



**EMDC** EASTERN MAINE  
DEVELOPMENT CORPORATION



ANNUAL REPORT  
**2022**



# 2022

## WAS A YEAR OF BUILDING

– NEW PROGRAMS, NEW FUNDING, NEW STAFF.

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**10** new projects and programs approved and/or launched

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**\$9,105,251** awarded through competitive grant processes  
for new programming investments

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**18** new full-time positions created as a result of new funding/projects

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## A MESSAGE FROM THE BOARD CHAIR AND CEO

This past year we achieved significant financial and programmatic milestones while expanding our team to build new workforce and economic development initiatives and enterprises.

Everyday we supported business, communities, and people by leveraging available resources to offset many challenges. Still, in partnership with our state and federal partners, we nurtured an environment achieving a sense of success and sustainability.

Today, our organizational standing is at its strongest ever because of the financial turnaround during the last five years enabling us to innovate, grow and prosper. This stability, winning over \$9,000,000 in competitive bids for new programming investments, is a testament to our EMDC team.

These new programs, including promoting broadband for all, are following the goals set in our recent Comprehensive Economic Development Strategy. It's our continued effort to translate these ideas set into actions to help people and communities.



**Dan Tremble**  
Board Chair



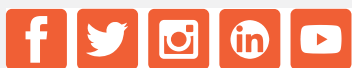
**Lee Umphrey**  
President & CEO



**Dan Tremble**  
Board Chair



**Lee Umphrey**  
President & CEO



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[@emdcmaine](https://twitter.com/emdcmaine)

## 2022 EMDC BOARD OF DIRECTORS

Dan Tremble *Chair*  
Sven Bartholomew *Vice Chair*  
Laura Sanborn *Secretary-Treasurer*  
Edmond Bearor  
Elizabeth Russell  
Denise M. Buzzelli  
Dr. Steven R. Cunningham  
Dennis S. Damon  
Michael Donahue  
Commissioner Wayne Ekkinen  
James S. Gillway  
Jarrod Guimond  
Jean Mellett  
Susan Hammond  
Rich Campbell

# 5-YEAR PLAN UPDATE

EMDC follows the goals and priorities identified in the **2021 Comprehensive Economic Development Strategy (CEDS)**. This summer marks the third year of our five-year plan, and the relationship between the five goal areas and our work related to each goal is clear.





# 1 BROADBAND

## Expand and Increase the Accessibility and Affordability of Broadband Capacity

EMDC identified the expansion of broadband as one of the region's greatest needs for economic competitiveness and growth, and to support social needs. Reliable broadband services increase remote work, education, job training, healthcare management and socialization options. Access for all requires that we address affordability and reliability to have real impact in rural regions of Eastern Maine.

## OUTCOMES

- ✓ Increased activity in expanding broadband accessibility, with **14 communities receiving technical assistance and planning.**
- ✓ State of Maine **awarded \$250,000** through the Regional Broadband Partnership project.
- ✓ State of Maine approved a Get Ready: Community Support program which complements the Regional Broadband Partnership by providing **technical assistance and stipends to 9 communities.**
- ✓ **2 new positions** funded to expand our work.
- ✓ Funding supports the **creation of a digital equity and literacy program.**





## 2 TRANSPORTATION

### Improve and Expand Existing Transportation Infrastructure, and Support Port and Rail Development

Improvements to the aging transportation infrastructure connecting sea, air, rail, and roads is critical to the economic success and prosperity of Eastern Maine. The key to supporting the transport of people and goods is value-added planning, modernization and maintenance of current infrastructure. Just as important, securing new investments of funds to expand the region's transportation base will be major drivers of economic activity.

## OUTCOMES

✓ **Awarded \$455,790 in federal funds for expanded rural transportation** by Department of Transportation/Federal Transit Authority.

✓ **Awarded \$20,500 in foundation grants to prepare and circulate a transportation options/resident survey to assess gaps and needs in rural communities** in Penobscot and Piscataquis counties.

✓ **Application submitted to Maine Dept. of Transportation for \$686,983 for a rural pilot project to increase workforce transportation.**

✓ **Two new positions** funded to expand our work in collaboration with team.





# 3

## CLIMATE RESILIENCE

**Foster Methods of Adaption and Mitigation to Strengthen the Region's Resilience Against Climate-Related Impacts**

Critical to our economic health is resiliency to climate changes and attention to clean energy advancements. Our mission is to prepare communities and businesses for climate change to mitigate negative impacts and support innovation for clean energy to build opportunities for job creation, workforce attraction, and reduced energy costs.

## OUTCOMES

- ✓ State of Maine designated EMDC as Region 4 coordinator for Aroostook, Penobscot and Piscataquis counties through a grant for **\$200,000 to provide technical assistance and grant support to communities.**
- ✓ Six Region 4 communities received State of Maine Community Action grants totaling **\$375,000 for climate resiliency projects.**
- ✓ Penobscot Nation, Houlton Band of Maliseets and Passamaquoddy tribes received **\$35,000 for a Service Provider Grant.**
- ✓ **One person responsible in providing climate resiliency planning and technical assistance** in collaboration with team.



# 4

## WORKFORCE & EDUCATION

### Recruit, Train & Retain

The region's success with growing, attracting and launching entrepreneurial businesses depends on the availability of trained and ready-to-hire workforce. EMDC collaborates with educational, workforce development, and business partners preparing workers to fill in-demand jobs.

## OUTCOMES

- ✓ QUEST Disaster Recovery National Dislocated Worker program of the Maine Dept. of Labor approved for statewide program; **\$3,000,000 directed to EMDC will enable unemployed/underemployed people to enter, return to, or advance in high-quality jobs in infrastructure, environment/climate, the care economy, and other critical and growing sectors.**
- ✓ Northeast Workforce Development Board **renewed \$3,091,626 grant for WIOA Adult, Dislocated Worker, One-Stop Operator, and Youth.**
- ✓ **Awarded \$253,239 Career Dislocated Worker grant (State of Maine).**
- ✓ Congressionally Directed Spending (CDS) approved for **\$750,000 to enhance jail diversion services for individuals re-entering the community.**
- ✓ Maine Career Exploration Grant, Maine Governor's Office of Policy, Innovation and the Future, was **awarded for \$500,000 to support youth services, aligning work experience to industry sectors.**
- ✓ CDS funded **\$600,000 to support training and placement of workforce for Maine's dairy farms.**
- ✓ **10 new staff positions created for new programming.**





# 5

## BUSINESS

### Support Growth of Existing Businesses & Attraction of New Businesses

Our economic success will be predicated by the success of our businesses and industries of impact. Leveraging EMDC's wide range of technical assistance services coupled with emerging programs and tools will position Eastern Maine for greater prosperity. Business growth will result in positive supply chain impacts and job creation.

## OUTCOMES

- ✓ **\$500,000 USDA Rural Development RMAP and \$1,000,000 EPA Brownfields Revolving Loan Fund program investments** to EMDC's Community Impact Lending program.
- ✓ **2 Maine DECD grants totaling \$2,609,461 to expand technical assistance and provide small business.**
- ✓ **Awarded \$500,000 for EMDC's Assessment program** by EPA Brownfields Assessment program.
- ✓ **\$500,000 grant to provide outreach and education expanding Maine's domestic trade activities** from Maine DECD State Trade Promotion.
- ✓ **\$47,635 contract awarded to support planning work** from State Department of Agriculture, Conservation and Forestry service.
- ✓ **6 comprehensive fee-for-service contracts totaling \$\$\$** were executed for towns of Clifton, Lowell, Winter Harbor, Winn, Enfield and Hermon.
- ✓ **Fee-for-service contract with the Mi'kmaq Nation awarded to support the development of a trial CEDS plan** (comprehensive economic development strategy).
- ✓ **4 new staff positions created** to join team.





# FINANCIAL SUMMARY

October 2021 – September 2022

## Revenues

Federal Funding ..... \$5,268,832.06  
State Funding ..... \$228,935.15  
Contributions ..... \$24,948.67  
County Dues ..... \$68,750.00  
Local Contracts ..... \$253,450.81  
Rental Income ..... \$2,294.00  
Lending Revenue ..... \$537,229.22  
Match ..... \$317,193.94  
Pass Through ..... \$4,585,284.60  
Other ..... \$572.86

**TOTAL**

**\$11,287,491.31**

## Expenses

Personnel ..... \$3,246,501.64  
Consulting/Contracted  
Services ..... \$1,052,062.60  
Operations ..... \$317,675.60  
Lending Expenses ..... \$51,398.08  
Participant Expenses ..... \$1,113,015.01  
Travel/Training ..... \$63,351.22  
Match ..... \$317,193.94  
Pass Through ..... \$4,585,284.60  
Other ..... \$1,828.80

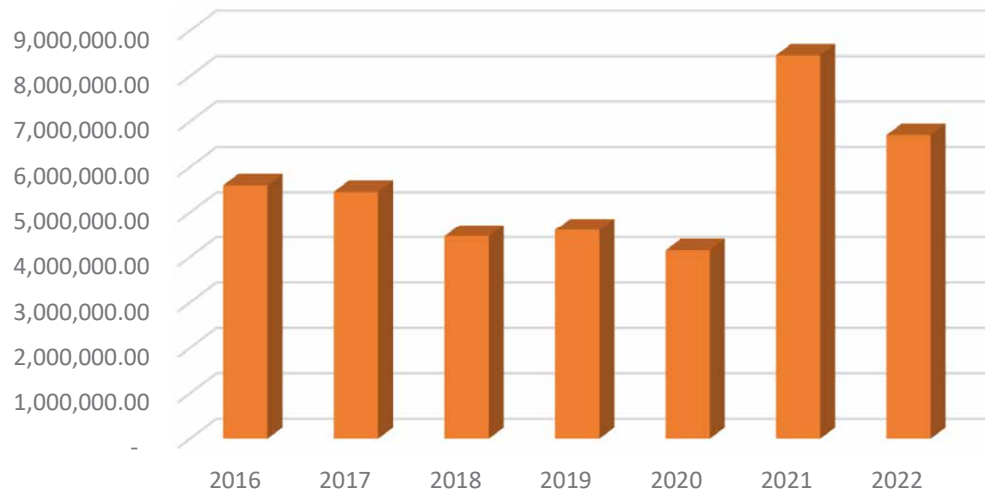
**TOTAL**

**\$10,746,482.69**

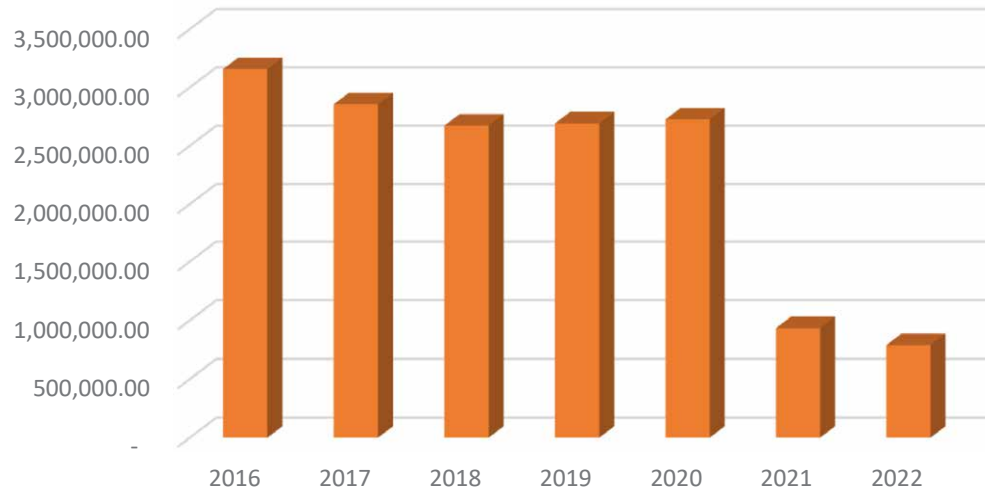


# FINANCIAL TRENDS

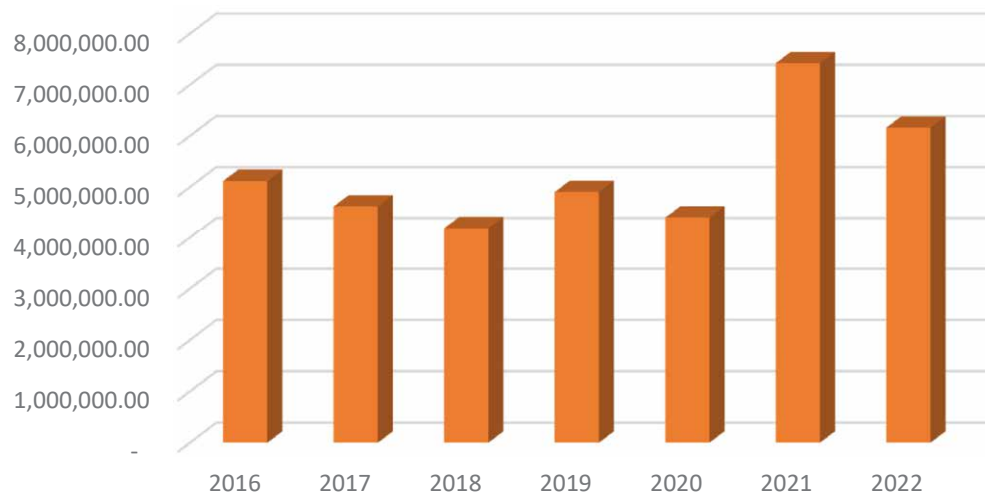
## Annual Revenue



## Debt



## Annual Expenses







# OUR IMPACT AND RESULTS

In FY22 EMDC's program impacts and results achieved were as follows:

## Workforce Services

**Served 796 workers, including 476 new program enrollments (60% of total served) across various federal and state funded projects** including services to adults, youth, dislocated workers, individuals in recovery from substance use disorder, re-entry from incarceration, and individuals impacted by COVID-19.

**Services were provided to eligible individuals residing in 9 counties** served by the Northeastern Workforce Development Board and the Central Maine Workforce Development Board.

Performance goals of these programs are measured in five (5) outcome areas:

1. Participants Employed/In Education in the 2nd quarter after exit;
2. Employed/In Education in the 4th quarter after exit;
3. Median Wage in the 2nd quarter after exit;
4. Attained Credential; and
5. Measurable Skill Gains.

In the last program year **EMDC met or exceeded all performance goals for the adult, dislocated worker and youth programs** with the exception of Credential Attainment for adults in the Central Western Maine region and for dislocated workers in the Northeastern region.



## Lending Services

EMDC's lending programs received **\$1,500,000** in new lending funds through USDA Rural Development RMAP and EPA Brownfields programs and provided **\$1.223 million** in Revolving Loan Funds both within the EMDC area and Statewide.

In total **EMDC awarded 24 loans to businesses** and recorded technical assistance and new loan inquiry encounters to 596 new and current loan clients and applicants.

During the year, six (6) EDA revolving loan funds were defederalized, thus allowing for the **moving of fund balances to unrestricted status and to be made available for additional loans.**

### APEX Accelerators (formerly called PTAC) Services

EMDC's APEX staff assisted business clients with technical assistance leading to **14,490 government contract awards worth over \$924 million**. Of those, **2,200 awards for \$416 million went to small business clients** during FY22.

The staff also recruited and enrolled **199 new business clients**; conducted **3,752 counseling sessions** to provide technical assistance on government contracting; and hosted and/or partnered with other agencies to present **136 events and webinars to over 3,000 attendees**.

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## Community & Business Services

In addition to **\$1,308,596** in new federal and State funding awarded for technical assistance to businesses and communities in EMDC's service area, staff:



- ✓ **Implemented new programs for climate resiliency and broadband planning**, serving 14 and 6 communities respectively;
- ✓ **Implemented fee-for-service contracts for comprehensive planning** executed with 6 rural communities and one CEDs plan with Four Directions/ Mi'kmaq Nation, and for post-award activities with partners;
- ✓ **Provided technical assistance across all programs** to more than 500 businesses, new startups, and referrals for community impact lending;
- ✓ **Provided DBE (Disadvantaged Business Enterprise) counseling** to 25 new DBE Business Certifications leading to 168 Maine Certified DBE businesses;
- ✓ **Supported 8 regional projects** impacting tourism, agriculture, bio energy, public infrastructure, transportation, and DEI activities; and
- ✓ **Supported 10 congressional directed spending projects** in Eastern Maine.

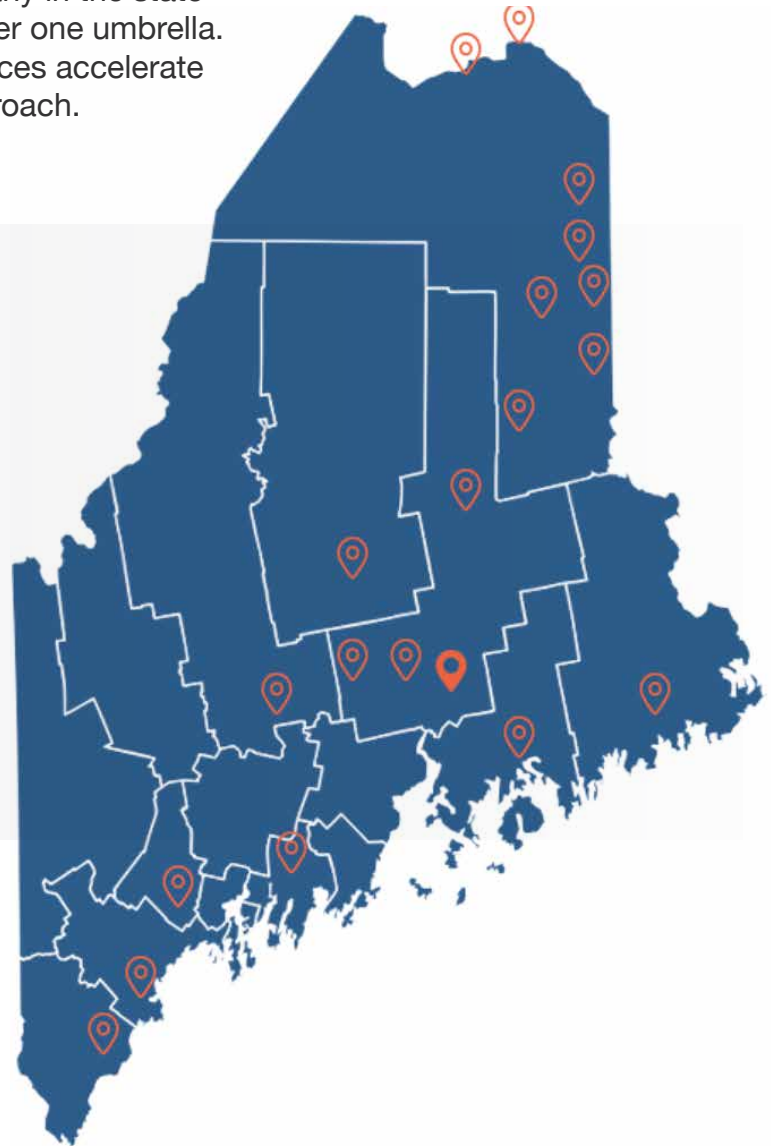


## OUR DEPARTMENTS

We foster public-private relationships and leverage resources that help businesses, communities and individuals reach long-term goals and prosperity.

EMDC is the only economic development company in the state that provides services to these three groups under one umbrella. Our integrated programs and individualized services accelerate economic development through this holistic approach.

- ✓ Personalized Advising
- ✓ Government Contracting (Maine PTAC)
- ✓ Supportive Services (Maine DBE)
- ✓ Workforce Assistance
- ✓ Group Training
- ✓ Referrals



### Business Services

Statewide

### Business Lending

Statewide

### Community Initiatives

Hancock, Penobscot, Piscataquis, and Waldo Counties

### Workforce Development

Penobscot, Piscataquis, Hancock, Washington, Kennebec, Androscoggin, Somerset, Franklin, Aroostook, and Oxford Counties



# 2022

## ANNUAL AWARD HONOREES



**Tom Davis EMPLOYEE of the Year**

Samantha Giasson

**BUSINESS of the Year**

PK Floats



**NON-PROFIT of the Year**

Maine Multicultural  
Center

**COMMUNITY PARTNER of the Year**

Laura Sanborn



# EMDC

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DEVELOPMENT CORPORATION**

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