays and has a tasting room that offers a view of the brewery operations.

INTERNATIONAL IMPACT

GLOBAL THINKING

An organization based in Maine is helping U.S. college and university students and faculty connect with the world while also helping students and working adults from other nations experience U.S. higher education and the workplace.

Founded in 1947, the Portland-based **Center for International Educational Exchange (CIEE)** helps thousands of students, professionals and educators live and work in a globally interdependent and culturally diverse world by offering a range of comprehensive exchange programs.

The organization has more than 500 employees in Portland and around the globe who provide services that include teaching abroad programs, internship and training programs in the United States for foreign students and professionals, seasonal hiring for foreign student workers at U.S. companies, exchange programs that bring foreign high school students to the United States, and study abroad programs for U.S. college students.

CIEE offers more than 200 study abroad and educational exchange programs for college and university students in more than 40 countries and 60 cities worldwide. The study abroad program for U.S. college students offers more than 150 programs in 41 countries in Africa, Asia, Australia, Europe, Latin America and the Middle East, and allows participants to spend a semester, year or summer abroad studying subjects ranging from architecture to business to language study.

CIEE's USA High School Plus Program offers international students ages 14-19 access to prestigious U.S. secondary schools for a semester, a year or up to all four years of study on an F-1 visa, helping students who plan to stay in the U.S. for college prepare for university-level academics.

Learn more about CIEE at **www.ciee.org**.

The Maine Advantage

THE PINE TREE STATE IS A DESTINATION OF CHOICE FOR BUSINESS INVESTMENT, WORKING, LIVING

The Jackson Laboratory in Bar Harbor is one of Maine's major employers.

Maine is traveling in the fast lane when it comes to business. The state's $53.7 billion economy is both diverse and innovative, with major industry sectors that include clean energy, life sciences, information technology, environmental technology and advanced materials.

Companies considering Maine for investment will see more than just the state's favorable attributes for business, though they are many and considerable. Maine ranked No. 1 for new business investment on Ernst & Young's COST Report in 2011, for a highly skilled and educated labor force, committed educational partners and favorable incentives. When compared to its New England neighbors Maine has lower energy costs, generally lower labor costs and high productivity rates.

But beyond those attributes, Maine can tell a unique and compelling quality-of-place story that is every bit a part of its overall draw as a place to invest. Its renowned beaches, rocky coastline, scenic mountains and famed seafood contributed to Maine's quality of life being ranked Best in the Nation by *fDi Magazine*, a trade publication specializing in foreign direct investment, and Portland being ranked No. 1 on *Forbes*' America's Most Livable Cities list.

"Lifestyle can make the phone ring," says Peter DelGreco, president of Maine & Company, a consulting service for businesses looking to expand or relocate to the state. "It can turn a cold call into a warm one, but the bottom line is we have to show companies how we can make it work for them on a spreadsheet."

Maine Maritime Museum, located in Bath, features exhibits and artifacts that offer a glimpse into the state's past. The museum includes photos, books, maps and charts.

'They Chose Maine'

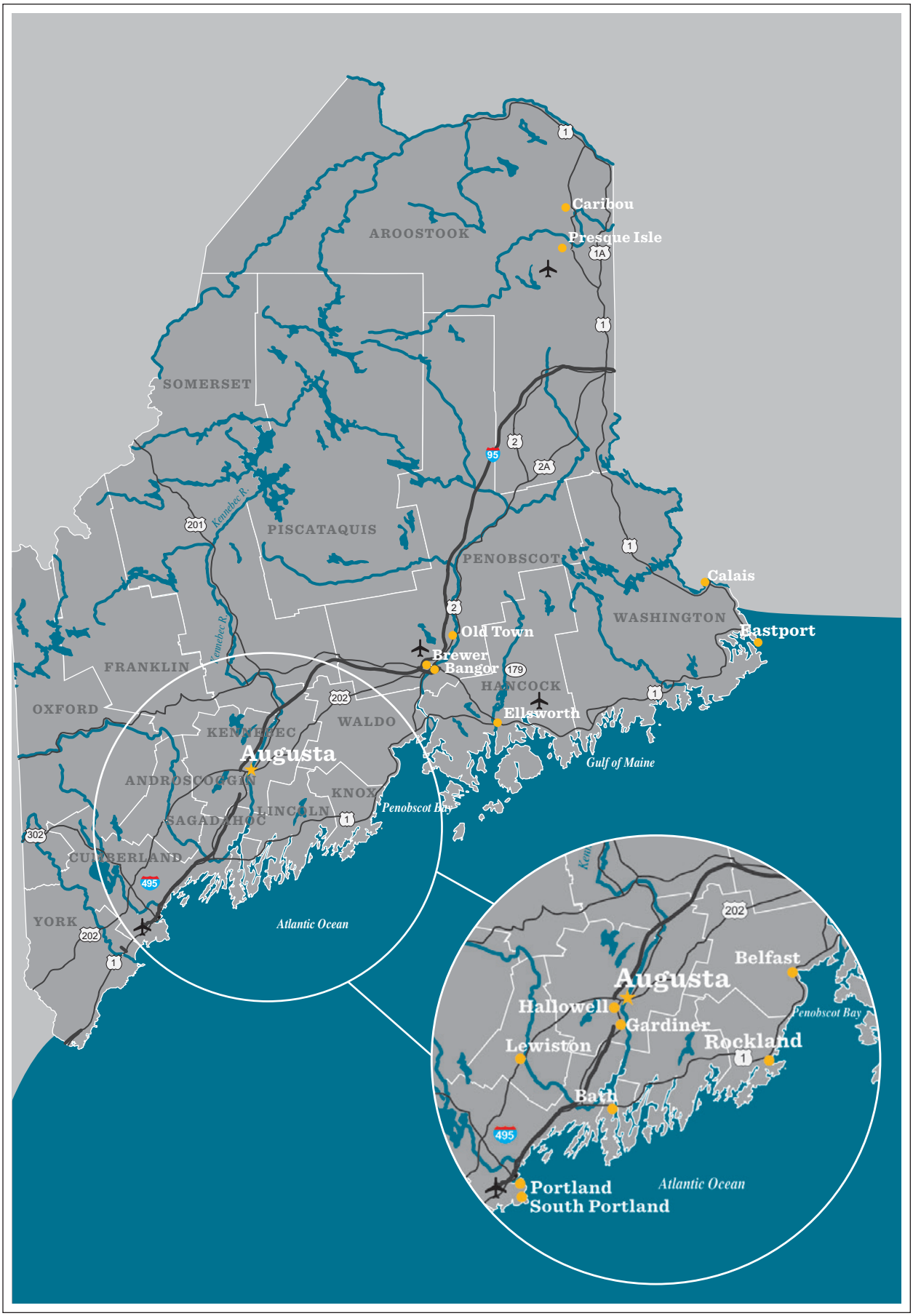
It works for a number of globally known brands, from L.L. Bean to Bath Iron Works (General Dynamics), New Balance and Poland Spring (Nestle) bottled spring water.

DelGreco points out that there are numerous companies in Maine that could, by all rights, be located anywhere. Notable among them is The Jackson Laboratory in Bar Harbor, a popular tourist destination surrounded by Acadia National Park. The internationally renowned genetic research institution employs more than 1,400 individuals. Twenty-six Nobel prizes and the prestigious Shaw Prize are linked with the laboratory. Estimated annual impact is $353 million.

athenahealth, a health-care IT company, chose Belfast after a three-and-a-half-year national site search. The move reduced turnover, provided the necessary workforce talent and offered more affordable costs of doing business. The company has 600 employees in Maine, and is adding 100 annually. As a nod to its achievements, athenahealth was named to *Forbes*' annual list of America's 25 Fastest-Growing Tech Companies for the second year in a row. Its 2012 revenues were $422.3 million.

Companies that once outsourced

PHOTO COURTESY OF BUTCH MOOR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Presque Isle
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Calais
WASHINGTON
Eastport
Old Town
Brewer
Bangor
FRANKLIN
HANCOCK
OXFORD
Ellsworth
WALDO
KENNEBEC
Augusta
Gulf of Maine
ANDROSCOGGIN
KNOX
LINCOLN
Penobscot Bay
SAGADAHOC
CUMBERLAND
YORK
Atlantic Ocean
Belfast
Hallowell
Gardiner
Rockland
Lewiston
Bath
Portland
South Portland

jobs have found success in Maine. Carbonite's technical support division in India had 147 percent turnover with a customer dissatisfaction rating of 70 percent. The company decided to bring the jobs back to Lewiston and turnover decreased dramatically. Customer scores shot up to 90 percent satisfaction, and 250 employees now do the job that 400 previously did in India.

The World Is Maine's Oyster

Maine's attributes are attracting notice on an international scale. Global investment is on the rise in Maine, where U.S. subsidiaries of foreign companies employ 30,400 workers, 8,000 in manufacturing, according to the Organization for International Investment.

The state offers a number of resources to encourage foreign investment. Among them is the Maine International Trade Center, which, among other things, helps steer foreign investors through the regulatory hurdles they face. The practice is working, according to center President Janine Bisaillon-Cary.

"U.S. regulations can be daunting to foreign investors, so we believe in 'hand holding' to ease the process for foreign companies looking at doing business here," Bisaillon-Cary says.

She credits a new program, Invest in Maine, for much of the state's success in attracting new international business.

The state is also a major exporter, with $3.1 billion in exports in 2012. Canada, which shares some of its border with Maine, is the state's leading export partner, accounting for $1.3 billion in trade. Canada also is the

The Jackson Laboratory's 43-acre campus is in Bar Harbor.

FACTS ABOUT MAINE: 2013

Population
1.3 million

State Capital
Augusta

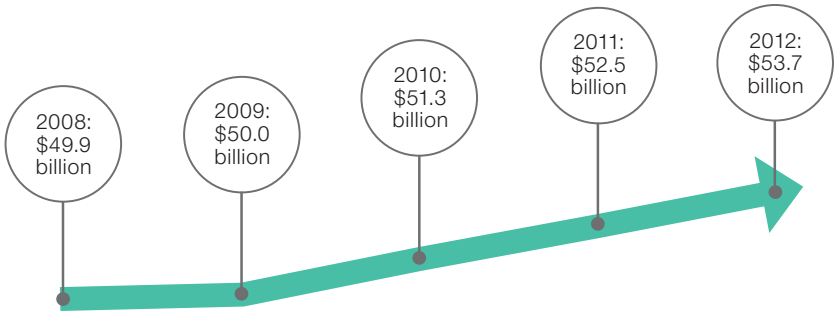
Largest City
Portland

Coastline
3,500 miles

Lakes and Ponds
6,000

Forest
17 million acres

Maine GDP



Source: U.S. Bureau of Economic Analysis

Key Industry Sectors

- *Life Sciences*
- *Aerospace and Advanced Materials*
- *Pulp, Paper and Wood Products*
- *Marine Construction and Technology*
- *Information Technology*
- *Environmental Technology*
- *Hospitality and Tourism*
- *Food, Beverage and Agricultural Products*
- *Renewable Energy*

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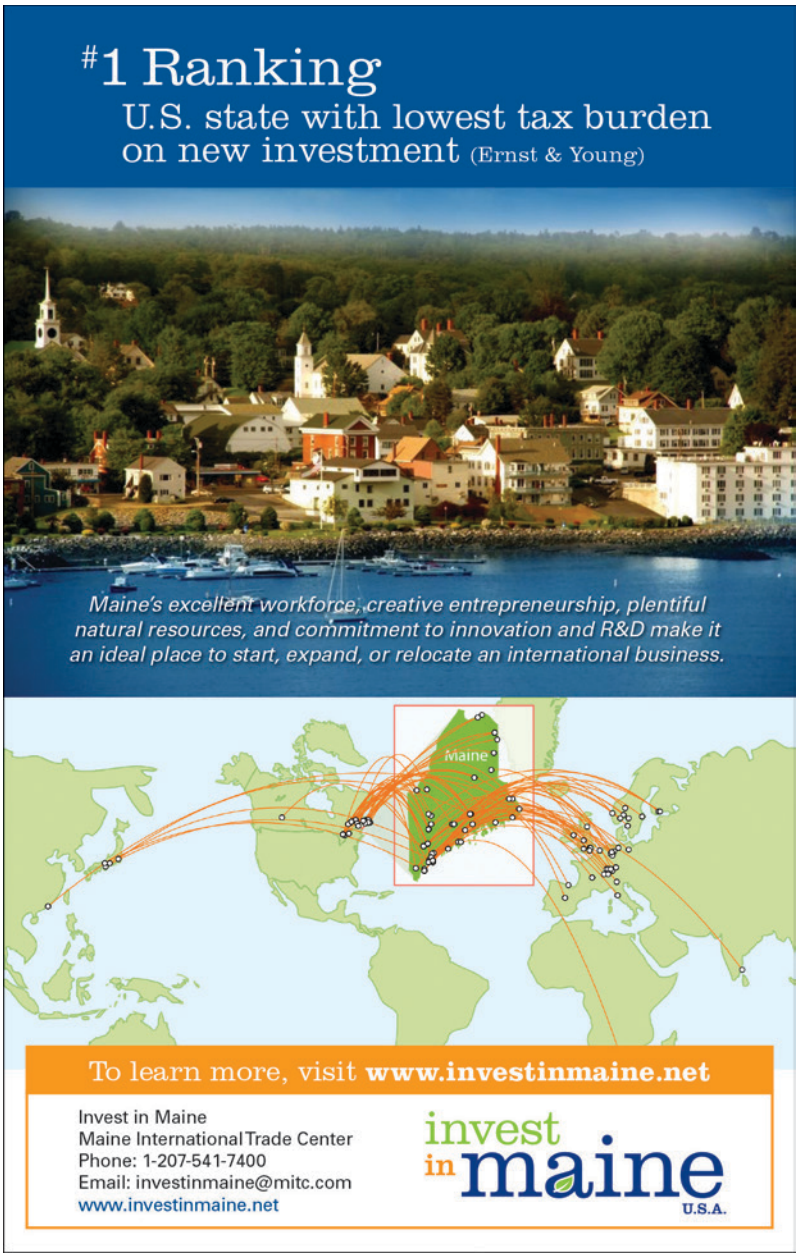
#1 Ranking
U.S. state with lowest tax burden
on new investment (Ernst & Young)
Maine's excellent workforce, creative entrepreneurship, plentiful
natural resources, and commitment to innovation and R&D make it
an ideal place to start, expand, or relocate an international business.
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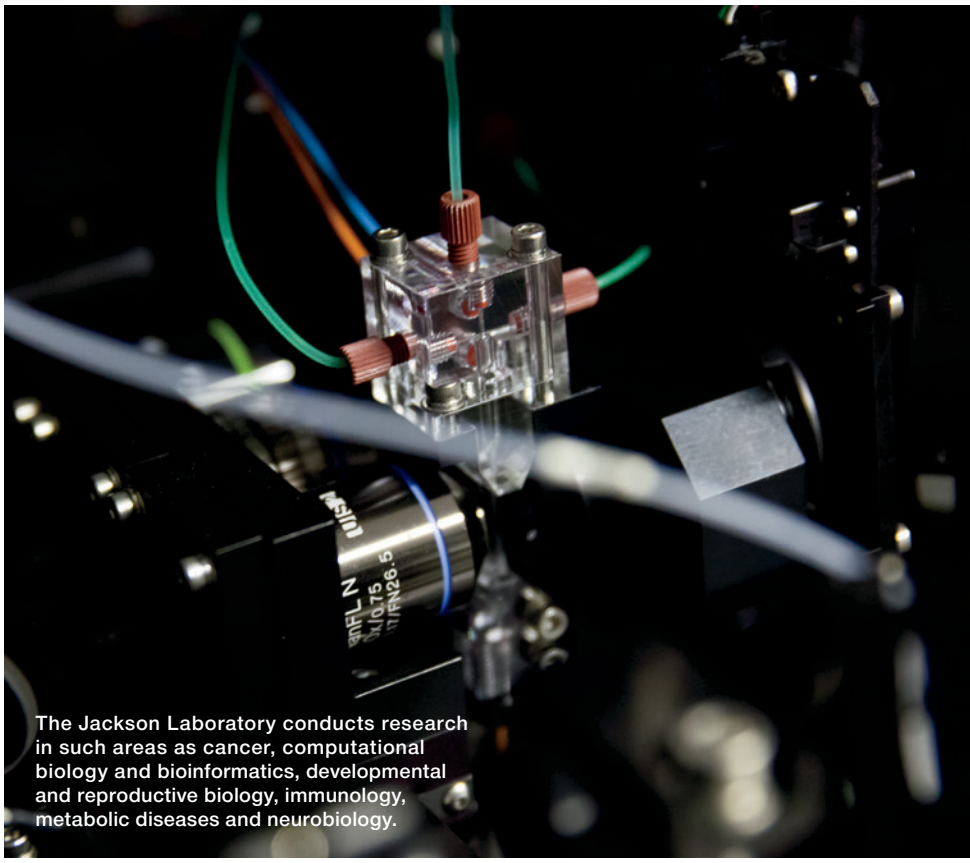
No. 1 foreign direct investment country, with 40 companies in Maine.

Partnerships and joint ventures often break the ice for global companies. Swedish health and medical products company Mölnlycke Health Care had an existing supply relationship with Rynel, a manufacturing company. Rather than continuing to purchase materials from Wiscasset-based Rynel, Mölnlycke decided to purchase the company. Two years later, Mölnlycke was named Foreign Direct Investor of the Year by the Maine International Trade Center.

The company in September 2013 opened a new wound-care manufacturing facility in Brunswick at Brunswick Landing, a $50 million investment that will create 100 new jobs over the next several years. The facility produces an advanced bandage product, which was formerly manufactured in Finland, using a patented adhesive technology.

"The catalyst for Mölnlycke building in Maine is the tremendous growth that we are seeing in the U.S. market for our products," says Jim Detert, Business Development Director – the Americas.

Story by Lynne Brandon
Photography by Brian McCord



The Jackson Laboratory conducts research in such areas as cancer, computational biology and bioinformatics, developmental and reproductive biology, immunology, metabolic diseases and neurobiology.

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$780 million
estimated annual economic impact

125+
budding entrepreneurs helped each year by the Foster Center for Student Innovation

175+
R&D projects with Maine companies in FY13

The University of Maine is a leader in developing new products and services, creating solutions and testing innovative ideas for companies throughout Maine and the world. It conducts R&D in all seven of Maine's designated technology sectors. From FY05 to FY13, the University of Maine filed more than 150 patents and more than 10 tech-based start-up companies are commercializing UMaine technology. With a vantage point like no other, UMaine is developing Maine's workforce, and creating opportunities to work and succeed in the state. Learn more about the UMaine advantage (umaine.edu).

The University of Maine is an equal opportunity/affirmative action institution.

New Tools for the 3 Fs

TECHNOLOGY INNOVATION DRIVES MAINE'S FARMING, FISHING, FORESTRY INDUSTRIES

Three of Maine's core industries – forestry, fishing and farming – are undergoing dramatic transformations to remain viable for the future. Through innovative technologies, these legacy industries are carving a successful path of progress.

Maine, the nation's second leading producer of paper and pulp, is producing as much of both as ever, thanks to innovations in forest sustainability and major technological advances.

Research Papers

Sappi Fine Paper North America operates two paper mills in Maine and a state-of-the-art research and technology center in Westbrook. The nine-building research facility, called the North American Technology Center, is equipped with two pilot coaters that enable prototype development for both the company's coated fine papers and specialty release paper business. Sappi's release papers are used to provide textures and patterns for synthetic fabrics used in automobiles, footwear and apparel, as well as decorative laminate surfaces found in flooring, kitchens and bathrooms. The center, which has more than 250 patents, helps Sappi maintain a competitive edge.

"The research and development facility has played an important role in helping our business stay profitable," says Beth Cormier, vice president of research, development and innovation for Sappi Fine Paper North America. "Our technology advances have resulted in improved and more profitable products to market."

Cormier noted that research advances in the more mature graphic and technical paper business have helped with efficiency and cost.

"The community in Maine has been very supportive of the company, and educational institutions like the University of Maine system have been great collaborators in our R&D efforts," Cormier says.

In addition to the release paper and graphic and technical papers research, the Westbrook facility has been investigating new opportunities for the forest products industry, including the use of nano cellulose materials from trees. These renewable materials have phenomenal strength capacity and can be used in a host of applications.

Another Maine pulp mill, Old Town Fuel & Fiber in Old Town, is producing energy and biofuels as byproducts of its core pulp manufacturing process.

"I think the paper and forestry industry in Maine will remain strong for a long time to come, largely due to its latest innovations and the abundance of the product," says John Williams, president of the

Old Town Fuel & Fiber manufactures pulp in a mill that has been in operation on the Penobscot River for more than 100 years.

Maine Pulp & Paper Association.

The state also has a number of high-end furniture manufacturers, including Thos. Moser Cabinetmakers in Auburn, as well as major paper products, wood flooring and building products companies. Forest products are Maine's leading export commodity.

Sullivan Harbor Farm in Hancock harvests salmon from within 60 nautical miles of the company's smokehouse.

Maine Aquaculture Feeds the World

Aquaculture is perhaps Maine's newest and fastest-growing industry. Sales from Maine's 180 aquaculture farms range from $80 million to $110 million annually, and more than 630 people are directly employed in the industry.

Maine aquaculturists raise Atlantic halibut, Atlantic salmon, blue mussels, American oysters and various species of seaweeds, scallops, clams, sea urchins and freshwater bait fish.

"We believe that growing food in the water is more efficient than growing food on land," says Sebastian Belle, executive director of the Maine Aquaculture Association. "Maine seafood is a quality product demanded across the globe."

Maine's agriculture and food industry is also managing to stay ahead of the innovation curve. Maine farms number more than 8,100, covering more than 1.25 million acres. The industry has a $1.2 billion impact on the economy. Maine leads the world in the production of wild blueberries, and is a leading producer of potatoes, maple syrup, brown eggs, tomatoes and dairy products.

There are many technological advances in the growing and vibrant organic farming community in the state and the Maine Agriculture Center is a major provider of innovation for the farming and food industry.

With such successful agriculture and fishing sectors, a host of food production companies has emerged. These include Backyard Farms, Cooke Aquaculture, Sullivan Harbor Farm, Ducktrap River of Maine, Wyman's of Maine, McCain Foods and Penobscot McCrum.

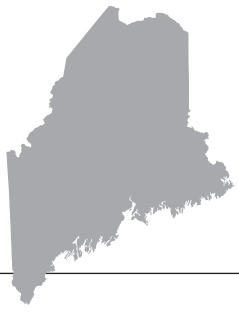
Maine is also seeing a dramatic increase in exports, largely due to its latest technological innovations, says Janine Bisaillon-Cary, president of the Maine International Trade Center. Paper and seafood are among its major export categories.

"Over the past several years, Maine has put a great deal of effort in developing overseas markets," Bisaillon-Cary says.

Story by John Fuller
Photography by Brian McCord

8,100
Farms in Maine

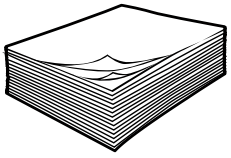
1.25 million
Farm acres in the state



No. 2 state for paper production

*Maine ranks **No. 1** in the world in the production of wild blueberries*

$2.2B
Revenue of food and beverage producers in Maine



MARINE RESEARCH

The Underwater Economy

AQUACULTURE RESEARCH INSTITUTE SUPPORTS EMERGING INDUSTRY

The University of Maine's Aquaculture Research Institute (ARI) has gained a worldwide reputation for its help in nurturing the state's growing industry surrounding aquaculture – the farming of aquatic organisms such as fish, shellfish and even plants.

This industry has only recently emerged as a solution to world food demand. From its three campus locations, ARI is conducting groundbreaking research in a variety of aquaculture-related disciplines.

Businesses seeking aquaculture solutions in areas ranging from food processing to pharmaceuticals to cosmetics are benefiting from ARI's research. ARI provides aquaculture business incubators for aspiring entrepreneurs, and is researching possible cures for sea-life diseases that may affect salmon and shellfish.

The institute studies plant life like seaweed, which can help treat wastewater, and has discovered how fish waste can be used as fertilizer. ARI has introduced new fish species, such as abalone, to the East Coast for possible commercial aquaculture purposes.

Jake Ward, University of Maine vice president for innovation and economic development, says ARI works with businesses in a variety of ways. Often companies partner with ARI in studies to determine commercial applications, or may license ARI's research to use in its business. ARI has also received research grants for aquaculture studies from government agencies including the National Oceanic & Atmospheric Administration.

Many University of Maine graduates go on to start their own aquaculture or aquatic-related businesses, ranging from fish farms to veterinary clinics to seaweed food manufacturing for supermarkets.

"We have helped develop a statewide aquaculture network that is addressing a host of issues," says Ian Bricknell, director of the Aquaculture Research Institute and professor of aquaculture biology at the university. "We are proud of the businesses and jobs that have been created as part of the work we are doing."

– John Fuller

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BUILT OUT OF WHOLE CLOTH

MAINE LEVERAGES ITS LONG HISTORY OF TEXTILE EXPERTISE INTO BREAKTHROUGHS IN ADVANCED MATERIALS AND COMPOSITES

UNIVERSITY OF MAINE RESEARCH LED TO THE DEVELOPMENT OF THE BRIDGE-IN-A-BACKPACK SYSTEM

THE STATE'S ACADEMIC RESEARCH CENTERS HELP SUPPORT ADVANCED MATERIALS INNOVATION

MAINE-BASED ADVANCED MANUFACTURING COMPANIES PROVIDE TOP INDUSTRIES WITH HIGH-QUALITY PRODUCTS

With 87,000 square feet of lab space, the Advanced Structures and Composites Center includes a wind blade test stand.

From a bouncing tennis ball to fabric that can stand up to fire, Maine's historic expertise in textile manufacturing has led the transition to advanced materials manufacturing.

The state is at the forefront of innovations in advanced materials and composites that are finding their way into everything from cars and construction materials to marinas and energy generation. The next generation of textiles used in everything from flame-retardant materials to rocket engines is being developed in Maine.

Student researchers complete projects at the Advanced Structures and Composites Center.

Supporting advanced materials innovation in the state are academic research centers such as the University of Maine's Advanced Structures and Composites Center, a "one-stop shop" for developing a composite product or structure from the conceptual stage through research, manufacturing of prototypes, comprehensive testing and evaluation and commercialization. Over the past five years, the center has partnered with industry clients on more than 300 product development projects, says Elizabeth Viselli, manager of global communications for the center.

"Our mission is economic development corresponding to our industrial test program and some commercialization efforts with program areas," she says.

Research to Marketplace

Research at the center led to development of the Bridge-in-a-Backpack, a lightweight, corrosion-resistant system for short to medium span bridge construction. The technology has been licensed to Advanced Infrastructure Technologies, a spin-off company.

"Now that company is creating bridges worldwide and has built several in Maine, all competitively bid," Viselli says.

The center also leads development efforts on wind power, launching the first grid-connected offshore floating wind turbine prototype in the Americas in 2013.

In Bath, Hodgdon Defense Composites developed the MAKO technology demonstrator to show the strength of composites in naval architecture. With advanced manufacturing techniques, HDC produces designs that far surpass the capabilities of traditional aluminum naval boats and mass-produced parts. HDC worked with the Advanced Structures and Composites Center to develop advanced composites for U.S. Defense Department and Homeland Security customers. The center helps companies push the design envelope.

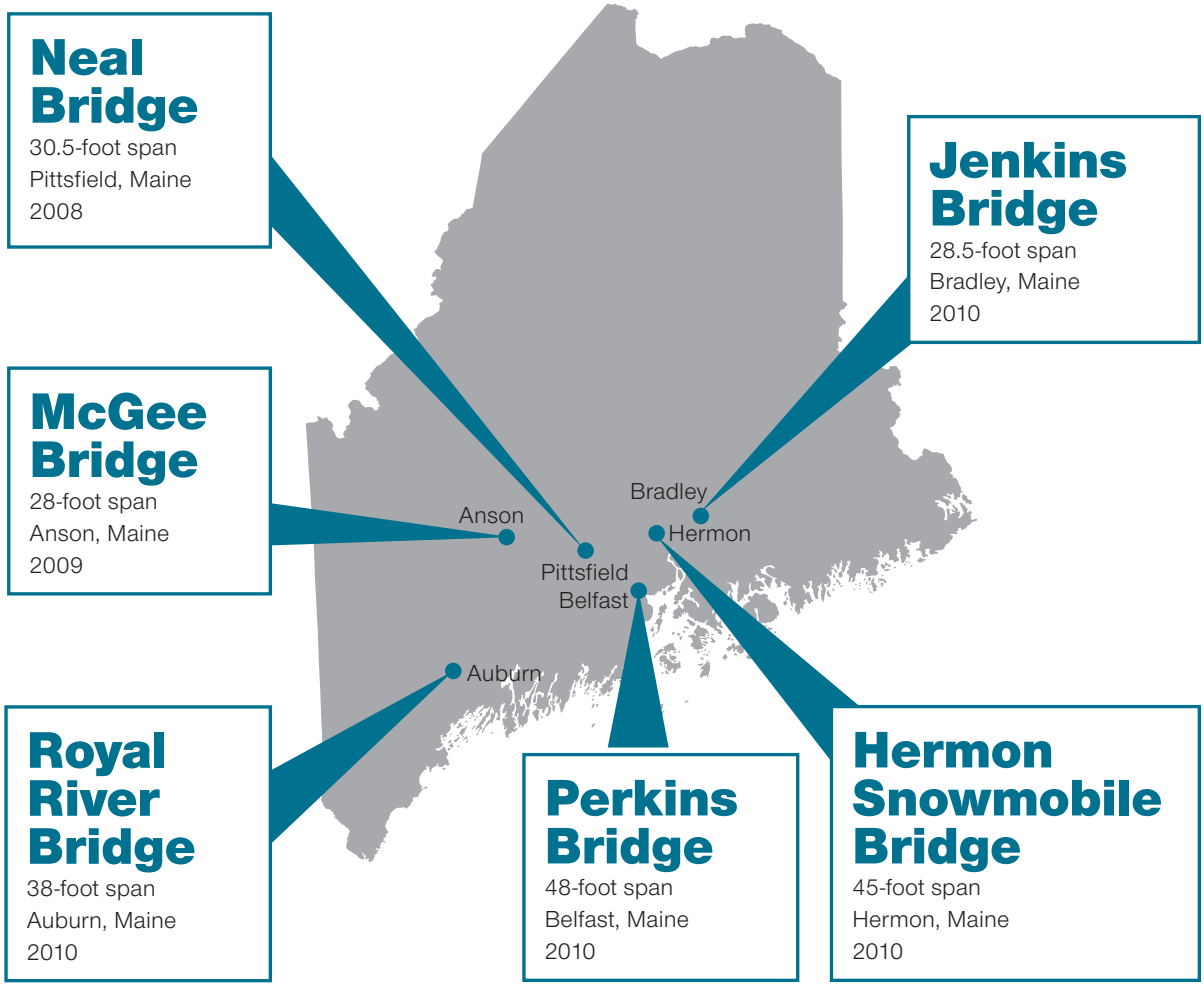
"We want to build things lighter and without compromising overall performance, and UMaine has helped us develop those design standards," says David N. Packhelm Jr., president and CEO of Hodgdon. "They have a complete testing shop that's as good as any place in the country."

A History of Innovation

Maine's heritage in textiles is leading to new innovations in advanced materials. Auburn Manufacturing in Mechanic Falls, for example, develops fire- and heat-resistant materials used in industries ranging from petroleum and chemicals to power generation and transportation.

The Bridge-in-a-Backpack system is tested at the Advanced Structures and Composites Center.

Bridge-in-a-Backpack



The company doubled the size of one of its production facilities and won a $2 million government contract for high-temperature silica fabric.

The company recently developed a new translucent fireproof fabric for use in oil refineries, shipbuilding and power generation facilities. The next step is to introduce it to data centers that need heat-resistant barriers to protect computers. Katie Leonard, president and CEO, is planning for additional expansions in the next three to five years as the company expands into new markets.

Founded as a textile mill in 1904, today Tex Tech produces more than 7,000 high-performance engineered woven and needle felt textiles products in everything from aerospace to ballistic protection to tennis ball felt. The company's Technical Center for Innovation and Research & Development is in North Monmouth, as is its 200,000-square-foot flagship manufacturing operation.

Jeff Laniewski, executive director for research and product development, oversees the technical center, which recently added a ballistics laboratory with the help of a Defense Department grant. There, scientists test the latest materials that will protect soldiers in battle.

"The lab allows us to be more streamlined and more flexible in developing alternative materials and to develop material for different applications," Laniewski says.

The company is also venturing into rapidly biodegradable material for disposable parachutes, and photovoltaic fabric to generate solar power.

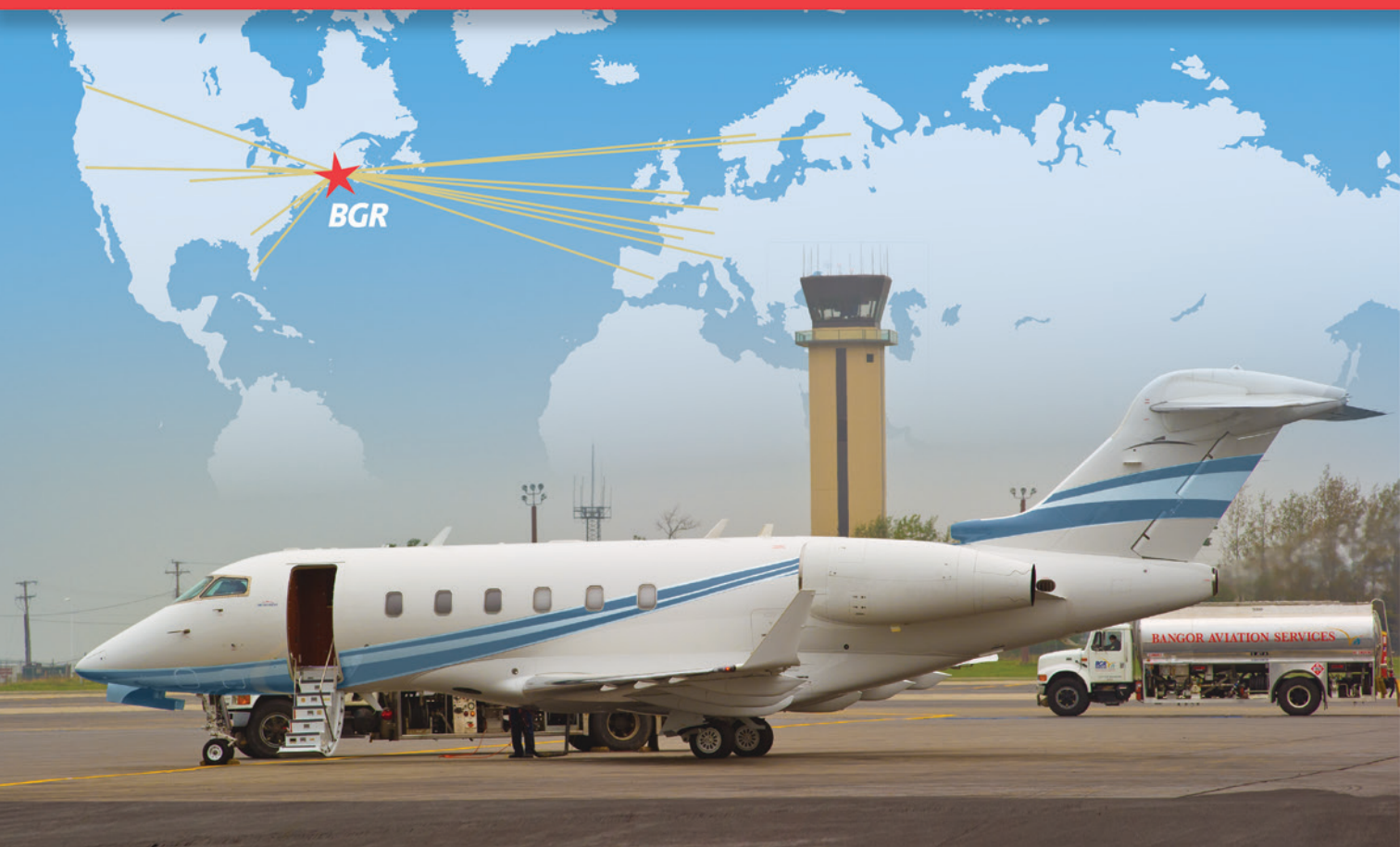
Maine's outdoor lifestyle helps recruit top technical and scientific talent, as does the opportunity to work in a cutting-edge research facility.

"We've been successful in recruiting smart technical folks by offering them the use of these facilities and giving them a blank sheet to look at new opportunities," Laniewski says.

Story by Gary Wollenhaupt
Photography by Brian McCord and Michael Tedesco

» Find more about Maine's advanced materials and composites industry at **businessclimate.com/maine**.

Location, location, location.



Tex Tech manufactures materials used in everything from body armor to military and commercial aircraft to tennis balls.

(and services, services, services)

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Innovation Destination

FROM THE LABORATORY TO THE MEDICINE CABINET, MAINE BREEDS LIFE SCIENCES DISCOVERY

Maine is a discovery zone, a center of life science and health-care innovation that includes key segments in biomedical technology and device manufacturing and breakthrough research areas that include genetics, genomics and antibodies/diagnostics.

"The positive atmosphere develops mutually beneficial relationships," says Donald St. Germain, vice president of research for the Maine Medical Center and director of the Maine Medical Center Research Institute.

In addition to Maine Medical Center, the state has a formidable collection of companies, academic institutions and research organizations with major life sciences credentials. Among them are the University of New England College of Pharmacy, University of Maine, The Jackson Laboratory, Mount Desert Island Biological Laboratory, IDEXX Laboratories, Bigelow Laboratory and Meridian Life Science. Maine's nonprofit research institutions surpass the national average for federal funding.

"Maine's entrepreneurial spirit is a major strength," says Gayle A. Brazeau, Ph.D., dean of the UNE's College of Pharmacy.

Pharmacy: Broad and Balanced

Diagnostic medical devices and revolutionary pharmaceuticals are growing sectors in this fertile territory. UNE's specialized college covers a broad spectrum of pharmacy, including chemistry, pharmacology, pharmaceutics, clinical practice and epidemiological research.

"We boast a robust balance of researchers in all areas. Our extra-mural funding is remarkable for a college founded in 2009," Brazeau says.

Recent research – much of it funded by the National Institutes of Health (NIH) – includes exploration of consequences of second-generation anti-psychotic drugs; molecular modeling, particularly focused on protein/carbohydrate

interaction; pharmacokinetics; and how hormones such as estrogen and testosterone affect the brain.

"Pharmacology combines with physiology," Brazeau says.

The college is the only Maine facility dedicated to academic studies and research in the pharmacy field. Financial support from the Maine Technology Institute (MTI) helped establish a leading research center. In 2010, MTI awarded a $480,000 grant to UNE to attract new biotech ventures, support Maine-based companies and stimulate new research. UNE matched the grant with $678,000 to work with Portland's Division of Economic Development and the Maine Medical Center Research Institute to complete its new facility, which advances research and clinical development of drugs and medical devices.

Taking Research to the Clinic

The Maine Medical Center Research Institute, the research arm of Maine Medical Center, encompasses a gamut of biomedical programs.

"Laboratory-based researchers develop drugs and discover underlying biological mechanisms," St. Germain says. "We move from animal models, primarily mice, into human models and up to populations. We translate basic science into better diagnostics and treatment."

Research, some underwritten by the NIH, focuses on a number of disciplines, from cardiovascular disease, regenerative medicine and stem cell biology to metabolism, bone biology, neurologic disease, critical care and cancer. Research also targets predictive modeling, which leads to shared decision-making among physicians and patients.

"That empowers patients," St. Germain says.

Maine's Matrix

Besides UNE, the institute has collaborated with The Jackson Laboratory, Mount Desert Island Biological Laboratory, the University of Maine, University Southern Maine and Tufts University, among others. "We're part of a well-developed Maine matrix," St. Germain says.

Within this matrix, the Mount Desert Island Biological Laboratory conducts research in a range of evolutionarily diverse organisms and non-mammalian animals to learn about fundamental biological processes, advance new treatments for human diseases and disabilities, and better understand how organisms and environment interact. Its Maine IDeA Network for Biomedical Research Excellence (INBRE), established in 2001, represents a partnership with The Jackson Laboratory and 10 Maine colleges and universities, and it helped increase Maine's competitiveness in garnering federal funds for scientific research.

Left: At UNE's College of Pharmacy, students research new drug molecules, therapeutic biomarkers, drug delivery methods, nutraceuticals, herbal medicines and drug responses. **Right:** The Jackson Laboratory in Bar Harbor campus is a leader in biomedical education and research initiatives.

"Maine research entities work together," Brazeau says. "MTI is very supportive. It enabled us to grow our facilities."

One anchor of Maine's life sciences sector is Westbrook-based IDEXX Laboratories Inc., which serves practicing veterinarians around the world. While focused on animal health, its efforts impact humans by keeping animals healthy, and milk and water safe, through development of inventive diagnostics and information products and services.

The company, which employs 5,400 around the world, announced in June 2013 a partnership with Milk Laboratories to offer confirmatory pregnancy testing for dairy cattle using milk samples, a technology that will help dairy producers and veterinarians optimize reproductive efficiency in dairy herds.

"In 2012, IDEXX invested $82 million in research and development, resulting in products exported to more than 100 countries," says Tony Giampetruzzi, IDEXX communications specialist.

Story by Dan Harvey
Photography by Michael Tedesco

"We move from animal models, primarily mice, into human models and up to populations. We translate basic science into better diagnostics and treatment."

Donald St. Germain, vice president of research for the Maine Medical Center and director of the Maine Medical Center Research Institute

MARINE RESEARCH

An Ocean of Research

MAINE'S BIGELOW LABORATORY THINKS BIG ON ISSUES AFFECTING WATER ECOSYSTEMS AND THE GLOBAL ENVIRONMENT

Based in coastal East Boothbay in Maine, the Bigelow Laboratory for Ocean Sciences is a renowned center of marine research. Founded in 1974, the private, nonprofit laboratory focuses on factors driving global ocean ecosystems and their evolution.

"That means microorganisms including phytoplankton, marine bacteria and viruses," says Mark Bloom, director of Corporate Alliances and Technology Transfer.

The Laboratory also explores the large-scale biogeochemical processes that compel interactions between ocean ecosystems and global environmental conditions, and includes the J. J. MacIsaac Facility for Aquatic Cytometry, the Center for Transmission and Scanning Electron Microscopy, and the Provasoli-Guillard National Center for Culture of Marine Phytoplankton.

"We're always engaged in about a dozen ongoing research projects conducted by senior research scientists who seek funding from the federal government, primarily the National Science Foundation, which supports oceanographic research," Bloom says.

Maine has also been involved in financial support. In 2009, the Maine Technology Institute, which encourages business development on the scientific side, provided funding to help construct a new scientific wing, one of three now at the lab's complex.

The Bigelow Laboratory's research has near-term, mid-term and long-term impact.

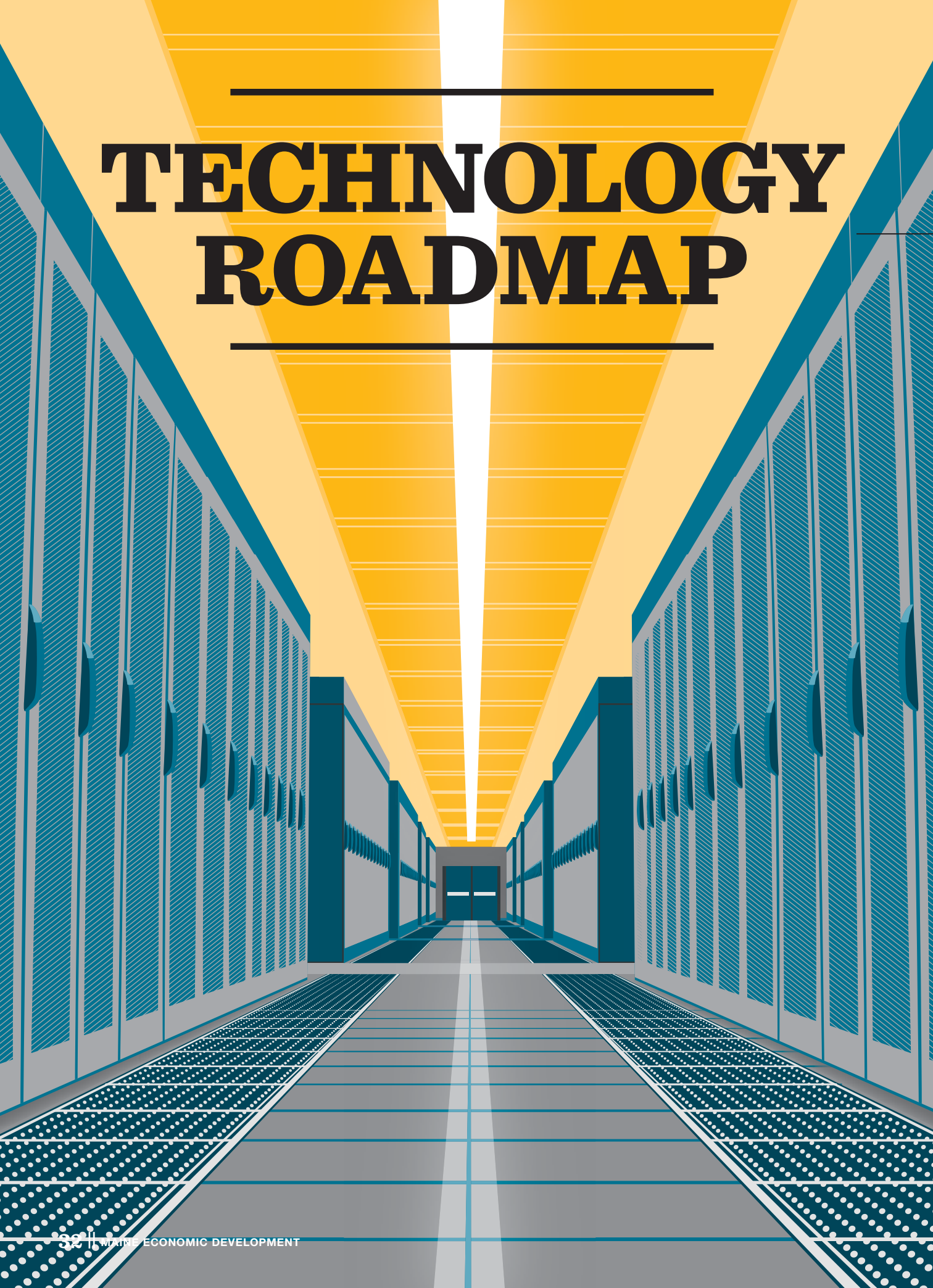
"For the near term, the hope is for economic development via partnering with industry on projects with aquaculture companies, developing marine natural products," Bloom says. "For the mid- and long-term, we look at the impact that marine microorganisms could have on the Earth and climate."

Practical applications include climate models and fishery management. Data gleaned can influence policymakers.

"Also for the long-term, we conduct large-scale experiments to model specific changes in the climate and the ocean," Bloom says. "That means we're looking 50 to 100 years ahead."

– Dan Harvey

TECHNOLOGY ROADMAP



INFRASTRUCTURE, EDUCATED WORKFORCE SUPPORT MAINE'S GROWING IT SECTOR

With a technology infrastructure considered the best in the nation and a highly educated workforce, Maine has become a hotbed of information technology enterprise. The state has leveraged its significant talent base and expertise to develop enterprise in specialized technology areas such as mapping, new media, bioinformatics and software development.

To support technology enterprise, Maine has developed the best tech infrastructure in the United States, according to the study *Enterprising States: Recovery and Renewal for the 21st Century*, released by the U.S. Chamber of Commerce and the National Chamber Foundation.

For companies that rely on Internet connectivity, there's no greater concern than quality of service. Based on FCC service quality data, Maine's telecommunications system is one of the most reliable in the country. With more than 110,000 miles of fiber optic cable and 100 percent digital phone switching technology in place, Maine leads the country in telecommunications infrastructure.

Prepared for the Job

Maine's IT workforce is among the most educated in the nation, with 79 percent of workers in the sector holding at least a bachelor's degree and 91 percent holding at least an associate degree.

Two of the nation's largest semiconductor producers, Texas Instruments and Fairchild, have operations in the state, and continue to benefit from the educated workforce. Texas Instruments acquired National Semiconductor in September 2011 and expanded its manufacturing footprint to include a facility in South Portland, in part because of access to that highly skilled IT workforce.

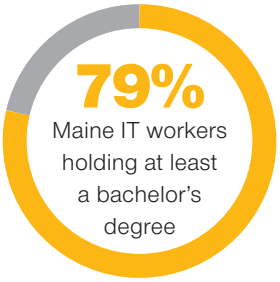
"Between National Semiconductor and TI, the Maine plant has been in operation for 17 years," says Chris Joyce, TI MaineFab plant manager. "We will continue to attract top technical talent from the state's universities and community colleges, and we look forward to continuing business in this prospering and productive state. We are passionate about working with the talented engineers in Maine who have already made, and will continue to make, great contributions to TI at this facility."

Mapping the Future

Maine has dozens of software firms with GIS expertise, and is recognized as a GIS hub. The University of Maine's Spatial Information Science and Engineering program makes it one of three universities in the United States to offer advanced degrees in this field.

» Maine Fiber Co. Network: Core Routes

Based in Yarmouth, DeLorme Mapping creates products such as the inReach SE 2-Way Satellite Communicator, which enables users to send and receive messages anywhere in the world.



Maine was the first state to:

Have a statewide ATM (Asynchronous Transfer Mode) fiber-optic-based network

Link every school and library (nearly 1,200 sites in all) via Frame Relay Service

Create the first receiving area in the United States for satellite transmissions

"There's a pretty good demand for expertise in this area, nationally and locally, and we want to support that," says Dr. Kate Beard, a professor with the University of Maine's Department of Computing and Information Science.

The programs turn out qualified graduates to supply the major GIS companies in the state, including DeLorme Mapping in Yarmouth and Blue Marble Geographic in Hallowell. The department also supports research and collaborates with companies making use of Big Data, Beard says.

Michael Heffron, CEO of DeLorme, considers Maine's quality of life and outdoor attractions among the best assets the state has to recruit high-tech workers from out of state.

"Maine has things it can offer those who are looking for an active outdoor lifestyle, which is something that a lot of high-tech people are interested in," he says.

To build Maine's capacity for workers prepared for high-tech jobs, Heffron has established relationships with key departments at the University of Maine.

"We're working with them to provide employment within Maine for those students they're graduating," he says.

With a strong sector of financial services companies such as Unum, the global long-term disability insurer, a number of software development companies geared to financial services have grown up in Maine. WEX, for example, is a Portland-based company that develops proprietary software for corporate fleet fuel management services.

Quantrix, also based in Portland, develops business modeling and analytics software and services that let companies forecast, budget, plan and data-model. Dave Phillips, the company's marketing director, says that while the Maine technology sector is growing, it remains a supportive community.

"Because of its size the community tends to be tight-knit and there's a lot of opportunities for networking," he says. "There's also a strong startup community so you have access to other people who have gone through the process of building technologies and securing funding."

Story by Gary Wollenhaupt

CONNECTIVITY

In the Loop

3-RING BINDER INITIATIVE GIVES ALL OF MAINE HIGH-SPEED ACCESS

In late 2012 Maine's 3-Ring Binder initiative completed the 1,100-mile "middle mile" fiber optic network designed to bring high-speed broadband access to remote areas of the state.

The lack of a broadband network left the rural northern communities without service to attract employers and left residents in the slow lane of the information superhighway.

"We wanted to create the infrastructure in the state so that we were no longer a cul-de-sac but a highway that links the U.S. to Europe," says Jeff Letourneau, executive director of Networkmaine, a unit of the University of Maine that supports state institutions with Internet support and development.

"If you're at the end of the road people tend not to notice you," Letourneau says. "But now with the 3-Ring Binder connection, Maine is a link from New York to Canada and off to Europe."

Funded by $25.4 million in federal stimulus money and private investment of $7.5 million from Maine Fiber Co. (MFC), which owns and operates the fiber facilities, the 3-Ring Binder project makes fiber available for lease in some of Maine's most rural areas. Several commercial carriers, retail Internet service providers and public-sector customers are utilizing fiber on the network, which consists of three loops, or rings, that cover a large portion of the state.

GWI, the Biddeford-based Internet service provider, is the lead sponsor of the 3-Ring Binder, which makes broadband Internet access more readily available to approximately 110,000 households in Maine.

"With this kind of speed available to test and develop the next generation of technology applications, the next Google or Facebook could be born right here in Maine," says GWI CEO Fletcher Kittredge. – *Gary Wollenhaupt*

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With its seaports, integrated rail and highway system, and network of airports, Maine offers numerous advantages in moving products and people.

A major north-south corridor, Interstate 95 runs through Maine and includes easterly branch I-295 along with spurs I-195, I-395 and the Falmouth Spur of the Maine Turnpike. In addition, U.S. Route 1 starts in Fort Kent and runs all the way to Florida.

A number of regional and short line rail carriers operate in the Pine Tree State, including Maine Eastern Railroad; New Brunswick Southern Railway; Pan Am Railways; and the St. Lawrence & Atlantic Railroad, which operates a 35-acre intermodal facility in Auburn that provides double-stack container service to the New England area and has helped make the region a major logistics hub. The state is served by more than 1,400 miles of rail.

Maine has six airports that offer commercial service and more than 60 small public airports, 15 of which can accommodate corporate jets, as well as 10 airports that offer U.S. Customs service. The state's two largest airports are Portland International Jetport and Bangor International Airport, which both feature passenger jet service. Southwest Airlines began offering service to Portland in April 2013, joining Delta, JetBlue, United and US Airways.

Maine Export Volume

Maine Transportation Facts

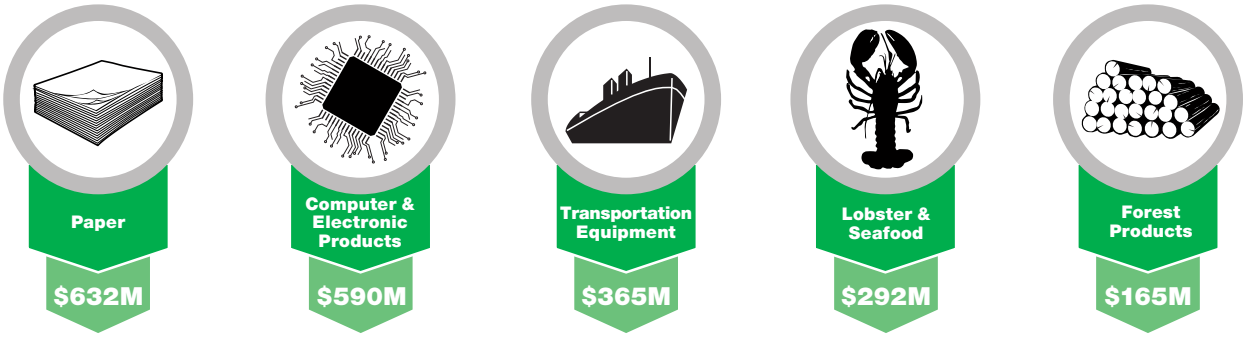
1,400+
Miles of rail

6
Airports with commercial service

60
Total airports in Maine, including 15 that can handle corporate jets

Top Export Destinations

Top Export Industries



Source: U.S. Census Bureau

The Port of Portland's partnership with Eimskip strengthens the state's connection to Europe.

Maine's Ports

A backbone of the state's logistics system is its three Atlantic Ocean deep-water ports at Searsport, Eastport and Portland. All are ice-free, open year round and provide wide channels and berthing. Eastport features the deepest natural seaport in the continental United States.

"The deepness of Eastport (64 feet) matters greatly these days because huge changes are occurring at the Panama and Suez canals, with both being made wider and deeper so that shipping companies can build larger vessels for carrying more cargo," says Christopher Gardner, executive director of the Eastport Port Authority. "Depth of water is really becoming the name of the game in worldwide shipping, and Eastport is already poised to handle such huge vessels."

Port of Portland Teams With Eimskip

The Port of Portland plays a number of key shipping roles. For example, all vessel cargo imported from foreign countries can clear customs at the Portland terminal.

"We're not big like the ports of New York or Norfolk, so we focus on our niche of commerce along the North Atlantic Ocean," says John H. Henshaw, executive director of the Maine Port Authority.

A major development at the Port of Portland was the inauguration of service from Icelandic container shipping company Eimskip, which expects to bring about 5,000 containers through Portland each year. Henshaw says Eimskip is especially important because it can bring goods into Maine from countries such as Iceland, Norway, Russia, Germany, the Netherlands, the United Kingdom and northern Canada, and, conversely, provides Maine businesses with direct access for exporting to all those markets.

"Before Eimskip connected with Portland, Maine businesses needed to ship from New York or Boston or as far away as Newport News in order to conduct business with all of those markets," he says. "The Port of Portland and Eimskip gives Maine direct access to the European market."

Henshaw points out that Brunswick-based Harbor Technologies makes composite panels to construct bridges, and in 2013 Eimskip hauled all those materials to Norway, where one of its composite bridges was being built. On the other side, Norway-based Jotul Stoves ships its products via Eimskip to Jotul's North American headquarters in Maine.

"We complement Eimskip well with imports and exports," Henshaw says. "The Maine shipping industry will certainly be augmented through hopefully a long association with Eimskip."

Story by Kevin Litwin
Photography by Michael Tedesco

CONNECTED COMMUNITIES

Roads to Success

INFRASTRUCTURE DRIVES LEWISTON- AUBURN ECONOMY

Auburn and Lewiston are making economic development news, and a big reason for their success is a strong transportation system.

Auburn and Lewiston offer easy access to Interstate 95, U.S. Route 202, five state routes and the Alfred Plourde Parkway, while the Auburn-Lewiston Municipal Airport is Maine's third-busiest airport. More than 65 percent of the state's population lives and works within 30 miles of the airport, which is a Foreign Trade Zone.

The cities are also served by Pan Am Railways and St. Lawrence & Atlantic Railroad, and distribution and logistics companies are within a 45-minute drive to the Port of Portland. The Port of Auburn, a private warehouse and rail terminal off U.S. Route 202, handles more tonnage than any Maine seaport except Portland.

"Lewiston-Auburn has become a hub for transportation and logistics, especially with the Walmart Distribution Center in Lewiston that sees 300 trucks a day and operates 24/7/365," says Lucien Gosselin, president of the Lewiston-Auburn Economic Growth Council.

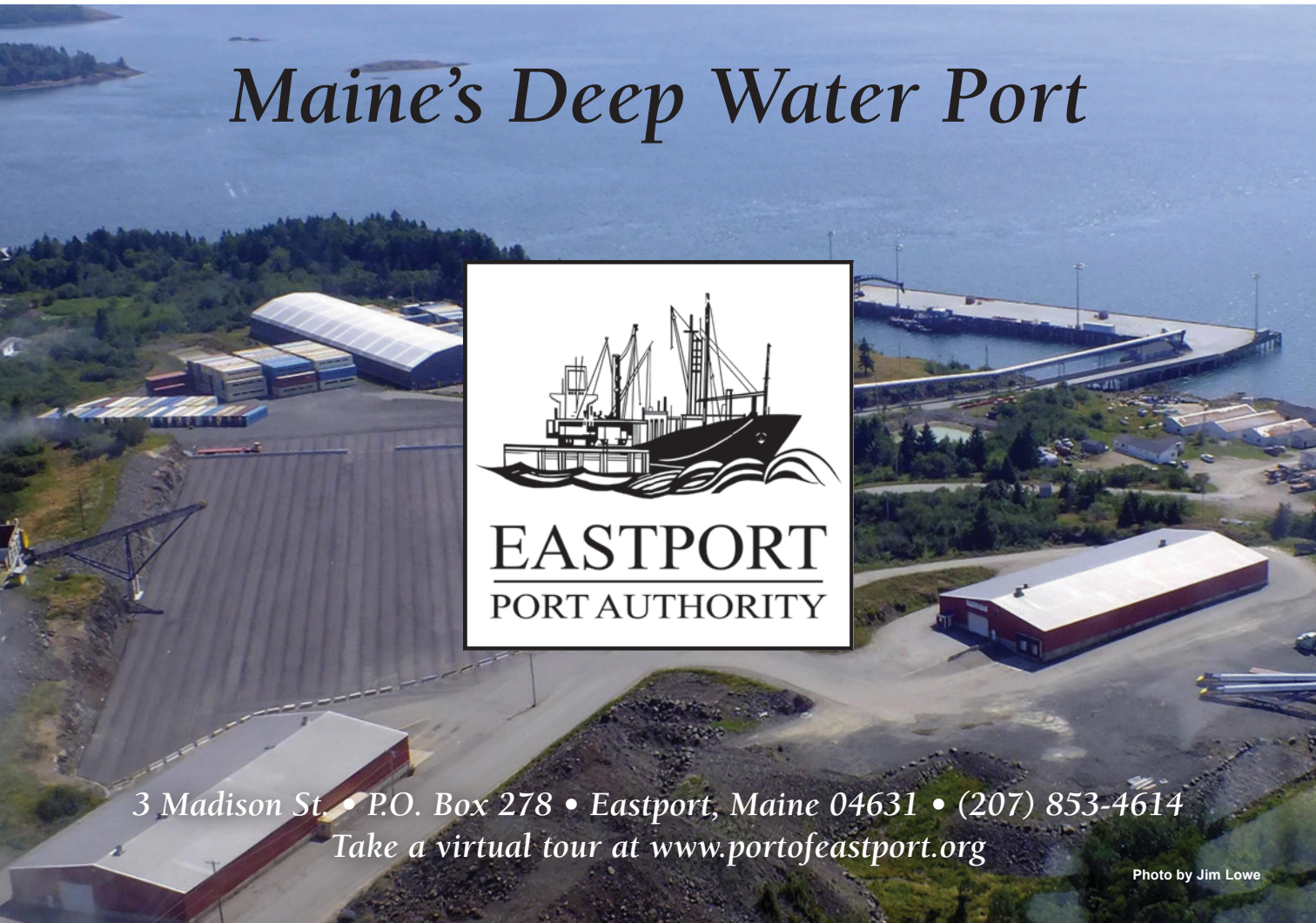
With the distribution sector expanding, officials are addressing transportation infrastructure upgrades.

A $25 million upgrade to the I-95 exit 80 Lewiston interchange will take place over the next couple of years, while ground has been broken on a new 100-acre Auburn Industrial Park, Gosselin says.

Some of the state's largest employers operate in Lewiston-Auburn, including General Electric, Formed Fiber Technologies, Geiger, LePage Bakeries and Tambrands, a Procter & Gamble company that announced an $11 million expansion in 2012.

Bisson Transportation recently opened a 100,000-square-foot warehouse for its logistics business.

"Our quality of life in both cities is also being enhanced," says Calvin Rinck, marketing director with the Lewiston-Auburn Economic Growth Council. *– Kevin Litwin*



Clean and Green

WIND, WATER AND BIOMASS PROPEL MAINE'S RENEWABLE ENERGY BOOM AND FUEL THE STATE'S GREEN INDUSTRY

Maine is fast becoming a national leader in clean energy, thanks to public support and the savvy use of natural resources. The state generates almost 25 percent of its energy – more than any other state – from renewables, and clean energy job growth is more than twice the national average.

Policy initiatives fueling this boom include a robust renewables portfolio standard and the publicly funded Maine Technology Institute, which has provided seed capital for many clean energy projects.

"We're also in a position in New England where a lot of our neighbors have aggressive renewable energy targets, and we're building partnerships with the nearby Canadian provinces to help encourage a renewable energy rebirth for the entire northeast of North America," says Patrick Woodcock, director of the Governor's Energy Office.

Biomass: Forest Fuel

On the natural resource side, the state's expansive, sustainably managed forests are literally feeding innovations in biomass. Verso Paper recently invested $42.3 million at its Bucksport mill to convert a boiler from coal to biomass. The company also installed a steam turbine to capture the resulting 25 megawatts of energy, which Verso sells on the state's energy market to offset the mill's overall power costs.

The company says the project has numerous benefits: a drastic reduction in the mill's carbon dioxide emissions, a lower electricity bill for Verso and 50-plus new jobs in Verso's waste-wood supply chain.

"We received a $2 million competitive grant through the Efficiency Maine Trust to help

purchase our turbine and more than that, there were letters written and doors opened to help us put the project together," says Mark Daniel, Verso Paper's vice president of energy and technology. "Along with the benefits of the project, that allowed us to put together a package our investors could approve."

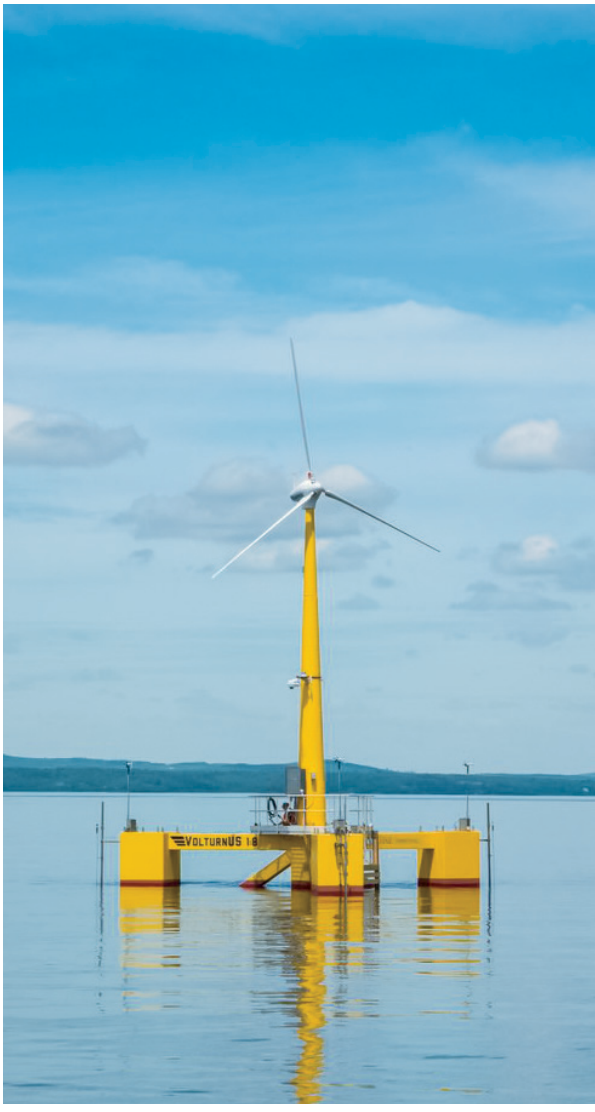
Offshore Wind

At the University of Maine's Advanced Structures and Composite Center (ASCC), researchers are harnessing another of Maine's natural resources: wind.

"The Gulf of Maine has the equivalent of 156 nuclear power plants in offshore winds – that's a huge resource," says Elizabeth Viselli, ASCC's manager of offshore wind programs and global communications. "And of course we can export the electricity into high-load centers like Boston, just as we would blueberries or lobster."

ASCC already has a 37,000-square-foot offshore wind lab where researchers can conduct environmental and fatigue tests on turbine components and materials. In late 2014, the center will add a large wind-wave basin facility that will bring total lab space to 98,000 square feet.

But ASCC's contributions aren't all theoretical. In June 2013, the ASCC-founded DeepCwind Consortium launched the VolturnUS 1:8, North America's first grid-connected offshore wind turbine. The one-eighth-scale prototype is the forerunner to New England Aqua Ventus, a two-stage offshore wind farm that will produce 500-1,000 megawatts of energy by 2020.



Clockwise from top left: Maine's 17.6 million acres of forest provide opportunity for biomass generation and help reduce carbon dioxide emissions; Researchers at the University of Maine's Advanced Structures and Composite Center are focusing on wind energy. **Right:** Ocean Renewable Power Co.'s TidGen turbine generator unit at the Cobscook Bay Tidal Energy Project site.

Waves of Energy

Maine's waters are also the site of the nation's first operational tidal power project, constructed by Ocean Renewable Power Co. (ORPC) in Cobscook Bay. ORPC received crucial financial assistance for the project from several state resources, including the Maine Technology Institute, the Finance Authority of Maine and regional economic development organizations.

John Ferland, vice president of project development, also points to the state's 2010 Ocean Energy Act, which fostered the company's 5-megawatt power purchase agreement with Bangor Hydro Electric Co.

He says Maine's long ocean-going history has enabled ORPC to hire employees and build a supply chain within the state, since boat-building expertise, materials and equipment translate well to the hydropower industry. The result: more than $21 million for the state's economy, and more than 100 jobs created in 13 Maine counties.

"Maine has the capability needed to service green industry, everything from engineering to environmental expertise to how to put your product in the marketplace," Ferland says. "Renewable energy in Maine is a very compelling story, and it bodes well for the future of the economy here."

Story by Kathryn Royster

» Find out more about how Maine companies are transforming the clean energy industry at **businessclimate.com/maine**

» Maine Biomass

Source: Invest in Maine, Maine Forest Products Council

7
Biomass power plants operating in Maine

263.7
Megawatts of power generated by biomass power plants in Maine

2
Rank of state on Biomass Power Generation Leaders list, Business Facilities, 2010

17.6
Acres in millions of forest land in Maine, 89 percent of the state's total land area

KNOW HOW

STRONG UNIVERSITY RESEARCH AND SKILLS-BUILDING COLLEGES PROVIDE BRAIN POWER FOR THE STATE'S INNOVATION ECONOMY

At the University of Maine, research is big science and big business, with UMaine filing 150 patents since 2005 and launching 10 tech-based startup companies.

"We are the leading research and economic development institution in the state, with key strengths in engineering, natural sciences, renewable energy, forestry and agriculture," says Paul Ferguson, University of Maine president. "We recently surpassed $100 million in research expenditures, which is a huge accomplishment for an institution of our size."

The university operates the Foster Center for Student Innovation, which encourages students to become entrepreneurs at an early stage of their development. Its on-campus Center for Undergraduate Research sponsors 180 to 200 students to work with Maine's corporate employers on research efforts.

"We specifically look to strengthen Maine's economy by conducting research that works hand in hand with industry," says Jake Ward, UMaine vice president for innovation and economic development. "For example, forestry is big in our state, so we're conducting research on how forestry biomasses can be turned back into pulp or paper. Students at UMaine learn about innovation as well as

Maine offers a wealth of nationally recognized colleges and universities, such as Colby College in Waterville.

the business side, such as commercialization of products, marketing and communications."

The university partners on several research projects with federal agencies including the Department of Defense, Department of Energy and Department of Agriculture along with private companies such as Hewlett Packard, DuPont, Texas Instruments, General Electric and Bath Iron Works.

"We offer a minor in innovation engineering with about 250 students each year in that program, and UMaine interns are currently working at hundreds of companies throughout the region," Ferguson says. "It's smart these days for a student to enroll in our innovation engineering curriculum because they will become more hirable. For instance, maybe you're a political science major who might minor in innovation engineering. You will graduate that much more valuable to an employer."

UNE Research Passes $15.5M

Another high-caliber research school is the University of New England, with campuses in Biddeford and Portland.

"We are focused primarily on biotech and biomedical research, with aquaculture and marine sciences also developing," says Edward Bilsky, a professor of pharmacology and vice president for research and scholarship. "UNE has partnered with companies such as IDEXX, Corning, and The Baker Co., plus we go outside of Maine to work with companies like Eli Lilly, Biogen Idec and Abbott to bring more business to the state and create jobs here."

Bilsky says when he arrived at the private UNE in 2001, research funding was under $1 million for all university projects. In 2012, that number climbed to $11.6 million, and the 2013 fiscal year will see research funding surpass $15.5 million.

"One of our current initiatives involves studying the neurobiology of pain, because the Institute of Medicine reports that chronic pain has become this nation's No. 1 health/social/economic problem," he says. "UNE studies how acute pain develops into chronic pain, and we're developing new therapies as we gain more solid understanding of the affliction."

UNIVERSITY OF MAINE

www.umaine.edu

Location: Orono

Enrollment: 11,000 undergraduate and graduate students

Academics: 100 undergraduate majors and 30 doctoral areas of study in five colleges including business, education, engineering, natural sciences, forestry and agriculture

Research areas: Forest products, nanocellulose and forest bioproducts, ocean and wind renewable energy, advanced materials and composites, ocean sciences. Facilities include six off-campus research centers along with on-campus laboratories

UNIVERSITY OF NEW ENGLAND

www.une.edu

Locations: Biddeford and Portland

Enrollment: 8,085 undergraduate and graduate students

Academics: 30 undergraduate majors in its College of Arts & Sciences. Five colleges on two campuses offer health-related undergraduate and graduate programs, including dentistry, pharmacy and the College of Osteopathic Medicine

Research areas: Biotech and biomedical, neuroscience, aquaculture, marine sciences

Centers of Excellence: Center for Excellence in Interprofessional Education, Center for Excellence in Neurosciences, Center for Global Humanities, Center for Community and Public Health, Marine Sciences Center

Colleges Rank High

Three of the most highly regarded liberal arts colleges in the country are in Maine. Bowdoin College ranked No. 6 on *U.S. News & World Report*'s Best Liberal Arts Colleges national listing in 2013 – a list that also included Colby College and Bates College in the top 25. In addition, a network of seven community colleges in the Maine Community College System provides degree and career programs in more than 300 areas as well as continuing education and customized training for business and industry.

One company that has further prospered thanks to Maine's education system is Cianbro Corp., a Pittsfield-based commercial building and construction management giant that sponsors a job fair and welding skills competition each November at the Augusta Civic Center. Cianbro works with a number of Maine workforce investment boards, job corps, and colleges and universities to recruit and train people for good careers in skilled trades such as pipe fitting, pipe welding, millwright, electrical, equipment operation, rigging and iron work.

"We partner with Kennebec Valley Community College to train students to construct transmission power lines, and at Skowhegan Area High School we sponsor a welding curriculum," says Mike Bennett, Cianbro vice president of health, safety, environmental and human resources. "Careers in skilled trades can be high-paying, with pipe welders, for example, starting at more than $20 an hour. With tech workforces getting older and Cianbro growing, we are seeking and training more top talent here in Maine."

Story by Kevin Litwin

DIGITAL MAGAZINE

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ECONOMIC PROFILE

Population

2012: 1.33 million
2000: 1.27 million
% Growth: 4.7
Households (2011): 555,601
Source: quickfacts.census.gov

Population Centers (2012)

Portland: 66,214
Lewiston: 36,460
Bangor: 32,817
South Portland: 25,088
Auburn: 22,972
Biddeford: 21,309
Augusta: 18,946
Source: quickfacts.census.gov

Labor Force (Nonfarm Jobs)

July 2013:
602,000
July 2012:
597,200
Source: Maine Center for Workforce Research and Innovation

Key Industry Sectors
(by % of average sector employment)

Education and Health Services:
28.1%

Trade, Transportation & Utilities:
21.1%

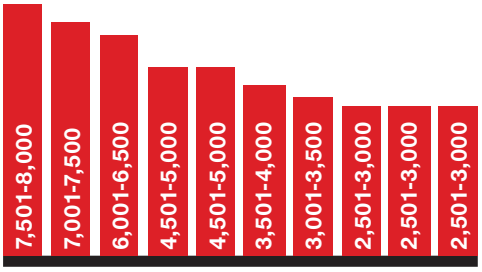
Leisure & Hospitality:
10.9%

Professional & Business Services:
10.1%

Manufacturing:
9.5%

Financial Activities:
5.2%

Major Employers



- Hannaford Brothers Co.
- Walmart/Sam's Club
- Maine Medical Center
- Bath Iron Works
- L.L. Bean
- Eastern Maine Medical Center
- TD Banknorth
- Unum
- Central Maine Healthcare
- MaineGeneral Medical Center

Source: Maine Center for Workforce Research and Innovation, 4Q 2012

Cost of Living

Median Household Income:
$48,811

Median Home Sale Price:
$157,343

$$ Estimated Rent for a 2BR Apartment:
$900

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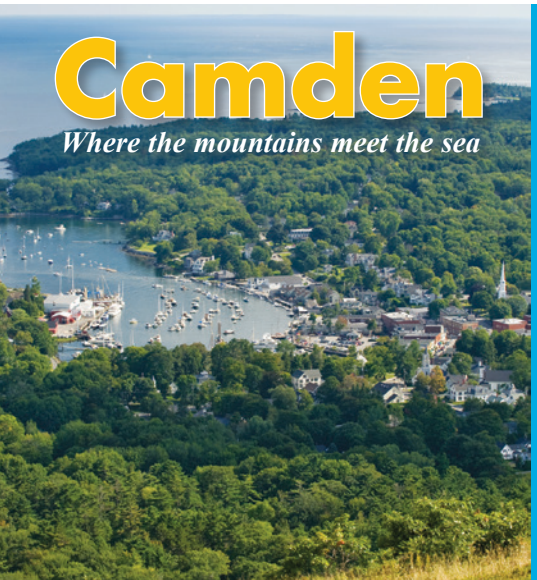

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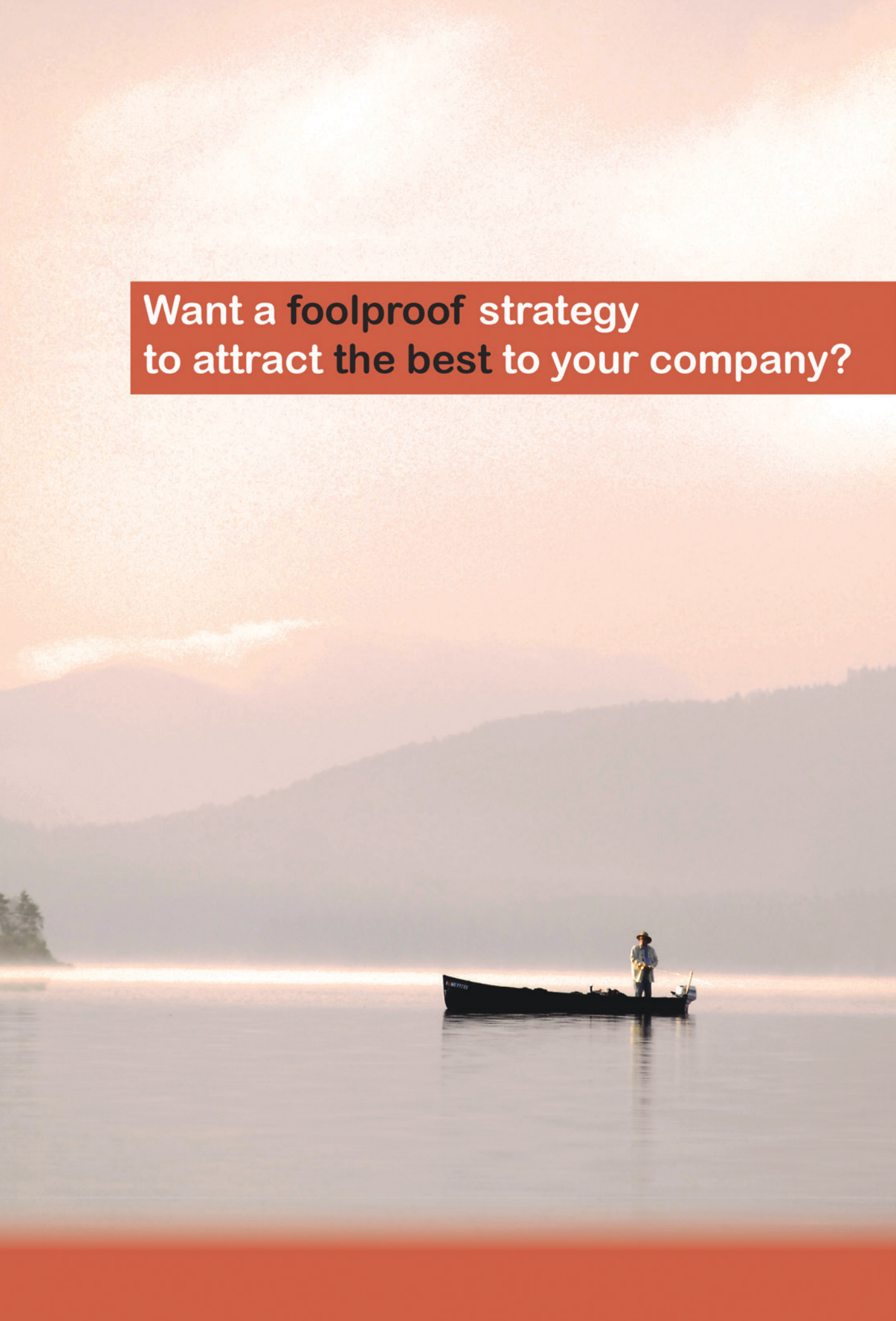
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Maine

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  April 2011 Ernst & Young COST report
- **Best technology infrastructure in the United States**
  U.S. Chamber of Commerce and the National Chamber Foundation
- **Among the most educated IT workforce in the nation, with 79 percent of Maine IT workers holding at least a bachelor's degree**
- **Ranked #1 by fDi Magazine for highest quality of life in the United States**
  Published by the Financial times Ltd.

ate a business than Maine. From our growing list of "Certified
ed Business Answers program, cooperation is part of our DNA.
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can answer all your questions, connect you with valuable
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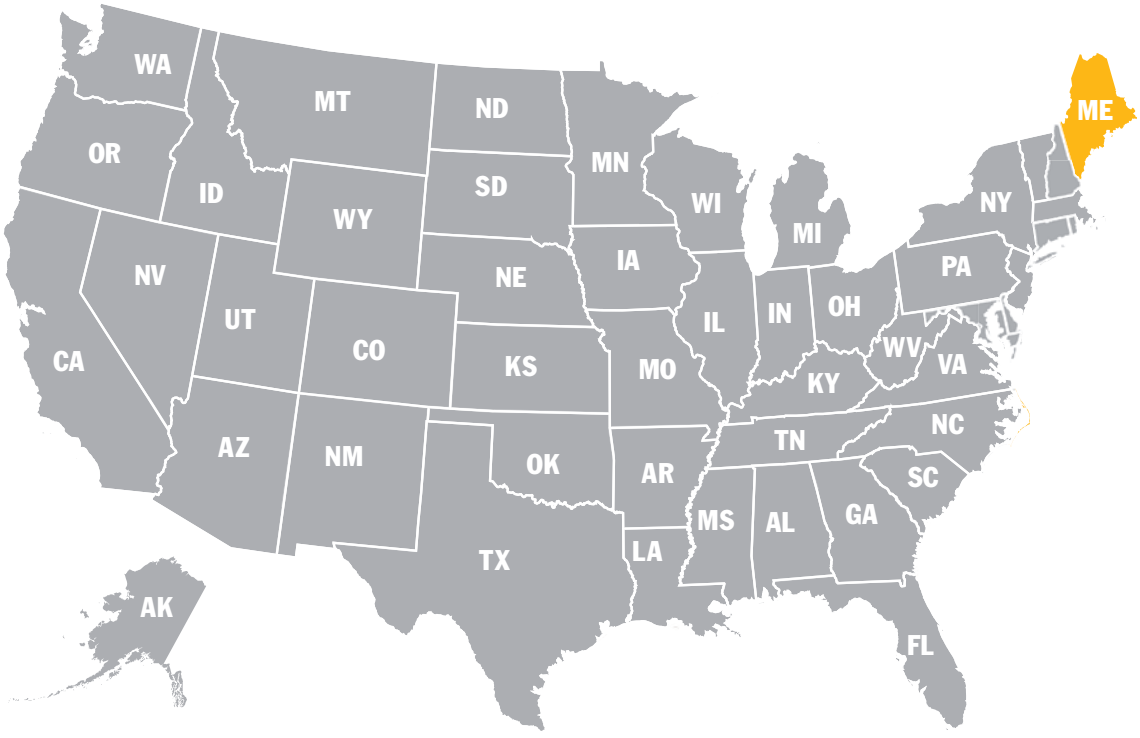

FACTS & STATS
Dive into the details, demographics and information

LIVABILITY
What makes the state a great place to live, raise a family and have fun

COOL COMPANIES
Learn how leading-edge businesses are breaking new ground

TOP INDUSTRIES
Key industry segments that drive the economy

TOP EMPLOYERS
Find out who the major players are

TWITTER
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WORK, PLAY, ENJOY

MAINE'S NUMEROUS ATTRACTIONS AND SPECTACULAR NATURAL BEAUTY MAKE IT AN EXCELLENT PLACE TO PUT DOWN ROOTS

Cadillac Mountain, the tallest mountain on the U.S. Atlantic Coast, is part of Acadia National Park on Mount Desert Island.

PHOTO BY BRIAN MCCORD

Much more than a state capital.

In 2013 the City of Augusta joined ten Maine communities as part of the Main Street Maine network, bringing a new level of enthusiasm and commitment to the city's downtown business district. New stores. New restaurants. New downtown residences. It's the experience you want, the opportunity that you don't want to miss. *Be a part of it all!*

Also in 2013, the City of Augusta received a CDBG grant to transform its Haymarket/Market Square park into an attractive, vibrant centerpiece of the city's downtown.

Augusta!

A Capital Opportunity

Office of Development Services Phone: (207) 626-2336 www.augustamaine.gov

Maine's boundless outdoor recreations opportunities include fishing at Lakewood Camps on Upper Richardson Lake.

Pairing big-city amenities with a small-town vibe and a relaxed atmosphere, Maine combines the best of all worlds. Low crime rates, congestion-free roadways and a reasonable cost of living combine with world-class cuisine, attractions and outdoor activities to offer residents an outstanding quality of life.

Contributing to Maine's charm is its friendly business climate, which welcomes entrepreneurs and companies with open arms.

Based in Portland, Maine & Company helps expanding and relocating businesses find their footing in the state, and offers free consulting services. The private, nonprofit corporation is funded by a board of directors that comprises senior leaders of top organizations.

"Maine is unique in that we have CEOs who have put skin in the game to recruit new companies," says Peter DelGreco, president and CEO of Maine & Company. "We have an interest in seeing this state succeed."

Focused on connecting clients with professional opportunities, Maine & Company's services include real estate site searches, data collection and analysis, incentive program and financial resource identification, workforce analysis, and site visit coordination with public and private sector representatives.

"More and more, success in the business world is dependent on connections and relationships, and it's just something that happens here," DelGreco says.

DelGreco also notes that the state's location lures business owners, thanks to easy access to major centers of commerce.

Downtown Belfast has more than 70 shops and eateries.

"We're fairly close to the greater Boston area and we have great access to Canada, including the cities of Quebec and Montreal," he says.

Arts Communities Thrive

Throughout the state, the arts are attracting tourists and new residents alike – for both business and pleasure.

Maine's largest city is home to Creative Portland, a nonprofit organization that supports and works to grow Portland's arts economy through programs and events. The group's LiveWork Portland initiative promotes the area as a great place for creatives to build a life, and in 2012, the organization launched a professional development series geared towards artists, artisans and creative entrepreneurs.

"Yes, we have lobsters and lighthouses, but we also have a growing entrepreneurial community comprising artists, IT professionals, writers, photographers, designers, inventors, marketers and more," says Jennifer Hutchins, executive director of Creative Portland. "Many choose to come here because of the laid-back lifestyle, but also because it's not far from major transportation hubs, has high 'cultural density' and has resources for businesses to succeed."

Creative Portland also hosts the city's First Friday Art Walk, the state's largest free monthly cultural event, which enables attendees to tour art galleries, studios and museums. The city also includes attractions such as the Portland Museum of Art, the Portland Symphony Orchestra and Portland Stage Company, the state's largest nonprofit theater.

Additional top arts destinations in the state include the Maine Discovery Museum and the University of Maine Museum of Art in Bangor, the Public Theatre and Bates College Museum of Art in Lewiston, Collins Center for the Arts in Orono, the Grand Auditorium in Ellsworth, and Maine State Museum in Augusta.

The Great Outdoors

Primarily located on Mount Desert Island, Acadia National Park, Maine's only national park, covers more than 35,000 acres and includes Cadillac Mountain, the tallest mountain on the U.S. Atlantic

"More and more, success in the business world is dependent on connections and relationships, and it's just something that happens here."

Peter DelGreco, president and CEO of Maine & Company

Coast. The park has at least 33 miles of trails perfect for hiking, biking and horseback riding, and also offers opportunities for fishing, swimming and boating.

More than 60 lighthouses dot the Maine coast, including West Quoddy Head Lighthouse in Lubec, the easternmost lighthouse in the United States. The coast includes miles of beaches, too, such as Old Orchard Beach, Goose Rocks Beach and Colony Beach in Kennebunkport, and Long Sands and Short Sands beaches in York.

"You can find whatever it is you're looking for here," DelGreco says. "We have tremendous outdoor activities all seasons, with boating and whitewater rafting in the summer and skiing and snowmobiling in the winter, as well as world-class fishing and hunting, and hiking on the Appalachian Trail."

Story by Jessica Walker Boehm

Maine offers a four-season lifestyle, such as skiing at Sugarloaf in Carrabassett Valley.

» Check out more articles and photos that highlight Maine's attractions and amenities at **businessclimate.com/maine**.

Contact John Holden, Community Economic Development Director
207-594-0306 • jholden@ci.rockland.me.us • www.ci.rockland.me.us

YES, INDEED

MAINE COMMUNITIES ARE CENTERS OF INNOVATION AND CULTURE, OFFERING A SUPERIOR QUALITY OF LIFE ON A HUMAN SCALE

Zeke Callahan is a lawyer. Kimberly Convery is an artist. Meg Schroeter owns a restaurant. Evan Burke is a business development/sales engineer. And they all want to talk to you about why greater Portland is such a unique place to live and create. The commercial capital of Maine, the greater Portland region has also long been known for its natural beauty and outdoor recreational opportunities. Increasingly, however, Portland is in the spotlight as a home base for entrepreneurs, creators and innovators of all kinds, from the arts to technology to business entrepreneurship. Recently, Techie.com named Portland one of its Ten Most Unexpected Cities for High-Tech Innovation. Bon Appetit has saluted its world-class culinary scene. And Travel & Leisure calls it the seventh-greenest city in the country.

Growing a Creative Community

"It's a fertile ground for entrepreneurial and creative people," says Jennifer Hutchins, CEO of Creative Portland Corp, which works with other public and private organizations to broaden Portland's profile from a lovely place to visit to an exciting yet nurturing place to build a life and a career.

"We've found anecdotally that outside the state people have an image of Maine as 'I went to summer camp there' or 'yeah – great lobster rolls,' but when they come here they say 'I had no idea there were Fortune 500 companies here, or so much IT here, or such great restaurants and craft beer breweries, or cool places to hang out and socialize.'"

People who work in the creative economy have been flocking to the

Portland Head Light in Cape Elizabeth includes a museum with lighthouse lenses, interpretive displays and a selection of gifts.

The Portland Harbor is located at the western end of Casco Bay.

greater Portland area in recent years, drawn to the richness of its flourishing downtown culture, affordability and accessibility, a phenomenon that builds upon itself. Hutchins calls it "human nature" -- creative people like to be around other creative people, and so the creative nexus grows and broadens.

2 Degrees Portland

Creative Portland encourages that creative dynamism in several – creative – ways. Its LiveWorkPortland.org website is a colorful, people-oriented invitation to explore Portland. Besides the expected, and helpful, community information, nearly 200 profiles of interesting, creative Portlanders give a personal point of view of life there. And if visitors want to know more, they can request a phone call from one of the volunteers profiled. The program, called 2 Degrees Portland ("We feel there are only two degrees of separation between people here, not six," Hutchins says), has been a huge success since it was inaugurated in 2011. The group also hosts mixers for newcomers and volunteers.

"We've had people from all over the country plan their visits to Portland around these events," Hutchins says. "Mainers can be a bit hard to get to know, and this program facilitates that door opening. You may not think we want you, but we do."

Beyond Southern Maine

While Portland is Maine's largest city, the greater Portland region encompasses many idyllic and vibrant communities that reinforce Maine's image as a desirable place to live, work, play and enjoy.

South Portland, for example, was ranked No. 3 on website GoLocal's 2012 list of top New England cities. GoLocal noted that, "due to South Portland's proximity to air, marine, and highway transportation options, the city thrives as a center for retail and industry in the northern New England region."

South Portland also boasts the distinction of being certified as a Business-Friendly community by Maine Gov. Paul R. LePage.

Business-Friendly communities earn their designation from the Governor after demonstrating that the town or city has collaborated with the business community and streamlined its business permitting and regulatory processes to reduce bureaucratic hurdles for Maine's job creators. Joining South Portland in the greater Portland region, the Town of Cumberland and City of Westbrook also enjoy the Business-Friendly distinction.

Bangor, Maine's second-largest

Portland Breakwater Light in South Portland used to guide ships into the Portland Harbor.

city, is undergoing an economic resurgence and has become a hub for Maine's arts scene. Its Darling's Waterfront Pavilion – a 58-acre public park located in the bustling downtown district and on the banks of the Penobscot River – is the leading summer concert venue in the state and attracts top-notch musical artists. Additionally, Bangor's recently unveiled Cross Insurance Center boasts Maine's newest conference and event setting. Opened in September 2013, the $65 million facility features an 8,000-seat arena, 1,100-person conference center and 12 private suites. It is the result of years of planning and community collaboration and serves as a true gem in the greater Bangor region.

The Business-Friendly communities of Brewer, Hermon and Lincoln are, like Bangor, situated in Penobscot County and are vital economic engines in the region.

Central Maine also features its share of Business-Friendly communities including the Twin Cities of Lewiston and Auburn.

Located along Maine's scenic Androscoggin River, Lewiston and Auburn are former textile and traditional manufacturing centers that have been transformed over the past several decades and now feature beautifully restored historic mills that now house myriad information technology and financial services businesses, as well as breweries and restaurants.

As the second largest population center in Maine, and as the state's logistics leader, Lewiston-Auburn features a diverse cultural, arts, and restaurant scene and is home to well-known businesses like Tambrands, a Procter & Gamble company, and up-and-coming companies like Carbonite, an online electronic data storage company.

Carbonite established operations in Lewiston in 2011, moving jobs once located in India back to the United States. The company employs hundreds in Lewiston and has been highlighted in recent years as one of the nation's fastest growing companies on the annual Inc. 500 rating.

Undeniably, Maine features innumerable attractive cities, towns and communities for locating a business, working, attending college, raising a family, and playing.

Story by Laura Hill
Photography by Brian McCord & Michael Tedesco

For a complete listing of the towns and cities certified in Maine's Business-Friendly Communities Program, go to http://www.maine.gov/decd/cbfc/.

GALLERY

» CLIMB TO THE TOP AND ENJOY THE VIEW

Cadillac Mountain, the tallest mountain on the U.S. Atlantic coast, is located on Mount Desert Island at Acadia National Park. The mountain, which is more than 1,500 feet tall, is the first place to see the sunrise in the U.S. from early October to early March each year.

» HEAD OUT TO SEA

Located in the mid-coast Maine area, Penobscot Bay was once the primary transportation channel for Bangor, which was known as the “lumber capital of the world.” Today, the bay is used by lobster and commercial fishermen, as well as tourists, with power boat day trips and sailing day trips available.

» MAKING A BIG SPLASH

Fast-moving rapids churn above Moxie Falls in Somerset County. The waterfall at Moxie Falls is a 90-foot vertical drop, one of the tallest singe drops in New England.

Ad Index

35 AUGUSTA CIVIC CENTER

26-27 BANGOR INTERNATIONAL AIRPORT

56 CITY OF AUGUSTA

C2 CITY OF ELLSWORTH

59 CITY OF ROCKLAND

C3 CITY OF SOUTH PORTLAND

C4 CITY OF WESTBROOK

41 EASTPORT PORT AUTHORITY

49 HUSSON UNIVERSITY

3 KENNEBEC REGIONAL DEVELOPMENT AUTHORITY

35 LEWISTON-AUBURN ECONOMIC GROWTH COUNCIL

11 LORING DEVELOPMENT AUTHORITY

68 MAINE & COMPANY

51-GF4A MAINE DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

16 MAINE INTERNATIONAL TRADE CENTER

6 MAINE PORT AUTHORITY

35 MAINE SMALL BUSINESS DEVELOPMENT CENTERS

1 MAINE TECHNOLOGY INSTITUTE

Ad Index (cont.)

35 MIDCOAST REGIONAL REDEVELOPMENT AUTHORITY

38 NORTHERN NEW ENGLAND PASSENGER RAIL AUTHORITY

36 PORTLAND INTERNATIONAL JETPORT

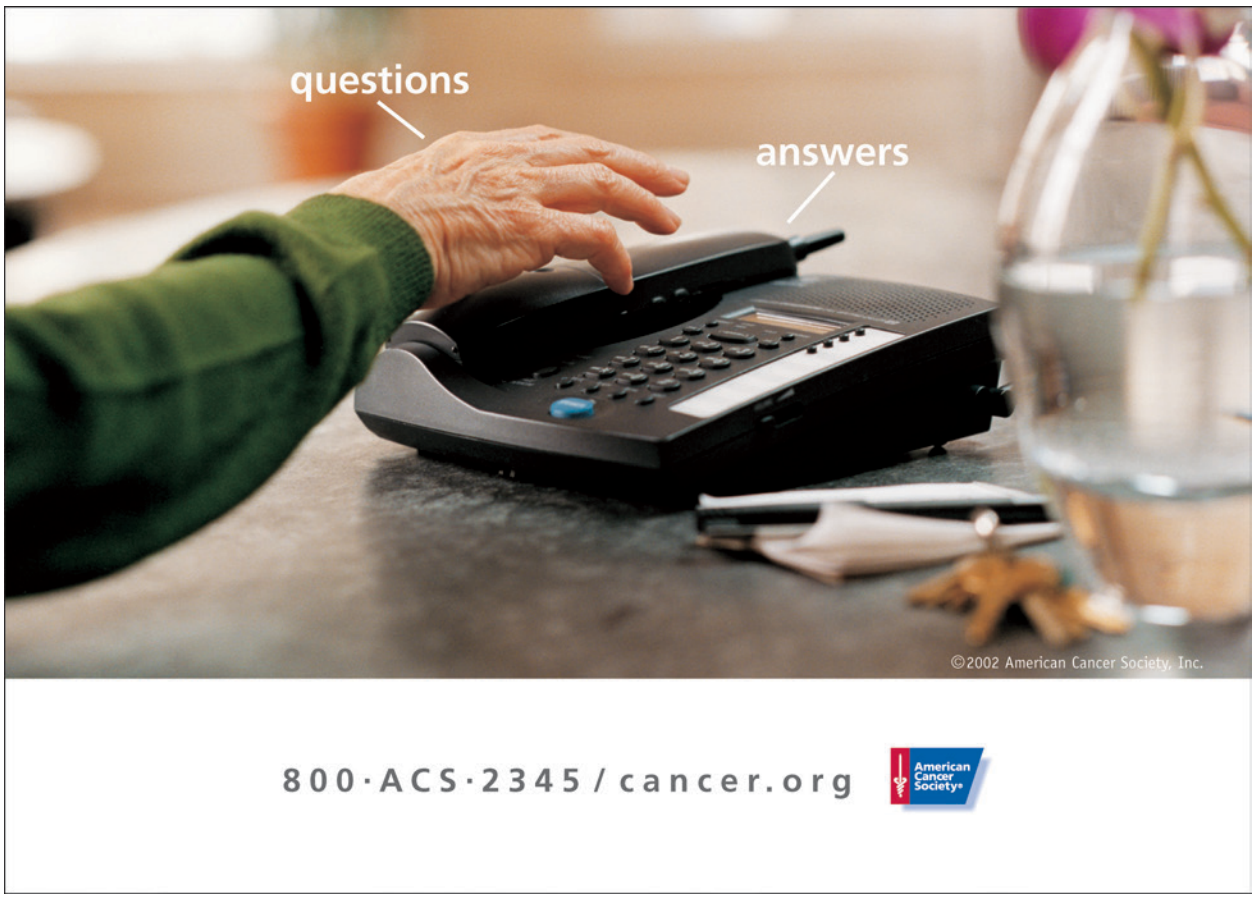
21 RUDMAN WINCHELL

17 THE UNIVERSITY OF MAINE

16 TOWN OF BRIDGTON

50 TOWN OF CAMDEN

53 TOWN OF SKOWHEGAN



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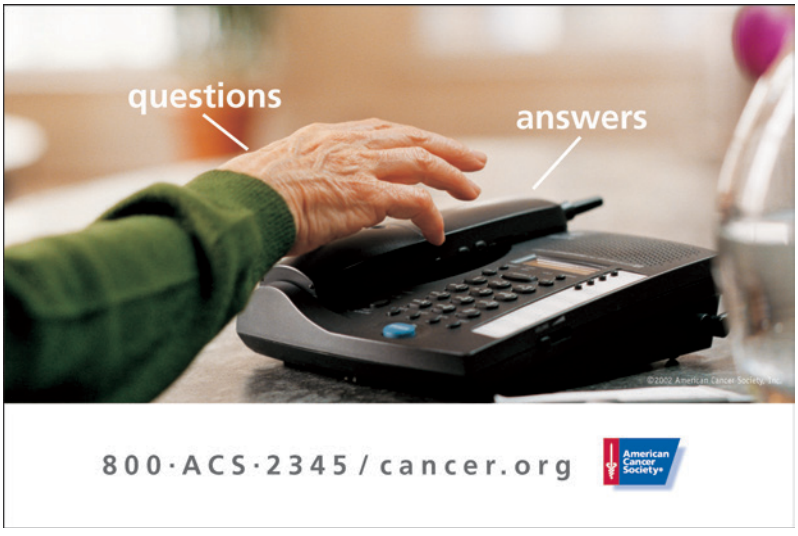

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South Portland welcomes the world.

South Portland attracts businesses that rely on highly efficient transport of goods, with New England's largest rail yard, a vibrant seaport, international airport, and interstate highway. It is also an ideal location for companies that provide related business services, such as WEX. A leading provider of corporate payment solutions with operations in Australia, New Zealand, Brazil and the UK, WEX was founded in Maine and is proud to be headquartered in South Portland.

Why businesses, people and products from all over are attracted to one of "New England's Best Cities"*

Casco Bay's beauty + friendly neighborhoods.
Maine's best shopping + a vibrant working waterfront.
Maine's premier two-year college + waterfront dining.
Plus easy access via land, sea, rail or air.

These are just a few of the key reasons why South Portland, Maine is home to such a wide range of successful businesses, including:

- Texas Instruments
- Fairchild Semiconductor
- The Maine Mall
- Anthem
- Casco Bay Steel
- Allagash International
- Sprague Energy

...and many more

Our motto is ***Making All Things Possible,*** and South Portland's City Council and staff are committed to doing just that for you.

For more information about the diverse reasons to consider South Portland as the new home for your business, contact Jon Jennings, Assistant City Manager & Economic Development Director, at **(207) 767-7606** or **jjennings@southportland.org.**

City of South Portland

www.southportland.org

* From Go Local Providence (http://www.golocalprov.com/lifestyle/top-10-cities-new-englands-best-cities-2012)

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