



Sunrise County Economic Council
Combined Annual Reports
Fiscal Years 1999-2005

- **Program Development and Assistance**

1999

Natural Heritage Center: Coordinated work between steering committee and consultant during feasibility study for the Natural Heritage Center in Calais. Raised \$24,000 needed to match US Forest Service funds for study. Feasibility study completed by consultant. Applied for and received \$150,000 grant from US Forest Service to continue work on the project by hiring development expertise, and engineering, architecture and business planning consultants. The intention is to bring the project to construction. In addition, SCEC staff has procured all match required for the project (\$100,000) from state and local sources.

Jonesport Economic Renewal: Continued assistance to town of Jonesport with projects resulting from Economic Renewal effort. Several smaller projects were successfully implemented by community members. Currently, the Jonesport Economic Renewal Committee is examining how to maximize their fishing industry by enhancing local research and development capacity. Local leadership emerging as projects unfold. SCEC successfully raised funds to help advance this project, as well as contributing \$3000 in SPO Marine grant funds.

The Jonesport ER Committee has taken leadership on a number of important projects in the community. They raised federal funds to abate a serious erosion problem near a local historic cemetery. They have tackled a long-festering problem with local septic and resulting water quality problems. They are the sponsoring community for the Marine Processing Fund, a \$350,000 CDBG grant that will provide grant funds to help local seafood processing businesses comply with HACCP regulations. Other communities are participating in this program through interlocal agreements, making it effectively a county wide program. SCEC has provided assistance on many levels throughout this year, and continues to be involved.

Cherryfield: Assisted and advised *Cherryfield Economic Development Committee* as it planned for local economic renewal planning effort on January 18, 1999. SCEC facilitated the public meeting and recorded outcomes for committee use.

Washington County Marketing Partnership: Developed a *Washington County Marketing Plan* for the communities of Baileyville, Calais, Eastport, Machias, Jonesport, Pleasant Point Tribal Government, Washington County Government, Milbridge and Harrington. The plan was used to obtain implementation funds from DECD. SCEC staff coordinated implementation of this plan. No staff hours were paid by the DECD grant, so this program could not have gone forward without SPO funding to support staff tie, and contribute as match.

Passamaquoddy Economic Development: Attended forums at the *Passamaquoddy reservations* to learn about economic development issues of those communities. Developed list of recommendations for Indian Township. In addition, SCEC staff has been working closely with tribal planners at Pleasant Point to follow up on ideas for community-wide goal setting and project implementation. Funding proposals to continue work have been submitted.

Historic McCurdy's Smokehouse: Assisted *Lubec Landmarks* in their ongoing efforts to restore the Historic McCurdy's Smokehouse. Progress included meeting with Jake Ward and Habib Dagher from University of Maine at the site regarding use of wood laminates in the pier infrastructure, and completion by EMDC of a CDBG grant application. The CDBG grant application was unsuccessful, as was a HUD application written by SCEC in May, 1999. Comments from the HUD grant have been requested, and a new application will be submitted in 2000. This project has great potential to transform Lubec's waterfront, which will attract the kind of investment necessary to make real differences in that community. In spite of DECD support for this project, via seed money from the Office of Tourism, significant investment from SPO that truly launched the project, and indefatigable effort by the local community, this project is repeatedly denied CDBG funding. SCEC staff plans to appeal to DECD to have CDBG program staff visit the site and advise on the best approach, as the more time that goes by, the more funds will be needed.

Eastern Maine Railroad Development Commission: Assisting with efforts to restore rail service to Washington County

Route 1 Corridor Committee: Assisting with promotion of new Route 1 signage designating 12 places of interest along Route 1. Postcards are included in packets sent to all requestors.

Down East RC&D Vacationland Resources Committee: Assisting the committee with promotion and implementation of DESTINY 2000 (Down East Sustainable Tourism Into the Year 2000) Plan. Helped coordinate the 1999 Sustainable Tourism conference which was held in Machias. The 2000 conference will be held in Calais.

The following community groups received “seed” money for organizing initiatives that relate to economic development:

- \$4400 match for “Implementing Jobs From the Sea” project, funded by Maine Fishing Industry Development Corporation. (Marine)
- \$5000 match for Natural Heritage Center feasibility study. (Tourism)
- \$3000 for Marine industry Study in Jonesport
- \$2000 to challenge community to raise a matching \$2000 to complete the fundraising goal for the Station 98 Railroad Station Restoration Project.

Community Capacity Grants:

Cherryfield Economic Renewal	\$1000
Jonesport Economic Renewal	700
Route 1 Corridor Committee	\$1000
Washington County Leadership Inst.	\$1000
Maine International Trade Center	\$1000
(Seed \$ for Washington County European Trade Summit, October 1999)	
Maine Rural Development Council	\$ 300
(Sponsorship: ED Training for Passamaquoddy ED staff at Oweesta Conference)	

Tourism Development: Coordinated Washington County Promotions Board to conduct cost-effective county-wide tourism promotion. Due to these efforts, Washington County will be featured on the cover of “Maine Invites You”, the state’s tourism promotion magazine.

Washington County Marketing Partnership

Washington County Marketing Partnership: Coordinated a consortium of municipalities wanting to recruit businesses. . Completed components of this include:

- Ad in *Bangor Daily News* Perspectives Section
- Ad in *US Sites and Development Relocation Journal*(national publication).
- Community Fact sheets with development info for response and promotion.
- County economic profile for response and promotion.
- Real Estate Network for rapid response to inquiries regarding site availability.
- Business Action Committees for rapid response to questions for visiting business representatives.
- Promotional cards for summer visitors

Education

- Conducted *SBIR Workshop*, with a second planned for January 20, (together with Coastal Acadia Development Corp) to make businesses aware of R&D grant funds from the federal government. One Native American business is developing a proposal for an SBIR to USDA.
- Organized the “*Jobs From the Sea*”workshop, provided follow up with marine businesses, and coordinated technical assistance with Maine Manufacturing Extension Partnership.
- Funded a study to *inventory marine industry assets* in Jonesport to enable the community to explore diversification within this sector.

- Helped to organize and present 2 ½ day workshop on putting service learning into the curriculum in conjunction with KIDS Consortium and Washington County Consortium for School Improvement.

2000

"Triangle Committee": The SCEC has been working with this local, ad hoc committee of business and municipal leaders representing the Harrington, Milbridge, Cherryfield and Steuben area. Its working name, the "Triangle Committee", refers to the geographic configuration of these adjoining towns.

The group's concern is continuing erosion of job opportunities in the area, especially with the pending closure of the Gouldsboro/Winter Harbor Naval facility. The committee is currently putting together a proposal for Jackson Laboratory to invite them to locate an expansion in their area. They also plan to work with other businesses who wish to expand in the area, and serve as the area's Business Action Committee for SCEC.

Transportation Initiatives: SCEC continues to assist the Eastern Maine Railroad Development Commission to promote reuse of the Calais Branch Railroad. Funds were raised from DOT and other sources to conduct a study which would indicate the best place to begin to incrementally reactivate the line, both to support a potential operator, and to benefit the Eastport Port. The results demonstrated that on both counts, opening the line all at once was best, but if phases were necessary, opening the line as far as Cherryfield made the most sense. EMRRDC has taken steps to enlist the help of the Maine Partnership, an Eastern Maine group of business interests engaged in economic development, to broaden support of the Calais Branch.

SCEC conducted an educational program to encourage the Public Advisory Committee for the International Bridge in Calais to broaden the project study area to include locations south of the city to address local questions on that issue, and to add economic development to the project needs list, to ensure economic impacts would not only be considered in planning, but also addressed by the project itself.

Sustainable Agriculture: SCEC has provided assistance in developing and funding economic development strategies for the Passamaquoddy tribe. SCEC received \$5000 from the Maine Community Foundation to conduct a site assessment of the Tribe's unused farm on South Perry Road, and recommend ways to utilize the farm to offer employment and support local specialty food production.

Economic Renewal: Staff planned and implemented Downeast Economic Renewal meeting for Chamber of Commerce communities in western Washington County. Inability to follow up with this effort due to insufficient funding has left results in question, but the effort provided direction to the Chamber's Economic Development Committee.

Cobscook Bay Area Chamber of Commerce: SCEC helped local people form a regional chamber of commerce in the Cobscook Bay Area. The Chamber has already accomplished several activities, including a business needs assessment, tourism kiosks, and educational programming. They currently have over 30 members.

Atlantic Salmon Listing: SCEC staff engaged in educating the public on the potential economic impacts on Washington County's economy of listing the Atlantic Salmon as an endangered species.

Economic Development Marketing: SCEC finished initial community information and response systems to handle inquiries from businesses who are interested in moving to the area. SCEC has also secured an additional \$25,000 to engage in more proactive marketing and produce marketing brochures.

Cutler Reuse Authority: With technical assistance provided by SCEC, the towns of Cutler, Machias, East Machias and Machiasport, along with representatives from the Chamber of Commerce, the University of Maine at Machias, real estate professionals and the local school, have formed an organization to promote the reuse of the Cutler Navy Base.

Downeast Heritage Center: The Downeast Heritage Center is a project of the Sunrise County Economic Council and the St. Croix Economic Alliance. The Downeast Heritage Center seeks to preserve, interpret and develop Washington County's historical, cultural, and natural resource. The Downeast Heritage Center will promote economic development, support educational programs and small business development, and become a leading destination for heritage tourism.

This ongoing project of SCEC is a major development initiative in Washington County, projected to cost \$6 million. SCEC has facilitated the project, though the daily work of building local support, raising awareness of the project, and securing state and federal funds for the its construction, has been accomplished by Jean Flahive of Eastport, a local consultant hired by SCEC. The goal is to have the building finished by 2004.

Cruise Ship Coalition: SCEC organized and facilitated county-wide meetings to establish a Washington County Cruise Ship Coalition to attract cruise ships to the Port of Eastport's downtown pier. \$3500 was raised to hire an intern for the summer to conduct market research and work with the coalition to develop packages that will be marketed to the cruise ship industry. This will be an ongoing project for which additional funds are being sought.

Downeast Fisheries Trail: The Downeast Fisheries Trail is an educational trail comprised of a series of sites and interpretive signs that explain Washington County's fishing heritage and the emerging aquaculture industry. The trail was completed in the Summer of 2000. Brochures have been printed (with funds from the Maine Office of Tourism), the signs were erected in August, and a coordinator was hired by the Quebec Labrador Foundation to manage and coordinate marketing and stewardship for the Trail. Additional funds from the Maine Community Foundation will help pay the direct expenses of the Trail during its start-up period, and continuing coordination and planning.

2001

Downeast Heritage Center: During the past two years, SCEC has hired a Project Developer to facilitate continued local involvement in the project, develop a business plan for the Center, conduct public outreach, engage the St. Croix Economic Alliance and architects to develop plans for the facility, and begin the process of raising needed construction funds. The goal is for the project to be completed by spring, 2004, to help commemorate the 400th anniversary of the settlement of St. Croix Island. All project goals have been met. \$3 million has been raised for construction and an additional \$2 million has been committed for land, parking improvements and operating costs.

Cutler Navy Base Redevelopment: SCEC received a subcontract through the economic adjustment efforts of the Department of Defense. This supported staff time necessary to assist the Committee in its planning efforts, and to understand the market potential of the base, respond to inquiries from developers, formally organize as a Community Development Corporation, and analyze its potential role as the owner of the base.

Washington County Marketing Partnership: SCEC put together a partnership of service center communities interested in encouraging new business, and worked with them to develop Phase 2 of a regional marketing plan (Phase 1 was completed in 1999). This plan includes issuing news releases in state, regional and national media that highlight Washington County's business assets, such as airports, the Port of Eastport, and small business climate. It will also make professionally designed and printed material available to promote the region, its support assets, and specific commercial sites.

Downeast Marine Consortium: The Downeast Marine Consortium is an effort to attract more research dollars to the region by finding ways for existing research facilities in the Downeast area to collaborate and expand applied research opportunities.

Economic Futures Project: SCEC has conducted research that shows leaving the area for college and work is not a negative thing in itself, as these experiences help broaden people's perspectives, which often benefits the area when they return. The assumption that the Downeast area has no economic opportunities to offer can be corrected by building awareness among young people. Reconnecting with Downeast high school alumni will let former students know about opportunities that do exist in the area, and may help businesses recruit for those positions.

SCEC has developed The Alumni Outreach Project in high schools from Sumner to Woodland to increase awareness among young people of opportunities in the area so they can make informed decisions about their future, and to help with short term recruitment needs of employers. It will do this by getting high school seniors active in research, surveys, communications and data management, communicating with alumni, especially those who went to college and left the area, about current professional employment opportunities

2002

Downeast Heritage Odyssey: Continued to work with Downeast Heritage Center. Began developing the Downeast Heritage Odyssey, to help network the region's museums and advance their capital projects, which will help them provide region-wide high quality visitor experiences.

Coastal Access Initiative: Initiated the Coastal Access Initiative, which helps towns find the resources they need to preserve traditional commercial fishing access in their communities.

Economic Futures: Continued the Economic Futures Project, to work with local schools to locate and contact alumni for job recruitment and school related issues. Partnering with the Washington County Education and Economic Development Alliance has resulted in an opportunity to use national resources to promote entrepreneurship in local schools.

Municipal Assistance Program: SCEC now offers staff resources to towns who need professional services to help with interlocal projects, economic development planning, and other efforts.

Local Development Corporations: SCEC continues to work with Delta Development Corp. & Cutler Development Corp. to help them identify and implement cooperative projects. The Cutler group is in the process of planning the re-use of the Cutler Navy base.

Washington County Leadership Institute: Coordinates Washington County Leadership Institute, in partnership with the University of Maine at Machias and the Atlantic Leadership Institute. WCLI is now entering its 7th year, and has graduated over 100 local people.

Community Partners: Community Partners are non-profits or community development corporations that help Washington County towns work together on economic development. SCEC has helped them form and provided assistance. They include the St. Croix Economic Alliance, the Cutler Development Corporation and the Delta Development Corporation.

Applied Marine Research: SCEC has worked with the Downeast Institute for Applied Marine Research, the Maine Aquaculture Innovation Center's Incubator program and others to increase the amount of applied marine research conducted in this ecologically unique region, attract talent, and help coastal communities diversify and enhance their fisheries.

2003

Cutler Base Redevelopment: SCEC provided technical support to the Cutler Development Corporation and the Washington County Development Authority as they worked to identify and negotiate with a private developer to reuse the former Navy base in Cutler. An agreement reached in September could result in \$4 million in private investment in the facility, with a commitment to business development that will result in over 120 jobs. The agreement projects a transfer of the base in April, 2004.

Delta Development Corporation: SCEC provides technical assistance to this volunteer Local Development Corporation comprised of the Towns of Harrington, Cherryfield, Milbridge and Steuben. We helped Delta raise \$12,000 to conduct an Integrated Village Plan for their towns' development, which will be completed by January 04.

Downeast Heritage Center: SCEC has worked with the Downeast Heritage Center since its conception. Through the excellent work of the St. Croix Economic Alliance and Heritage Center staff, the facility will open in Spring, 2004. Our work with the Heritage Center continues, as we develop a forest stewardship component of the Heritage Center exhibits.

Downeast Institute of Applied Marine Research and Education: The Downeast Institute of Applied Marine Research and Education provides local research capacity for stock enhancement, mariculture and related business development. SCEC provided technical assistance to the Downeast Institute as it launched its National Science Foundation Partnerships for Innovation program with the University of Maine at Machias. DEI has recently expanded its facility to a larger space on Beals Island and is working with our Congressional delegation to secure funding to purchase and renovate the building.

Municipal Assistance Program: SCEC has the ability to provide direct services to municipalities for administrative functions, project oversight, grant writing and economic development planning. This year, we provided ongoing services to the town of

Jonesboro, resulting in an interlocal agreement with Roque Bluffs to build a salt and sand facility and progress on design and construction, a grant to redesign the town pier and boat launch, funding for an economic renewal project, unification of the municipal and school fiscal years, and acquisition of software for scheduling road maintenance projects. Additionally, services were provided to the towns of Cherryfield, Columbia Falls, and Machias for administrative support, grant writing and project development.

Sunrise Scholarship Fund: This year SCEC initiated a scholarship fund for adult students, to help people who do not qualify as full time students gradually earn a college degree. The fund can help employers invest in employee advancement, can be used for full time traditional and non-traditional students attending area colleges, and for advanced degrees.

Washington County Leadership Institute: SCEC continues to coordinate the Washington County Leadership Institute, which helps formal and informal leaders increase the skills and knowledge they need to effect change and economic improvement in the region. The program has trained 118 educators, municipal and non-profit officials, business people and others from around the county, who use the program and the network it provides to help them help Washington County. *Funding:*

▪ **Plans and Studies**

Commercial Waterfront Access Study: Published in January, *Paths and Piers*, provides a baseline of information about the status of commercial and recreational access to coastal waters Downeast. The study is being used, along with a statewide version conducted by Coastal Enterprises, Inc., to assist the Maine Working Waterfront Coalition as it develops and advances public policies to preserve access to coastal waters by water-dependent businesses. SCEC is a member of that coalition.

Downeast Pine Tree Development Zone: SCEC staff, working with the Washington County Council of Governments and Eastern Maine Development Corporation, are completing the application process for the Downeast Pine Tree Development Zone. This designation makes a number of tax credits and other financial incentives available for businesses who start up or expand in the area.

Maine Water Sports Network Feasibility Study: A local group, inspired by the Maine Winter Sports Center, is exploring ways to take advantage of Washington County's historic links to its many and varied water resources to improve the economy of the region and the health of our people. The program intends to make Washington County a world class attraction for competitive and recreational water sports and to build Olympic aspirations. The feasibility study will be completed in December, 03.

Ollie Henderson Memorial Park: Universal Access Plan: SCEC has been working with the Town of Machias and a local planning committee to provide administrative support for a site plan and feasibility assessment for improvements to Bad Little Falls Park, creating a unique, universally accessible park, in memory of Ollie Henderson.

Regional Airport Demand Study: SCEC has been working with the Cutler Development Corporation to conduct a demand study for a regional airport with a 5000' runway, viewed as necessary to the region's economic development infrastructure. The study will be available in November, 2003.

Transportation: SCEC is involved in a number of transportation planning and advocacy committees, including the Downeast Regional Transportation Advisory Committee, the Downeast Route 1 Corridor Committee, the Maine Strategic Passenger Transportation Advisory Committee to DOT, and the Eastern Maine Railroad Development Commission.



BUSINESS DEVELOPMENT

1999

Job Retention: Worked to identify needs and possible responses related to HACCP compliance which emerged during HACCP “schools” for crab processors conducted earlier (also funded by SPO). Sent survey to licensed crab pickers in Washington County. Coordinated with Maine MEP regarding some of their suggestions. This initial work resulted in a \$350,000 CDBG Business Assistance grant to provide funds directly to seafood processors to help them comply with HACCP regulations.

Job Creation: Coordinated application to assist expansion of Washington County Psychotherapy Associates facility in Calais, creating 45+ jobs.

Business Assistance: Coordinating study to examine how to improve access to local business improvement efforts by forming a Cobscook Bay Chamber (instead of two separate chambers for Lubec and Eastport.) Provided referrals to a number of businesses wanting to start or expand.

2000

Marine Sector: SCEC continued to follow up with Jonesport Economic Renewal efforts, and marine industry study assistance. Working with Mason Bay Resources, SCEC received \$4500 from the Maine Community Foundation to develop a marine studies/aquaculture curriculum at Jonesport Beals High School. This is consistent with the vision and priorities established by the community.

SCEC also served on Jonesport's Marine Processing Fund Committee as chair. This fund was established with CDBG money to help home based and other seafood processors save jobs by complying with HACCP regulations. Two small outbuildings designed for seafood processing have been built and more than enough requests have been received for other projects to exhaust the funds. Besides saving jobs, it has been noted by local committee members that this project is also consistent with the town's vision, by helping them remain a fishing village. The project, designed by SCEC, was recognized with an award to its administrators, Mason Bay Resources. It is also currently being replicated in Hancock County, which is planning a similar program.

Specialty Foods Sector: SCEC helped WHCA JOBS program and DECD/EMDC field staff form a Washington County gourmet foods cooperative for marketing and product research. Product research was conducted through organized focus groups. Surveys were completed by focus group participants and results were shared with producers. Funds to continue to assist with product refinement and marketing are currently being sought.

WCPA: Working with the Calais Business Action Committee, SCEC provided initial assistance to Washington County Psychotherapy Associates in an expansion that will create 65 jobs in the Calais area. SCEC staff helped design a financing package, helped with a business plan, and wrote a CDBG grant to secure financing for the City of Calais to provide a building for their expansion. Additional and ongoing assistance was provided to the company by the Eastern Maine Electric Cooperative, the City of Calais, Coastal Enterprises and others. Job Training was provided through the Maine Quality Center at the Washington County Technical College. The facility will open in early November, 2000.

2001

Business Support Activities: SCEC is developing a “Business Plan” for a self-sustaining Business Support Center that will utilize computer technology and teleconferencing abilities, as well as physical space, to make assistance readily available to small business in the region. SCEC will also develop loan programs to respond to unmet needs, and provide scholarships for small business training and business participation in the Washington County Leadership Institute.

2002

Business Support: Developed a business plan for a Business Support Center, to include web-based resources, agency coordination and face to face assistance for new and existing businesses.

Access to Funds: Developed a business plan to establish Loan Programs that will make alternative sources of gap and start-up financing available to businesses county wide.

Training: Provided scholarships to the Washington County Leadership Institute and FasTrac training program for small businesses in Washington County.

Workforce Development: Developed a listing of financing sources for adults who want to advance their education. Approved the formation of a scholarship fund for adult learners.

2003

Business Advocacy and Development: SCEC staff has worked with several businesses over the year, helping to identify financing, access programs and facilitate partnerships. Once development plans are implemented, total jobs created will total over 100.

Business Assistance Web Site: SCEC staff is developing a web site that will provide information about financial and technical resources, demographics, market analysis and other services needed for business planning and development.

Lending Partnership: To begin the process of developing our ability to make direct investments in businesses in the region, SCEC entered into a partnership with Coastal Enterprises, Inc., a statewide community development corporation based in Wiscasset. Through this partnership, an additional \$750,000 in business investment resources are available in Washington County. So far, the partnership has resulted in \$300,000 investment in new and expanding businesses in the region.

Maine Marine Worm Dealers Association: In response to a request by this newly formed trade association, SCEC staff conducted an industry survey, which will be used by the Maine State Planning Office to determine the economic impact of the marine worm industry on the State of Maine. The study results will be available through the Association in November, 2003.



ORGANIZATIONAL DEVELOPMENT

2000

SCEC Development: The Board engaged in research to determine if SCEC should or could become a more service-oriented organization, and to consider how this change would affect its ability to gain more secure funding. As a result of this effort, SCEC terminated its long standing administrative relationship with EMDC to allow the organization to add staff more affordably.

New services, such as more intensive sectoral business assistance, loan programs, and other services are being explored during the coming year. To build the capacity of local communities to participate more directly in economic development, SCEC will assist in the development of a Council of Governments for Washington County. An effective working relationship between a municipal organization and a non-profit economic development organization, can help advance Washington County's economic development efforts far into the future.

2002

SCEC Assessment: The organization has undergone two assessments: an analysis of our effectiveness in providing services, and a survey to evaluate the organization's capacity. Once results are received, a plan to strengthen any weak areas will be developed.

Design PR/Marketing Plan: Staff attended an intensive training on organizational advancement, including marketing, communications and fundraising. A plan has been developed.

SCEC Growth: Business plans for the Business Assistance Center and the Loan Fund recommend ongoing revenue streams, such as interest income and fee for service.

Endowment: As of September 30, SCEC had raised \$479,798 toward its \$1 million operating endowment.

2003

Endowment: SCEC continues to build toward its goal of \$1 million in an operating endowment, to help the organization sustain its work during times of funding shortages, and have the ability to make other investments in the region. So far, \$527,186 has been raised. 63% of our contributions have come from inside Washington County, and the remainder from our friends around Maine and beyond.

Capacity Quotient: SCEC is participating in a pilot program that provides an objective tool for measuring organizational capacity, and funding to make strategic investments in the organization to build capacity. Resources were devoted to Board development and fundraising assistance. This has already resulted in a \$150,000 grant from the US Housing and Urban Development's Rural Housing and Economic Development grant program. Projects funded under this program will commence in FY 2004.



Annual Report of Activities

For Fiscal year 2005

The Sunrise County Economic Council continues to set an example of what local people, driven by a desire to improve their communities, can accomplish when they work together. SCEC has spent the past year refining existing programs, and improving its capacity with new ones. We have helped businesses start and grow, and worked with communities on issues that affect the whole region.

SCEC develops programs based on the input we receive from local people. The Board of Directors brings their collective expertise to bear on program design and priorities. Staff works to implement the programs and provide needed services. Our funders provide the financial resources necessary for us achieve our mission:

The Sunrise County Economic Council initiates and facilitates the creation of prosperity and jobs in Washington County





Developing Enterprises

to increase incomes...to create jobs.

Sunrise Loan Fund

This new fund allowed SCEC to provide \$90,000 in gap financing to three business ventures, two start-ups and one expansion, resulting in 8 jobs and \$137,000 in leveraged investment.

Sunrise County Business Support Center

Through a partnership with Coastal Enterprises in Wiscasset, business counseling services are provided three days a week by the Women's Business Center. Forty seven businesses have received training or information. An additional 28 businesses have received counseling services, resulting in 15 new jobs. Other business assistance, supported through the Opportunity Fund, included helping two companies expand, resulting in 50 jobs, and working with several companies interested in bringing new business to the region.

WACOBIZ.com

SCEC launched its new web site, WACOBIZ.com, to provide easy access to web based business development resources for planning, start-up, financing and development. Sponsored links to local business web sites will sustain its operating costs.



Assisting Communities

to help local leadership address issues...to convene citizens to work toward common goals...to encourage regional cooperation.

Municipal Assistance Program

SCEC provided contracted technical assistance to Jonesboro, Harrington, Steuben, Beddington and Deblois, as well as the Washington County Development Authority and the Delta Development Corporation, and helped some of those towns to attract \$660,000 in grant funds for business and public infrastructure development.

Regional Initiatives

Working with Eastern Maine Development Corporation and the Washington County Council of Governments, SCEC helped communities study the housing and telecommunications infrastructure needs of the region. This information is already being used to attract resources into the region to help address the needs identified. Working with Coastal Enterprises and other organizations, SCEC is working to develop ways for communities to integrate housing development with their economic development efforts.

SCEC participated with others around the state on the Working Waterfront Coalition, which is working to maintain and enhance access to the waterfront in fishing communities. If approved, funds included in a November 05 bond issue will provide \$2 million to protect working waterfronts, and a proposed constitutional amendment could allow working waterfronts to be taxed at current use.

SCEC staff contributed leadership through participation on the Boards of the Downeast Institute for Applied Marine Research and Education, the Downeast Heritage Museum, the Greenland Point Center Coalition, Downeast Resource, Conservation and Development, the Maine Economic Growth Council,

the Governor's Economic Development Task Force for Washington County, and other state- and county-wide project committees.

SCEC helped organize and is coordinating the Eye of Machias riverfront downtown revitalization committee.

Working with Eastern Maine Development Corporation, SCEC is learning to use Geographic Information Services (GIS) mapping to assist communities in economic development planning.

SCEC helped local communities participating in the Pine Tree Zone program to execute amendments, keep apprised of changes in legislation, and participate in marketing.

SCEC developed and provided background information which helped the Coastal Washington County vocational center win legislative approval for \$1 million in the November bond issue to begin funding the Sunrise Business & Career Center.



Investing in People

to build leadership...to encourage educational attainment.

Washington County Leadership Institute

SCEC's Washington County Leadership Institute finished its ninth year, graduating 15 new and experienced leaders from around the region. A total of 143 people have learned how to improve and use their leadership skills to understand and help address Washington County's economic challenges.

Sunrise Scholarship Fund

SCEC's Sunrise Scholarship Fund helped 74 people advance their education. Of 46 survey respondents, 33 are continuing their education and 10 now have better jobs or received promotions. They have realized an average increase of \$3.12 per hour in wages.



Ensuring Excellence

to be an effective, sustainable organization...to be responsive and flexible.

The Sunrise Fund

SCEC's endowment, the Sunrise Fund, continues to grow as pledges are remitted, and program related investments in the region result in revenue. Our goal is to reach \$1 million, enabling us to use the interest generated as revenue to support our mission.

The Opportunity Fund

The Opportunity Fund is a pool of revenue raised from businesses and individuals with an interest in helping Washington County's economy. In '05, this fund was used to support SCEC's efforts in developing new programs, and working with several businesses interested in moving to or investing in Washington County.

**SUNRISE COUNTY
ECONOMIC COUNCIL
BOARD OF DIRECTORS, 2005**

Shirley Erickson, **CHAIRMAN**
Maine Educational Loan Authority

Gayle Moholland, **VICE CHAIR**
Unobskey School

Gwen Jones, **TREASURER**
Down East Community Hospital

Gary Willey, **SECRETARY**
Town of Milbridge

Rob Bailey, Thomas DiCenzo, Inc.

Ozias Bridgham, Town of Jonesboro

Barbara Drisko, Town of Columbia Falls

Jim Parker, CES Engineers/Surveyors

Senator Kevin Raye, Down East Strategies, LLC

Edwin Plissey, Machiasport

Joan Carter,
Machias Motor Inn & Banquet Facility

Dave Eldridge, Machias Savings Bank

Richard Fickett, Fickett Property Management

Margery Brown, Cherryfield Board of Selectmen

Skip Rogers, Federal Marine Terminals

Ex Officio

Thomas Lewey
Pleasant Point Passamaquoddy Tribe

Representative Anne Perry
Washington County Legislative Delegation

Kevin Shorey
Washington County Commissioners

FY 2005 Income Statement

	Oct '04 - Sep 05
Revenue	
Annual Fund	\$ 19,675.00
Endowment Gifts	16,500.00
Donations & Contribution Income	660.00
Foundations	61,500.00
Municipal Contracts	19,712.05
Grants	177,332.66
Program Income	43,882.33
Miscellaneous Income	904.76
Interest Income (Interest Income)	1,797.39
Total Revenue	\$ 341,964.19
Expense	
Employee Expenses	\$ 168,177.08
Conference, Seminars & Training	1,363.00
Administrative Expenses	39,444.55
Contributions	210.00
Scholarships & Awards	15,944.35
Interest Expenses	1,230.67
Professional Fees	9,477.37
Sunrise Loan Fund Expense	19.12
Travel	9,892.51
Office Expenses	33,363.37
Licenses and Permits	186.00
Equipment	52.49
Meeting Expense	5,515.49
Outside Contract Labor	22,772.53
Total Expense	\$ 307,648.53
Net Ordinary Income, FY -05	\$ 34,315.66

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The Sunrise County Economic Council thanks all the organizations, business and individuals that supported our mission with financial support during this fiscal year.

Federal Agencies

USDA Rural Development
US Housing & Urban Development

Foundations

Maine Community Foundation
C.F. Adams Charitable Trust
The Betterment Fund

Partner Organizations

Eastern Maine Development Corporation
Coastal Enterprises, Inc.
Washington County Council of Governments

Endowment Contributors (FY 05)

David and Holly Whitney	Machias Motor Inn
Bangor Publishing	McLaughlin's Garage
Bangor Savings Bank	RH Foster Energy
Helen's Restaurant	Sunrise Realty
Fundy Bay Printing	Webber Oil Co.

Annual Fund Contributors (FY 05)

Larry Barker	Cutler Development Corporation
Dave Eldridge	Downeast Creative Services
Shirley Erickson	Ellsworth Builders Supply, Inc.
Gayle Moholland	Fickett Property Management
Ed Plissey	Guagus Business Services
Kevin and Karen Raye	JL Huntley, Inc.
Sidney and Nancy Unobskey	Jonesport Realty
Bangor Savings Bank	Jeffrey Lovit, Attorney at Law
Bar Harbor Banking and Trust	Lyons Grocery
Bluebird Motel	Machias Dental
Calais Federal Savings and Loan	Machias Motor Inn
CES, Inc.	Machias Savings Bank
Cleaves and Company	The First National Bank of Damariscotta
Coffin's Hardware, Inc.	

A special thanks to all the towns and businesses who have contracted for SCEC services this year, providing an important source of revenue to our organization.

You can help improve Washington County's economy by helping the Sunrise County Economic Council. Your tax-deductible contribution is an investment in all our programs, and will help as we develop new ones.

We are a 501 (c) (3) organization with a \$200,000 annual budget.

For more information, visit www.sunrisecounty.org



Sunrise County Economic Council

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"Helping Washington County People Transform Our Economy"

What People Have Said About the Sunrise County Economic Council

"I believe that the Sunrise County Economic Council is our best hope for improving the business climate and the lives of the people in Washington County... The key to the success of the Sunrise County Economic Council is the fact that the people who make up the Council are from Washington County. You know how things work there, and are determined to do whatever it takes to improve the lives of your friends and neighbors. Local leadership and innovation -- that's what it's going to take to improve the economic climate in Downeast Maine."

Governor Angus King, Jr., March 19, 2002

"Sunrise County Economic Council is our most vital link for economic development in Eastern Maine"

Ed Hennessey

President, Machias Savings Bank

"In establishing a terrific network of people and organizations that support economic growth, the SCEC continually works to improve the independent lifestyle and small business economy of Downeast Maine."

Kirsten Shorey

Owner, Quoddy Trail Moccasin Co., Perry, Maine

Annual Report of Activities

FY 2004



Sunrise County Economic Council

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The Sunrise County Economic Council continues to prove that local people, when focused, determined, and creative, can sustain and grow an excellent grassroots organization to help improve Washington County's economy.

This Annual Report contains a summary of activities of this organization for the year ending September 30, 2004.

In addition, a "report card" of our accomplishments over the past seven years, since SCEC began to take a hard look at how to permanently sustain our economic development effort, is included below.

Progress Highlights

- Since 1998, SCEC has provided direct assistance to the following **20 municipalities**: Princeton, Indian Township, Baileyville, Calais, Pleasant Point, Eastport, Lubec, Machias, Cutler, Jonesboro, Roque Bluffs, Jonesport, Columbia Falls, Marshfield, Whitneyville, Harrington, Milbridge, Steuben, Deblois and Cherryfield.
- Additional projects are located in Baring, Beals and Machiasport, bringing the total number of communities we have worked in to **23**. This represents **47% of the county's towns**, which account for **70% of the county's population**.
- Nearly **\$1.3 million** has been raised by SCEC to help fund infrastructure and development projects in local communities.
- In addition, SCEC has raised a total of **\$ 1,389,000** to fund its own operation and projects for those 7 years. (This figure does not include funds raised for the endowment.) Funding from local government accounts for less than **7% of that amount, or \$93,000**. When you add in funds raised for the endowment, that total raised is **over \$1.9 million**. Municipal and county government account for **10 %** of that total raised.
- Dozens of businesses have been assisted by SCEC. Superlative Technologies in Machias, Washington County Psychotherapy Associates in Calais, and Worcester Energy in Deblois are a few, together accounting for **160 jobs**.
- A lending partnership initiated by SCEC with Coastal Enterprises in Wiscasset has resulted in over **\$500,000** being committed for small business loans in less than two years.
- Over **\$300,000** was raised by SCEC to plan and develop the Downeast Heritage Center, and their project developer went on to raise over **\$6 million** needed to complete the project.
- SCEC assisted Cutler with the process needed to sell the vacant Navy base to a private developer, returning the property to local tax rolls. The **\$200,000** net proceeds are being

used to fund economic development in the Machias/Cutler area, and the developer has pledged to create **125 new jobs** in 3 years (the pledge is secured with \$100,000.)

- SCEC has worked with the Downeast Institute for Applied Marine Research and Education to purchase a vacant commercial property and develop a center for shellfish R&D.
- From 1993 (the year SCEC began), to 2003, Washington county had a net increase of 225 jobs.

Endowment Status

A total of \$577,101 has been raised for funding and support of the endowment.

\$38,333 in pledges remains outstanding.

The endowment has grown consistently over the years. Its average growth has been over 25% a year.

As we look back...

SCEC would like to say “**thank you**”...

to all our devoted board members, past and present, and other volunteers for the passion, insight and dedication that continues to serve this organization today,

to our funders, from small businesses and local citizens, to foundations and government agencies, for believing in our work,

to our staff, who work impossible hours, in often chaotic circumstances, with humor and creativity to help make a difference in Washington County.



...to increase incomes
...to create jobs

Sunrise County Business Support Center

SCEC teamed up with Coastal Enterprises, Inc. of Wiscasset this year to make a Women's Business Counselor available three days a week from SCEC's offices in Machias. Since July, she has worked with 16 businesses to assist with planning, financing and other needs.

Funding: HUD Rural Housing & Economic Development; Coastal Enterprises

Sunrise Loan Fund

SCEC has capitalized its first revolving loan fund, which will be used to provide up to \$50,000 gap financing for business expansion and job creation in Washington County. Applications will be accepted beginning November 1, 2004.

Funding: USDA Rural Development

Resource Packaging, Referrals and Advocacy

SCEC staff worked intensively with several businesses to identify grant and loan sources, available space and other assistance. Successful completion of ongoing projects could result in over 50 jobs in 2005.

Funding: SCEC Opportunity Fund

SCEC has, through Board participation, assisted with the development of a facility for the Downeast Institute for Applied Marine Research and Education, which provides applied research to benefit Washington County's, and Maine's shellfish industry.

Funding: C.F. Adams Charitable Trust



Assisting Communities

- ...to help leaders address local issues
- ...to convene citizens to work toward common goals
- ...to encourage regional cooperation

Municipal Technical Assistance Program

SCEC completed an Integrated Village Plan for Delta Development Corporation, which represents the towns of Harrington, Cherryfield, Milbridge and Steuben. The plan will help the towns cooperatively blend business development, housing and public infrastructure projects with the goal of revitalizing village centers

Funding: Delta Development Corp; Community Development Block Grant

SCEC completed an airport demand study to help planning efforts for a regional airport in the Machias area.

Funding: Town of Cutler; Community Development Block Grant

SCEC staffed the Washington County Development Authority which this spring transferred ownership of the Cutler Navy Base to a private developer, who has committed to creating 125 jobs in the next three years.

Funding: Maine Department of Economic & Community Development; CF Adams Charitable Trust

SCEC provided administrative services to the Town of Harrington's Community Development Block Grant it received to expand its local library.

Funding: Harrington Library Association

SCEC has provided ongoing assistance to the Downeast Heritage Center, through Board participation and assistance with exhibit development.

Funding: USDA Forest Service; CF Adams Charitable Trust; SCEC Opportunity Fund

SCEC helped municipalities participate in the state's Pine Tree Development Zone program, which allows towns to provide incentives for business development in designated local sites.

Funding: SCEC Opportunity Fund

SCEC has been the fiscal agent for the local committee working with the Town of Machias to plan the Ollie Henderson Memorial Park in Machias.

Funding: SCEC Opportunity Fund

SCEC assisted the towns of Columbia Falls and Milbridge in applying for and obtaining Community Development Block Grants to renovate town-owned infrastructure – the historic Town Hall and the Jordan Pier, respectively. SCEC also assisted the towns of Jonesboro and Roque Bluffs to plan and build jointly-owned salt and sand facilities in the Town of Jonesboro. Similarly, SCEC assisted the towns of Marshfield and Whitneyville to draft and implement an Interlocal Agreement that will govern the operation of a jointly-owned salt and sand facility in Marshfield.

Funding: The towns of Columbia Falls, Jonesboro, Milbridge, Marshfield and Whitneyville; C. F. Adams Charitable Trust.

Special Projects

Waterfront Access Coalition

SCEC has continued to be an active participant in the Maine Working Waterfront Coalition, which was established 18 months ago to address policy issues related to the continuing loss of working waterfront from Kittery to Calais. Since its inception, the Coalition has developed a “tool box” of policy initiatives that is available to coastal communities to help them address working waterfront issues in their towns.

Funding: SCEC Opportunity Fund

Maine Water Sports Network

SCEC has completed a feasibility study for a program that will encourage fitness, recreation, and an appreciation of the area’s many opportunities for water sports.

Funding: Maine Community Foundation; Washington County Education and Economic Development Alliance

Greenland Pont Coalition

SCEC is participating in a coalition of interested organizations from around the region and state, to redevelop Greenland Pont Center to serve local youth and adults.

Funding: SCEC Opportunity Fund



Investing in People

...to build leadership

...to encourage educational attainment

Washington County Leadership Institute

Ten people attended the Washington County Leadership Institute in 2004, bring the total who have completed the intensive, 9 session program to 128.

Funding: local sponsors and tuition

Sunrise Scholarship Fund

59 scholarships have been awarded to adults who attend school part time, either for degree attainment or career advancement, who are not eligible for other financial aid or do not receive enough to cover direct costs. In a recent survey (20 out of 33 responding), 13 are continuing their education, 7 have received work promotions resulting in an average hourly wage increase of \$1.60.

Funding: Community Development Block Grant; Dollars for Scholars; C.F. Adams Charitable Trust

SCEC has developed an intern program to encourage local college students to gain work experience helping local nonprofit organizations.

Funding: C.F. Adams Charitable Trust



Ensuring Excellence

...to be an effective, sustainable organization
...to be responsive and flexible

The Sunrise Fund

SCEC continues to build its endowment, which provides a permanent source of operating funds to the organization.

The Opportunity Fund

Projects that require immediate action, and are needed for the region but are unfunded, are supported through this flexible pool of funds, created with SCEC's first Annual Fund Campaign. Almost \$60,000 was raised this year.

Capacity Building Efforts

Besides raising revenues, SCEC has been engaged in staff and board training, evaluations and systems upgrades. SCEC also participates in a group of downeast nonprofits which provides peer support and learning opportunities. Additionally, SCEC recently has partnered with Coastal Enterprises Inc. and Eastern Maine Development Corporation to enhance its capacity to assist communities with housing issues (CEI) and to use Geographic Information Services (EMDC) applications for economic and community development projects.

Funding: Unity Foundation; C.F. Adams Charitable Trust

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Sunrise County Economic Council*

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Lorna White
Finance and Office Manager

Will Tuell
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FY 04 Financial Statement (Operations and Projects)
Sunrise County Economic Council

Ordinary Income/Expense		
Income		
Beginning Balance		\$35,623.34
Revenue		\$282,955.84
Transfer of Administrative Allocation		\$47,625.73
Total Income		\$366,204.91
Expense		
Interest Expenses		\$472.75
Conference, Seminars & Training		\$7,413.64
Meeting Expense		\$3,839.15
Employee Expenses		\$128,503.07
Payroll Taxes		\$13,915.14
Employee Benefits		\$14,743.78
Travel		\$9,479.39
Liability Insurance		\$1,785.50
Office Expense		\$28,074.32
Administration Allocation		\$45,890.18
Admin Allocation In Kind		\$1,735.55
Contributions		\$13,450.00
Scholarships & Awards		\$682.20
Licenses and Permits		\$20.00
Equipment		\$5,971.32
Outside Contract Labor		\$10,305.00
Professional Fees		\$38,393.89
Total Expense		\$324,674.88
Net Income		\$41,530.03