"Defining Solutions…
The First Step."

Report on the
2004 York County Economic Development Summit
March 19, 2004

For: The York County Economic Development Summit
Steering Committee

August, 2004

PLANNING DECISIONS
Research & Planning

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This Report is Dedicated to the Memory of:

Aaron D. Drisko

for his years of dedication and service.

1942 - 2004

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I. Executive Summary

A. Background

Throughout 2003, a diverse group of York County business leaders, elected officials, economic development professionals and educators met informally to discuss York County's economic future and to explore ways to increase awareness in Augusta of the County's needs.

Independently, Representative Nancy Sullivan, House Chair of the Business, Research & Economic Development Committee and newly elected Biddeford Mayor, retired general Wallace Nutting, met to discuss their desire to learn more about the Baldacci Administration's economic development plans and to find ways to include York County more fully in them. In January 2004, Representative Sullivan and Mayor Nutting, met with the Governor and proposed a forum to explore economic issues in York County. The Governor and Commissioner of the Department of Economic and Community Development, Jack Cashman, made commitments to support and attend such an event.

From these two separate initiatives, the concept of a York County Economic Development Summit was born and a Steering Committee was formed to organize it and bring it to completion.[1] All involved recognized that York County voters had voiced their opinion about what they **didn't** want, but had expressed no consensus about what they **did** want. Therefore, the goal of the Summit was not "How do we fix the problem?" but rather "Let's understand what we want to accomplish." From this conclusion was born the Summit's title—Defining Solutions…The First Step.

By getting Governor Baldacci and Commissioner Cashman, to come to the session, the Steering Committee could let them know what the County's needs were. At the same time, by providing a forum for local citizens and businesses to share both their frustrations and their ideas for solutions, the Committee could identify the key issues facing the York County economy and suggest ways to better address them.

The Steering Committee met through January and February 2004, organized an agenda, invited speakers, found sponsors and promoted attendance. On March 19, 2004, nearly 200 people came to The University of New England for a full day session.

[1] Members of the Steering Committee are listed in Appendix One of this report, the Agenda for the Summit is included as Appendix Two, Sponsors are listed in Appendix Three and the list of attendees is included as Appendix Four.

The purpose of this report is:

- ✓ to summarize the key issues identified in the individual sessions held during the Summit; and
- ✓ to suggest possible solutions, or next steps, that could become the point of departure for a future Economic Summit.

B. The Key Issues

Both the attendees and the topics they discussed exemplified the Summit's broad diversity. Attendees included business owners, elected officials, educators, private sector employers and employees, government officials, scientists, entrepreneurs and financiers. Topics discussed included health care, tourism, manufacturing, the creative economy, lobbying in Augusta for more support for York County and increasing educational opportunities. In spite of this diversity, however, careful consideration of the presentations and discussions reveals three major issues or themes that provided much of the energy at the Summit. These were:

Summit Audience at UNE

1. the lack of a coherent regional identity;
2. the under-exploitation of several significant regional advantages; and
3. the need for greater interaction between business and education.

1. The lack of a coherent regional identity

In many sessions, the differences among the varying geographic, industrial and social components of York County were either directly addressed or were evident from the positions of the individuals speaking. One set of differences was the coastal-inland difference. Another was the urban-rural difference. Another was the orientation to Portland to the north versus the orientation to Boston to the south. Another was the manufacturing-tourism-agricultural difference. Another was the difference between job and economic development oriented communities and residential, vacation and commuter oriented communities. Yet another was the difference between region-wide interests and individual municipal interests. It is interesting to note in this regard that the Maine Department of Labor defines five distinct Labor Market Areas (LMA's) in York County, two of which include towns in Cumberland County.

This lack of regional identity is reflected in the varying municipal commitment to economic development. Some communities, notably Biddeford, Saco and Sanford, employ professionals actively pursuing economic development. Most other York County towns do not have formal economic development programs, and many actively discourage growth. In fact, as of March 2004, 17 of 29 York County municipalities had residential building caps in place. Finally, most local Chambers of Commerce I York County, except Biddeford-Saco and Sanford, focus primarily on the tourism industry.

There is a significant anti-growth attitude among much of the populace of York County that makes development of consensus about economic development activity exceedingly difficult. This division was probably best epitomized in the nature of the casino campaign throughout the summer and fall of 2003.

For some Summit attendees, this lack of regional identity is a problem crying out to be solved. They see the need for towns to cooperate to solve problems that exceed municipal boundaries. They see the need for greater regional coordination, even to the point of having a York County lobbyist to represent County interests before the State Legislature.

For others, the lack of regional identity is not a problem to be solved, but a reality to be accepted. For them, efforts to "force" an "unnatural" regional identity on towns and businesses and households that have no coherent common interests would itself constitute a problem. For them, the recommendation to hire a County lobbyist is countered with the questions, "At whose direction?' and "To serve whose interests?"

Any effort to develop consensus about an economic development strategy for York County or even about individual development projects must carefully identify these fault lines that run through the county landscape. Clearly one "solution" that demands further attention at a future economic summit is beginning the process of regionalization.

For some, a countywide focus is needed to fully exploit York County's status as the fast growing but slumbering political giant that could become an engine for statewide economic growth. For others , limited steps focused on specific inter-municipal or inter-industry cooperation is the only way to exploit the advantages of regionalization without becoming lost in political and bureaucratic squabbling.

In short, how to define "productive" regionalization was one of the dominant issues to emerge from the Summit and one that needs to be explored more

fully in any future Summit.

2. The under-exploitation of several significant regional advantages

Again, though the topics addressed in individual Summit sessions and both the problems and proposed solutions suggested by attendees were extremely diverse, several statements came up over and over. They included:

- ✓ York County is a great place to live and bring up a family;
- ✓ York County has a relatively well-educated labor force eager to work closer to home;
- ✓ York County has a relatively well-developed transportation network;
- ✓ York County is relatively close to the entrepreneurial hot bed of Boston/Cambridge;
- ✓ York County has a great many empty old mill buildings suitable for redevelopment;
- ✓ York County's proximity to the ocean is an advantage for advanced research and development that has not been exploited adequately;
- ✓ York County has a large and growing electorate that has not flexed its political muscle sufficiently in directing state resources to exploit county advantages.

Together these statements, and others that might be added, represent the beginnings of a marketing campaign. They also point to actions that were recommended at the Summit: support the R&D Bond Issue; create Pine Tree Zones for old mill development; encourage the creative economy; increase programs to make housing more affordable. All of these recommendations derive from a belief that York County has certain fundamental comparative economic advantages that provide the basis for increased employment and income if we identify and exploit them properly.

The "solution" implied by this issue of under-exploited regional advantages is twofold:

- ✓ to further define specific industries that might be developed or recruited to exploit these advantages; and
- ✓ to further define the specific economic development tools that will make these industries successful here.

This challenge becomes a second topic to be addressed at a future Summit.

3. The need for greater interaction between business and education

The importance of education for successful economic development was

mentioned in nearly every session during the Summit. Commissioner Cashman said that the Baldacci administration has made an explicit goal of increasing the percentage of Maine's high school graduates who go on to college to 70% and the percentage of Maine's labor force with a college degree to 30% by 2010. Other speakers mentioned the import ance of York County's relatively well educated labor force today, while others spoke of the need to provide ever more avenues for ever more people to pursue their educational careers at every level, from basic literacy to post-graduate study.

During his welcoming remarks, UNE Vice President of University Relations, Ed Legg, spoke of the critical roles higher education and advanced research play in the process of economic development, stressing in particular the importance of the business/education linkage. Most of the economic benefit from the R&D bonds that Maine voters have passed in recent years has been in the form of construction of research facilities and receipt of grants to do research. There has been little movement to commercialization from that research. Commercialization is thus the next stage for R&D based economic development. This process represents both an untapped advantage of York County and requires ever-greater cooperation between the County's educational institutions and the business community.

In a similar way, Fletcher Kittredge, CEO of Great Works Internet, spoke of the importance of ongoing education for employees of all modern, competitive businesses. To facilitate this need to work and learn simultaneously, the County needs a wide range of educational offerings, ranging from basic remedial skills to advanced graduate programs.

The theme that emerged from these comments was that education alone is not enough. Education does not create jobs; business creates jobs. The key for economic development is to decrease the confusion within the business community about educational programs and increase the linkages between business and educational institutions. While educational leaders spoke often of their flexibility and their willingness to meet with business leaders and design programs for them, business leaders seemed insufficiently aware of these programs and insufficiently supportive of sending their workers to them.

The "solution" implied by this issue is not simply offering more courses and programs. Nor is it to have businesses pay more educational expenses for their employees, though that was encouraged. Rather it is to find ways to bring business owners and managers and educators together in a regular fashion so that they may know each other's needs more completely and design solutions more frequently.

III. Summaries of Individual Sessions

Welcome & Introduction

David O'Connor, Director of Community & Government Relations for the University of New England (UNE), welcomed attendees and served as Master of Ceremonies for the day. He introduced Representative Nancy Sullivan, House Chair of the Business & Economic Development Committee and retired general Wallace Nutting, Mayor of Biddeford. Each welcomed attendees and emphasized how important their efforts would be in setting an agenda both for economic development in York County and for the Legislature's efforts to promote regionalization.

Ed Legg, UNE's Vice President for University Relations, welcomed attendees to the University and spoke on York County's unique economic advantage deriving from its proximity to both the Gulf of Maine and to the hub of biotechnology R&D in Boston/Cambridge. He emphasized the importance of continuing state support for R&D in Maine through the state bonds that have and, hopefully, will continue to support Maine's institutions of higher education. He explained that York County provided the highest margin of victory in last year's vote on the R&D bond issue and emphasized how important it was for the County to build on this momentum in supporting the new bond issue this fall. In particular, he emphasized the great potential in York County for being the home for clinical trial work for the biotech industry. He ended by saying that the state needs to recognize these competitive advantages of York County and to support initiatives to better exploit them.

Next, Henry Bourgeois, President of the Maine Development Foundation (MDF) spoke. He emphasized the importance of an economic development plan for the County. He said the County should have a "hard hitting, four to five page statement" that says:

- ✓ Where we are now;
- ✓ Where we want to be; and
- ✓ How we are going to get there.

He said that such a plan should:

- ✓ begin with a "simple and clear vision statement that reflects consensus;"
- ✓ Not simply document problems but identify their causes; and
- ✓ Focus on things you have some ability to control.

He then went on to describe the MDF's Measures of Growth report as a model the County might want to follow. He emphasized picking several indices of socio-economic change that allow the state (or a county or town) to follow its progress over time. He noted such things as relative growth of per capita income, percentage of the labor force with higher education degrees and measures of housing affordability as important indices.

Finally, he noted that York County "has little sense of regional identity" and that working together to create the vision statement he described might help overcome that shortcoming.

At this point, attendees broke into one of three individual sessions to hear panelists discuss specific issues and to offer their own comments.

Session 1: The Creative Economy & Entrepreneurial Development
Discuss how we can capitalize on the synergies between the arts, education, entrepreneurship and quality of life with the following panel.
Moderator: Peggy Schaffer, DECD
Panelists: Darcy Rollins, Downtown Coordinator, MDF; Peter Bass, Developer; Bernard Featherman, Entrepreneur; Fletcher Kittredge, Great Works Internet.

This session was a wide ranging discussion of the importance of downtowns to the vitality of our economy, the importance of new business creation, the need not to neglect older established businesses; the demand for affordable downtown commercial/industrial space, the recent (May 7, 2004) opening of an Entrepreneurship Center at York County Community College and the too frequently discouraging effects of municipal regulations on business development.

Session 1 Panel from Left to Right: B. Featherman; D. Rollins; P. Schaffer; P. Bass; F. Kittredge.

Findings/recommendations from this session were:

- ✓ that York County is a great place to do business, there are success stories;
- ✓ that municipalities need to look at economic development as more than just a source of additional property tax revenue; and
- ✓ that there is need for certain less sexy, less exotic foundation building blocks for economic development, namely construction skills and affordable housing; and

- ✓ that there is need for more educational opportunities for all workers at all levels of education and there is need for businesses to support more training for their workers.

Session 2: Regionalization
Discuss what the benefits and barriers to increased regionalization are with the following panel.

Session 2 Panel from Left to Right: R. Thompson; R. Gagnon; L. Moy; J. Arsenault; B. Pothier

Moderator: Bonita Pothier, Saco Spirit
Panelists: Laura Moy, Executive Director, Biddeford-Saco-OOB Transit Committee; Bob Thompson, Executive Director, Androscoggin County Council of Governments; John Arsenault, Councilor, Town of Freeport; Ron Gagnon, Director, Biddeford Regional Center of Technology

This session consisted primarily of each panelist describing her/his agency and its experiences in instituting a regional program.

Findings/recommendations from this session were:

- ✓ that regionalization allowed cost savings through sharing equipment and facilities, through operational efficiencies of scale and through broader access to more expensive and efficient technologies;
- ✓ that the major challenge to regionalization was a strong commitment to local control; and
- ✓ that the keys to success in regionalization were:
  - o to keep projects focused on specific tasks;
  - o to create explicit inter-agency agreements;
  - o to maintain open access for all elected officials; and
  - o to emphasize collaboration rather than consolidation.

The overall conclusion of this session was that there should be a major study to identify common needs in York County for which regional efforts would be a solution. Panelists and participants agreed that progress here depends on finding clear common interests and building small inter-local agreements to address them in ways that do not threaten the sense of local control.

Session 3: Business Climate & Tax Reform
Discuss what Maine should do to improve its business climate, and what is preventing Maine from accomplishing that with the following panel.
Moderator: Rick Stanley, Sanford-Springvale Chamber of Commerce

Panelists: Alan Brigham, Central Maine Power; Tim Hussey, Hussey Seating Company; Kathryn Weare, The Cliff House; Mike Finnegan, MSHA.

This session was, in essence, a series of presentations on two topics: the strength of the York County economy and the complexity and confusion surrounding both the state's economic development assistance efforts and its tax and regulatory system.

Session 3 Panel from Left to Right: T. Hussey; K. Weare; R. Stanley; A. Brigham.

Tim Hussey noted that reports of the death of manufacturing, at least in southern Maine, were greatly exaggerated, that, though competition was intense and costs in Maine were generally high, Maine's (and particularly York County's) advantages with respect to quality of life, quality of labor force, quality of transportation and quality of public schools were factors we should leverage for economic advantage.

K. Weare (center) speaking to Session 3 audience with T. Hussey (left) and R. Stanley (right).

Kathryn Weare said much the same with respect to the tourism industry, again noting the obstacles placed in the way of business development by uncoordinated local regulations and state taxes.

Both spoke of innovation as the key to business survival and said that we needed to encourage the same level of innovation in government enterprises to overcome the cost and tax disadvantages we already suffer here.

Alan Brigham spoke of the need for tax reform based on the principles of simplicity and predictability. He said the greatest problem with taxes was less the rate than the uncertainty. Kathryn Weare underlined the same point, saying that the Legislature spent 90% of its time trying to balance short-term deficits and virtually no time developing long range plans.

An informal raise your hand poll of attendees indicated that perceptions of the problems for the business climate ranked tax reform first, health care second and education third. Attendees and panelists also spoke of the need to simplify business assistance programs and eliminate what, to the business community, appears to be an enormous duplication of effort.

Following Session 3, attendees took a break and then re-assembled into one of three additional break-out sessions.

Session 4: Healthcare & Worker's Compensation Insurance
Discuss what Dirigo and Workers' Compensation changes mean for Maine's businesses, and the state's ability to compete effectively with the following panel.
Moderator: Deb Cook, Small Business Alliance
Panelists: David Winslow, Maine Hospital Association; Thomas Yale, Yale Cordage, Inc.; Meredith Tipton, College of Osteopathic Medicine, UNE.

This session was, essentially, a series of independent presentations on why health care is expensive in Maine, what we are doing about it, how workers comp insurance costs hurt a Maine business and what the comp commission is and has done to address these problems.

Maine's combination of a sicker population (largely because of more smoking and obesity), an older population and higher quality health care leads to high costs. These problems can be solved by encouraging healthier behavior (both directly to individuals and by incentives offered to employers), by encouraging more education (which is correlated with healthier behavior), by lowering the state's average age by recruiting more young people and by providing wider insurance coverage, either through the Dirigo Program or some other program.

Tom Yale noted the rising cost of Worker's Comp insurance and the long-term impact of any claim experience, even those that are determined by Commission review to be invalid. Robert Murray, Commissioner of the Maine Department of Professional and Financial Regulation, noted that workers comp filings in Maine have declined in 8 of the past 11 years and that several studies have placed Maine "in the middle of the pack" among the states with respect to workers comp insurance rates. He also noted that recent reforms of the governance of the Workers Comp Board will increase the Board's administrative efficiency in the future.

Session 5: Mature & Dominant Industries
Discuss what Maine needs to do to support those industries that continue to dominate our economy, and promote new industries that will transform our economy with the following panel.
Moderator: Lisa Martin, Maine Metal Products Association
Panelists: Chuck Morgan, SMRPC; Vaughn Stinson, Maine Tourism Association; Roger Carr, WestPoint Stevens Manufacturing; Craig Pendleton, Northwest Atlantic Marine Alliance.

This session presented a series of examples of how regulatory policies and development assistance programs tend to favor larger, and often newly arrived businesses over smaller, established businesses. Craig Pendleton spoke of the newest fishing regulations favoring the largest offshore vessels over small, local vessels. He also noted that fishing is more important to York County than statistics may indicate because landings are reported in Portland even though many vessels originate in York County.

Session 5 Panel included: V. Stinson; C. Morgan; C. Pendleton; R. Carr; and L. Martin.

Vaughn Stinson spoke of tourism as the county's largest industry and one that is not, contrary to popular opinion, comprised only of dead end jobs. Roger Carr spoke of the availability of funds for retraining workers for new jobs while there were no funds to train workers in existing jobs to become more productive in the jobs they hold now. Lisa Martin spoke of the importance of attracting young workers to the good jobs that now exist in Maine manufacturers and of the importance of educating Maine consumers to buy locally produced goods.

Finally, Chuck Morgan spoke of the nine primary findings of the Mature and Dominant Industries study conducted by the Maine Economic Development Directors Association (MEDDA). These boil down to the fact that helping existing business is not a matter of trying to keep things the same, but of helping businesses adapt to change that is unavoidable.

Session 6: Workforce Development Issues & Education
Discuss the issues facing York County businesses and workers, and what needs to be done to address those issues in order for Maine to compete in the new economy with the following panel.

Y. L. Breen (left) speaking to Session 6 audience with Dr. P. Ryan (right).

Moderator: Ron Gagnon, Biddeford Regional Center of Technology.
Panelists: Yellow Light Breen, Bangor Savings Bank; Laura Fortman, Maine Department of Labor; Mike Finnegan, Maine State Housing Authority; Dr. Patricia Ryan, York County Community College.

This session was a wide-ranging discussion of the importance of education to the vitality of the York County economy. Yellow Light Breen spoke of the

need not just to educate Maine's young people, but to educate their parents; of the need not just to keep Maine's current young people in the state, but to attract young people from other states. He underlined the increasing importance of education as the key to higher incomes. Pat Ryan and Laura Fortman described existing programs available to help workers get better training and help businesses better coordinate their training needs with educational offerings.

Commissioner L. Fortman speaking to Session 6 audience.

Findings/recommendations were that:

- ✓ affordable housing must be included as part of the work force development agenda;
- ✓ efforts aimed at young people must move beyond trying to get young Mainers to stay in Maine and toward getting more young people "from away" to move to Maine; and
- ✓ efforts should not so much target getting more young people to get higher levels of education as getting more businesses to start in Maine and move to Maine.

Following Session 6, attendees reassembled for lunch and to hear the luncheon speaker, Jack Cashman, Commissioner of the Department of Economic & Community Development.

Commissioner Cashman recounted the question he asked a corporate relocation specialist he had recently met. "What one thing would you recommend that this administration do to improve Maine's economy?" he asked.

"Establish an Economic Development Plan and stick to it" came the answer. "Make it long term. Go beyond one administration and get the business, labor and government communities to buy into it. Then be patient and stick to it."

Moving on from this advice, the Commissioner described Maine's plan as threefold:

1. bring Maine's tax burden below the New England average by 2006;
2. increase the percentage of Maine's high school graduates who go on to college to 70% and the percentage of Maine's labor force with a college degree to 30% by 2010; and
3. focus state development efforts on the major sectors of wood products, boat building, precision manufacturing, tourism and biotech research.

He then went on to describe the State's efforts to realize those goals in York County in part through the creation of Pine Tree Zones with substantial tax breaks for business investment. He also noted that he applauded the group for addressing these issues on a regional basis and noted that the Governor had made regionalization a major priority for his administration.

Following lunch, attendees listened to and participated in a Panel Discussion.

Panelists: Kathryn Weare, The Cliff House; Tom Yale, Yale Cordage; Jack Smith, Applied Thermodynamics; Patrick West, Private Investor.

P. West (left) speaking to Summit audience with T. Yale (right) during afternoon Panel Discussion.

This session was largely the recounting of the experiences of each of the panelists with developing their businesses in Maine. Their experiences ran the gamut from being asked to file bankruptcy and seek to repurchase the assets of a struggling company to receiving both technical and financial assistance from the state that has helped bring the business to the brink of success in a technologically advanced and extremely competitive field. These diverse experiences give proof to the statement that state and local efforts to promote economic development are overly complex and often contradictory. One panelist told of a state agency trying to help a company while a local assessor refused to change an obsolete and clearly overvalued property assessment. Another spoke of the need to obtain permits, licenses and other approvals from multiple jurisdictions as a significant barrier to the ongoing cost of doing business much less the goal of developing new businesses.

While the panelists themselves drew no formal conclusions, their presentations clearly point to the need for better coordination of both state development assistance programs and the cumulative impact of state and local regulatory procedures.

The Summit ended with a speech by Governor John Baldacci. The Governor spoke of the importance of a wide variety of topics to the success of economic development: tax reform, health care reform, educational reform and regionalization. He noted the efforts of his Administration to address all of these issues and applauded the assembled attendees for their efforts to pursue the same goals at the county level.

IV. Next Steps

The purpose of the Summit was to "Define Solutions." It met that purpose with the following three "solutions":

1. *articulate a clearer sense of regional identity* by defining specific projects that serve multiple constituencies within the county, developing consensus around those projects and seeking state assistance to complete them;
2. more clearly *identify those industrial sectors* for which York County's comparative advantages are keys to growth and develop a strategy to attract and develop them; and
3. find ways to get the *business and educational communities to interact* more frequently and more productively to increase the range and accessibility of life-long learning for the county's labor force, both current and potential.

These three "solutions" constitute a significant filtering of the wide range of topics addressed at this first Summit and thus provide the basis for an agenda for a second Summit. At a more fundamental level, however, the York County Economic Development Steering Committee faces two major questions.

1. How can the regional-enhancing projects and the regional-appropriate industries needed to articulate a clearer sense of regional identity and a more effective regional political voice be identified? and
2. Who will assume responsibility for identifying the 'shared interests' that must be the foundation of any such plan?

1. How to encourage regionalization in York County?
One option is to follow Henry Bourgeois's suggestion and attempt to generate consensus around a set of shared interests and shared solutions. To accomplish such a consensus will require a great deal of work, both in identifying common problems and in developing a consensus about how to solve them. Such an effort would require undertaking a "visioning" process for York County similar to what is frequently undertaken by municipalities as part of developing consensus for the policies laid out in a municipal Comprehensive Plan.

Another option is to recognize that a degree of self-selection is already reflected in the attitudes of certain municipalities towards economic development. In those towns where economic development is actively pursued, common interests will emerge in the natural course of pursuing

opportunities that emerge. In those towns that do not want economic development, simply leaving them alone may be sufficient involvement.

One problem the second approach leaves untended is the regional impact of specific developments. For this reason alone, the *laissez-faire* approach to economic development planning will require at least a regional oversight component.

2. Who will assume responsibility for identifying the 'shared interests' that must be the foundation of any such plan?
In many ways, the answer to this second question will derive from the answer to the first. Suggestions for building a greater sense of regional identity ranged from engaging a lobbyist for the County, to establishing specific, inter-municipal agreements to creating a formal, countywide development corporation.

As part of the federally designated Southern Maine Economic Development District, the Southern Maine Regional Planning Commission (SMRPC) is charged with providing economic development services to municipalities in York County. SMRPC now spends between 20% and 25% of it's budget and man hours on economic development activities.

Consideration of how SMRPC should interact with other economic development agencies to pursue the solutions suggested above constitutes a second topic that a future Summit should address.

Appendix One: Steering Committee Members

We would like to acknowledge and thank the following members of the Steering Committee who made today's event possible:

William O Armitage II
Biddeford-Saco Area Economic Development Corp.

Aaron Drisko
Biddeford-Saco Chamber of Commerce & Industry

Paulette Millette
York County Community College

Joe Moreshead
Precision Screw Machine Products

Bonita Pothier
Saco Spirit

Paul Schumacher
Southern Maine Regional Planning Commission

Nancy Sullivan
Maine House of Representatives

Robert Dodge
City of Biddeford

Bernard Featherman
University of New England

Peter Morelli
City of Saco

David O'Connor
University of New England

John Rainone
York County Community College

Christina Sklarz-Libby
State of Maine DECD

Barbara Tramontana
University of New England

Appendix Two: Meeting Agenda

Agenda

8:30 - 9:00 am **Registration & Continental Breakfast**

9:00 - 9:15 am **Welcome**

Ed Legg, Vice President
University of New England

9:15 - 9:45 am **Summit Introduction**

Henry Bourgeois, President
Maine Development Foundation

9:45 - 10:00 am **Break**

10:00 - 10:45 am **Breakout Sessions: 1 - 3**

Session 1: *The Creative Economy & Entrepreneurial Development*
Session 2: *Regionalization*
Session 3: *Business Climate & Tax Reform*

10:45 - 11:00 am **Break**

11:00 - 11:45 pm **Breakout Sessions: 4 - 6**

Session 4: *Healthcare & Worker's Compensation Insurance*
Session 5: *Mature & Dominant Industries*
Session 6: *Workforce Development Issues & Education*

11:45 - 1:00 pm **Luncheon & Speaker**

Jack Cashman, Commissioner
Maine Department of Economic & Community Development

1:00 - 1:45 pm **Panel Discussion**

Joe Moreshead, President; Precision Screw Machine Products
Jack Smith, President; Applied Thermodynamics
Kathryn Weare, Owner; Cliff House.
Thomas Yale, President; Yale Cordage, Inc.

1:45 - 2:45 pm **Session Reports & Discussion**

2:45 - 3:00 pm **Break**

3:00 - 3:30 pm **Conference Summary**

John Elias Baldacci, Governor
State of Maine

3:30 - 4:30 pm **Reception**

Appendix Three: Meeting Sponsors

Sponsors

Saco & Biddeford Savings Institution
Biddeford Savings Bank
Kennebunk Savings Bank

Partners

Bangor Savings Bank
Biddeford-Saco Area Economic Development Corporation
Sanford Institution for Savings
Verizon
Brown Fox Printing of York County, LLC
Maine Development Foundation
University of New England
State of Maine

Contributors

With special Thanks to:
Biddeford-Saco Chamber of Commerce & Industry • Kennebunk Chamber of Commerce • Ogunquit Chamber of Commerce • Old Orchard Beach Chamber of Commerce • Saco Spirit • Sanford-Springvale Chamber of Commerce • Southern Maine Regional Planning Commission • Wells Chamber of Commerce • York County Community College • York/Kittery Chamber of Commerce • York County Legislative Delegation, and Representative Nancy Sullivan

Appendix Four: Meeting Attendees

See following pages

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Aberle	Nicole	Agentry Staffing	243 Main St.	Saco, ME 04072	207-283-0082	
Allen	Neal	Greater Portland Council of Gov't	68 Marginal Way	Portland, ME 04104	207-774-9891	nallen@gpcog.org
Anderson	David		148 Hills Beach Rd.	Biddeford, ME 04005	207-282-4539	dla911@aol.com
Andrews	Eric	Kennebunk Savings Bank	104 Main St.	Kennebunk, ME 04043	207-985-4903	
Archibald	Gary		12 Sea Breeze Ave	Biddeford, ME 04005	207-294-7459	gbck@gwi.net
Arsenault	John	Town of Freeport	30 Main Street	Freeport, ME 04032	207-865-4743	
Arsenault	Maryanna	Visiting Nurse Services	15 Industrial Pk Rd	Saco, ME 04072	207-284-4566	marsenault@homehealth.org
Baker	Glenn		26 Glenham Circle E	Saco, ME 04072	207-282-5239	glennbaker@prexar.com
Baldacci	Gov. John	State of Maine	1 State House Station	Augusta, ME 04333-0001	207-287-3531	
Ballute	Donald	Paquin & Carroll Insurance, Inc.	P.O. Box 356	Biddeford, ME 04005	207-283-1486	dballute@paquincarroll.com
Bass	Peter	Lunder Shoe Factory	70 Merrill Street	Portland, ME 04101	207-772-6005	
Bergeron	Richard	Bergeron Shoes	911 Main Street	Sanford, ME 04073-3589	207-324-3674	info@bergeronshoes.com
Black	James H.	Black Consulting Group	11 York Street	Kennebunk, ME 04043	207-985-4549	jim@blackconsultinggroup.com
Bohaker	Richard		45 Hampton Glen Dr.	Kennebunk, ME. 04043	207-467-8006	
Boragine	Vin	Shape Global Technology	90 Community Drive	Sanford, ME 04073-3589	207-324-5200	
Boudreau	Blaine	Sanford Institution for Savings	484 Main Street	Springvale, ME 04083	207-490-5198	bboudreau@banksis.com
Bourgeois	Henry	Maine Development Foundation	45 Memorial Circle S-302	Augusta, ME 04330	207-622-6345	
Bradbury	Kathy	Mid-Cape Restoration	335 Cape Road	Hollis Center, ME	207-929-4759	
Breen	Yellow Light	Bangor Savings Bank	P.O. Box 930	Bangor, ME 04402	1-877-226-4671	
Brigham	Alan	Central Maine Power Co.	83 Edison Drive	Augusta, ME 04336	207-621-3965	
Butterfield	Mark	Bangor Savings Bank	2 Canal Plaza	Portland, ME 04101	207-942-5211	butterfield@bangor.com
Card	Bill	Senators Susan Collins Office	40 Western Ave., Rm. 507	Augusta, ME 04330	207-283-1101	
Carr	Robert	Applied Thermal Sciences	Box C-1861 Main St	Sanford, ME 04073	207-459-7777	
Carr	Roger	WestPoint Stevens Manufacturing	P.O. Box 587	Biddeford, ME 04005	207-286-8200	
Cashman	Jack	Me Dept. of Econ. & Com. Dev.	59 State House Station	Augusta, ME 04333-0059	207-624-9804	
Christopher	Jerry		P.O. Box 212	Biddeford Pool, ME 04006	207-284-6024	
Clifford	Ed	City of Biddeford	P.O. Box 586	Biddeford, ME 04005	207-284-9313	
Connors	Dana	Me Chamber & Business Alliance	7 University Drive	Augusta, ME 04330-9412	207-623-4568	
Cook	Deb	Small Business Alliance	1 Bangor Street	Augusta, ME 04330	207-622-6500	
Cote	Daniel	Buckley Group				
Coulombe	Philippe	American Express Financial Advisors	500 Southborough Drive	So. Portland, ME 04106	207-772-1894	philippe.2.coulombe@aexp.com

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Courcy	Richard	Shape Global Technology	90 Community Drive	Sanford, ME 04073-3589	207-324-5200	Rcourcy@shapeglobal.com
Culloton	Courtney	Agentry Staffing	243 Main St.	Saco, ME 04072	207-283-0082	cculloton@agentry.com
Cushing	Andre	Connect Me	4 Independent Ave	Camden, ME 04444	207-745-6776	
Damicis	Jim	PolicyOne Research	201 US Rte 1 #222	Scarborough, ME 04074	207-756-8585	
Davis	Bret	The Landing Store	157 Summer Street	Kennebunk, ME 04043	207-985-2448	
DesRoberts	Julie		110 Main St. S-#125	Saco, ME. 04072	207-286-3930	
Deveaux	Brian		37 Old Cape Rd.	Kennebunk, ME. 04046	207-967-0559	bdeveaux@leaders-llc.com
Dion	Donna	Dion Consultants	20 Heering Ave.	Biddeford, ME. 04005	207-283-9755	
Dodge	Robert	City of Biddeford	P.O. Box 586	Biddeford, ME 04005	207-282-7119	bdodge@biddefordmaine.org
Donnelly, Jr.	Joseph		P.O. Box 132	York Harbor, ME 03911	207-363-7833	jcdjr@maine.rr.com
Drapeau	Nancy		6 Brownfarm Rd	Biddeford, ME. 04005	207-286-3356	
Drew	Roland	Arundel Selectman	515 River Road	Arundel, ME 04046	207-985-2835	
Drisko	Aaron	Biddeford Saco Chamber of Com. & Ind.	110 Main St., S-1202	Saco, ME 04072	207-282-1567	aaron@biddefordsacochamber.org
Drisko	Nancy	Key Bank	2 Scammon St.	Saco, ME 04072	207-283-8730	
Drouin	Ronald	Retired UNE	310 Hill St.	Biddeford, ME 04005	207-284-4444	
DuDevoir	Raymond		670 Pool Rd.	Biddeford, ME. 04005	207-282-4095	rdudevoi@maine.rr.com
Edmond	Barbara	United Way of York County	P.O. Box 727	Kennebunk, ME 04043	207-985-3359	bedmond@uwycme.org
Elie	Denis	Don's Sheet Metal, Inc.	P.O. Box 404	Biddeford, ME 04005	207-282-6740	
Elkins	Holly	Holly Elkins Massage Therapy	19 Cross St.	Kittery , ME 03904	207-752-2406	
Emmons	Charlie	Finance Authority of Maine	P.O. Box 949	Augusta, ME 04333	207-623-3263	
Farley	Kenneth		529 South Street	Biddeford, ME. 04005	207-284-1847	kifarley@prexar.com
Fearon	Phil	Saco Biddeford Savings Inst	P.O. Box 557	Saco, ME 04072	207-284-4591	
Featherman	Bernard	Entrepreneur	P.O. Box 428A	Kennebunkport, ME 04046	207-283-0171	
Fifield	Richard	CareerCenter	110 Main St.-S1400	Saco , ME 04072	207-286-2678	richard.fifield@maine.rr.com
Fink	David	Pratt & Whitney	13 Wells Street	No. Berwick, ME 03906	207-676-4100	david.fink@pw.ofc.com
Finnegan	Michael	Me State Housing Authority	353 Water Street	Augusta, ME 04330-4633	1-800-452-4668	
Flaherty	Wally	Investcomm Commercial Group	206 Lafayette Center	Kennebunk, ME 04043	207-985-4977	flaherty@investcomm.com
Flood	Carolyn	Bidd-Saco-OOB Courier	180 Main St	Biddeford, ME 04005	207-282-4337	
Flood	David	Bidd-Saco-OOB Courier	180 Main St	Biddeford, ME 04005	207-282-4337	
Fortier	Arline	Coldwell Banker		207-324-7414		
Fortman	Laura	Me Dept of Labor	State House Station #54	Augusta, ME 04333-0054	207-287-2271	
Gagnon	Marc	Saco Biddeford Savings Inst.	P.O. Box 557	Saco, ME 04072	207-284-4591	

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Gagnon	Ronald	Bidd Regional Ctr of Technology	23 Maplewood Avenue	Biddeford, ME 04005	207-282-1501	
Gaines	Bernard	Travelwise	146 Main Street	Saco, ME 04072	207-283-1100	bgaines@travelwisemaine.com
Gallagher	Kevin					
Garland	Barry	University Of Southern Maine	1043 Burnt Mill Rd	Wells ME. 04090	207-641-8844	barrylg@maine.rr.com
Garland	Charlie	Garland Manufacturing	P.O. Box 538	Saco, Me 04072	207-283-3693	
Gilmon	Ben	Senator Olympia Snowe's Office	231 Main Street	Biddeford, ME 04005	207-282-4144	
Gonyou	Robert	Shaws Ridge Equipment	8 Shaws Ridge Road	Sanford, ME 04073-3589	207-324-5646	
Goulding	Tom		8 Light House Lane	Saco, ME 04072	207-282-1940	tand@expressamerica.net
Goyet	Dave	Saco Biddeford Savings Inst.	P.O. Box 557	Saco, ME 04072	207-284-4591	
Gray	Ernest		403 Hallowell Road	Pownal, ME 04069	207-653-8635	egray@clinic.net
Griffith	Ginny	Portsmouth Chamber of Commerce	500 Market Street	Portsmouth, NH 03802	603-436-3988	ggriffith@portsmouthchamber.org
Gulnac	James Q.	AICP Director of Planning & Development	917 Main Street, Suite 300	Sanford, ME 04073-3589	207-324-9150	jqgulnac@sanfordmaine.org
Haggett	Robert		18 Crestwood Dr.	Biddeford, ME 04005	207-282-4885	rhaggett@maine.rr.com
Hargan	Lou	Greater York Region Chamber	1 Stonewall Lane	York, ME 03909	207-363-4420	
Hatch	Phil	Winterhaven	63 Winter St.	Saco, ME. 04072	207-284-7092	
Hauk	Rebecca	Peoples Bank	299 Elm St.	Biddeford, ME 04005	207-283-8590	rhauk@banknorth.com
Highborger	Morey	The Landing Store	15 Cole Benson Road	Kennebunkport, ME	207-283-1825	highborger@adelphia.net
Hoar	C. Scott	Retired	25 North Street	Sanford, ME 04073-3589	207-324-5223	
Hobbins	Barry	Hobbins & Gardner, LLC	110 Main St, S-1508	Saco, ME.04072	207-283-8495	
Hunt	Jack		P.O Box 772	Kennebunk, ME 04043	207-985-1818	jackhunt@gwi.net
Huntress	Stephen	Kittery Town Council	3 Pocahontas Rd	Kittery Point, ME 03905	207-439-3841	
Hussey	Timothy	Hussey Seating Co.	38 Dyer Street Extension	No. Berwick, ME 03906	207-676-2271	
Innes	Jeanne	Biddeford-Saco Chamber of Com. & Ind.	110 Main Street, Ste. 1202	Saco, ME 04072	207-282-1567	
Johnson	Daniel	Vishay Sprague	P.O. Box 1610	Sanford, ME 04073-3589	207-490-7245	liz.gerrish@vishay.com
Johnson	Roger		5 Tiffany Lane	Saco, ME 04072	207-284-6184	
Jones	Mark	Saco Biddeford Savings Inst	P.O. Box 557	Saco, ME 04072	207-284-4591	
Kay	Dorothy	University of New England	280 Hills Beach Rd	Biddeford, ME 04006	207-282-3024	
Kay	Douglas	University of New England	280 Hills Beach Rd	Biddeford, ME 04005	207-282-3024	
Keefe	Mary	Monarch Center	392 Main Street	Saco, ME 04072	207-284-0300	
Kehl	Judie	Kittery Economic Dev. Corp.	95 Government St.	Kittery, Me. 03904	207-439-8770	
Kenney	Pat	Sea Star Market	584 Pool Road	Biddeford, ME 04005	207-286-3022	
Kilfoil	Fred	Millbrook Motel	321 US Rte 1	Scarborough, ME 04074	207-883-6004	

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Kirby	Rosemary	Dyer Library	372 Main St.	Saco, ME 04073	207-283-3862	
Kittredge	Fletcher	Great Works Internet	8 Pomerleau Street	Biddeford, ME 04005	207-286-8686	
Legg	Ed	University of New England	11 Hills Beach Road	Biddeford, ME 04005	207283-0171	
Lessard	Karen	Biddeford-Saco Area Econ. Dev. Corp.	110 Main St., S-1202	Saco, ME 04072	207-282-1748	
Levasseur	Bob	CP Technologies	64 Industrial Park Rd	Saco, ME 04072	207-286-1167	info@Cptec.net
Long	James	Old Orchard Beach Council	6 Long Cove Rd.	OOB, ME, 04064	207-934-2238	jlong@maine.rr.com
Lovell	Marston	Dyer Library	373 Main St.	Saco, ME 04074	207-283-3863	
MacWilliams	Glenn	York Planning Board	77 Chases Pond Rd	York, ME 03909	207-363-8104	
Marston	Brigette	Lake Region Development Corp.	P.O. Box 25	S. Casco, Me 04077	207-655-2700	brigitte@lrdcmaine.org
Martin	Lisa	Maine Metal Products Association	28 Stroudwater St., Ste. 4	Westbrook, ME 04092	207-854-2153	
McIntosh	Margaret		P.O. Box 476	York Harbor, ME 03911	207-363-5510	MMcIntosh46@hotmail.com
McKenney	Chris	Journal Tribune	P.O. Box 627	Biddeford, ME 04005	207-282-1535	mckenney@gwi.net
McMillen	Deborah		P.O. Box 63	Elliott, ME. 03903	207-439-2481	
Meserve	Loretta	Scarborough Economic Dev. Corp.	P.O. Box 550	Scarborough, ME 04074	207-883-4893	
Michaud	Andrew	City of Biddeford	P.O. Box 586	Biddeford, ME 04005	207-282-7119	
Miller	Cheryl	Maine Development Foundation	45 Memorial Circle S-302	Augusta, ME 04330	207-626-6116	cmiller@mdf.org
Miller	Jack	Sanford Institution for Savings	484 Main Street	Springvale, ME 04083	207-490-5198	jmiller@banksis.com
Millette	Paulette	York County Community College	112 College Drive	Wells, ME 04090	207-646-9282	
Monaghan	John	Pizzagalli Construction	100 Foden Rd., S-300	So. Portland, ME 04106	207-874-2323	jmonaghan@pizzagalli.com
Morel	Mike	Maine Bank & Trust	28 Adams St	Biddeford, ME 04005	207-283-3131	mmorel@cybertours.com
Morelli	Peter	City of Saco	300 Main St.	Saco, ME 04072		
Morgan	Charles	So Me Regional Planning Commission	9 Bradeen St., Ste. 400	Springvale, ME 04083	207-324-2952	
Morin	Peter	Senator Olympia Snowe's Office	231 Main Street	Biddeford, ME 04005	207-282-4144	
Morse	Gary		11 Carpenter	Springvale, ME 04083	207-324-0558	
Morton	Dana	Dana R. Morton, Inc.	P.O. Box 10	Limerick, ME 04048	207-	office@drmorton.com
Moy	Laura	Bidd-Saco-OOB Transit	P.O. Box 586	Biddeford, ME 04005	207-282-5408	
Murphy	Kevin	Cianbro	328 West Commercial	Portland, ME. 04102	207-773-5852	
Murray	Robert	Me Dept. of Prof. & Fin. Reg.	35 State House Station	Augusta, ME 04333	207-624-8511	
Nichols	Cindy	Finance Authority of Maine	P. O. Box 949	Augusta, ME 04333	207-623-3263	
Noyes	Jim		8 Arlington Street	Kennebunk, ME 04046	207-967-9116	
Nutting	Gen. Wallace H	City of Biddeford	P.O. Box 586	Biddeford ME 04005	207-286-9385	wnutting@biddefordmaine
Oddy	John	Oddy Family Property Limited Partnership	19 Yates Street	Biddeford, ME. 04005	207-283-7148	

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Oertel	Stephen	Key Bank	2 Scammon St.	Saco, ME 04072	207-283-4063	stephen_oertel@keybank.com
Ouellette	Mark	Rep Tom Allens Office	234 Oxford Street	Portland, ME 04104	207-774-5019	
Palmitessa	Elaine	CareerCenter	110 Main St.-S1400	Saco, ME 04072	207-286-2678	elaine.palmitessa@maine.rr.com
Pastore	Phil	Fiber Materials, Inc.	5 Morin Street	Biddeford, ME 04005	207-282-5911	
Pendleton	Craig	Northwest Atlantic Marine Alliance	200 Main Street	Saco, ME 04072	207-284-5374	
Perlmutter	Marty	ME Dept. of Labor	185 Lancaster Street	Portland, ME 04101-2406	1-877-594-5627	marty.perlmutter@trcme.com
Petit	Mathew	Petit Industries	374 South St.	Biddeford, ME 04005	207-283-1900	matt@petitinudstries.com
Pilon	Don	Prudential Prime Properties	299 Ferry Road	Saco, ME 04072	207-284-8161	1st@gwi.net
Platt	Gordon	Me Small Business Developmt Ctr	21 Bradeen St. S-304	Springvale, ME 04083	207-324-0316	gplatt@usm.maine.edu
Pothier	Bonita	Saco Spirit	P.O. Box 336	Saco, ME 04072	207-286-3546	
Pulsifer	Randall	Results Engineering	P.O. Box 357	Saco, ME 04072	207-282-2428	
Putney	Kenneth		27 Bayberry Rd	Biddeford, ME 04005	207-282-3873	kputney@maine.rr.com
Quentin	Bob	Saco Biddeford Savings Inst	P.O. Box 557	Saco, ME 04072	207-284-4591	
Rainone	John	York County Community College	112 College Drive	Wells, ME 04090	207-646-9282	
Rider	Field	Finance Authority of Maine	P.O. Box 949	Augusta, ME 04333	207-623-3263	
Robbins	Ken	Maine Energy	P.O. Box 401	Biddeford, ME. 04005	207-282-4127	
Roldw	Neil	University of New England	11 Hills Beach Road	Biddeford, ME 04005	207283-0171	
Rollins	Darcy	Maine Development Foundation	45 Memorial Circle S-302	Augusta, ME 04330	207-622-6345	
Rosenfield	Robert	Edison Press	2066 Main St.	Sanford, ME. 04073	207-324-5410	bob@edisonpress.com
Rudolph	John		126 Old Field Rd.	S. Berwick, ME. 03908	207-384-5988	jrudolph@verizon.net
Ryan	Dr. Patricia	York County Community College	112 College Drive	Wells, ME 04090	207-646-9282	
Sampietro	Theresa	Key Bank	53 Old Thompson Rd	Buxton, ME 04093		theresa_sampietro@key.com
Savage	Kevin	Saco Biddeford Savings Inst.	P.O. Box 557	Saco, ME 04072	207-284-4591	
Schaffer	Peggy	Me Dept. of Econ. & Com. Dev.	59 State House Station	Augusta, ME 04333-0059	207-624-9804	
Schumacher	Paul	So Me Regional Planning Commission	9 Bradeen St., Ste. 400	Springvale, ME 04083	207-324-2952	
Shannon	Steve	University of New England	11 Hills Beach Road	Biddeford, ME 04005	207283-0171	
Sharland	Donald	Dyer Library	371 Main St.	Saco, ME 04072	207-283-3861	
Sherman	Wayne	Biddeford Savings Bank	254 Main Street	Biddeford, ME 04005	207-284-5906	
Sicard	Al	Rocky Coast Marketing	P.O. Box 1741	Saco, ME 04072	207-841-8493	al@rockycoastmarketing.com
Simmonds	Scott	Insurance Consultants Of Maine, Inc.	20 Sofia Road	Saco, ME 04072-9017	207.284.0085	http://www.icofmaine.com/
Sklarz-Libby	Christina	Me Dept. of Econ. & Com. Dev.	233 Oxford Street	Portland, ME 04101	207-822-0186	
Sloan	Monte	Crusia Motorcycle Parts Inc	15 Shady Lane	Buxton, ME 04093	207-929-8531	

LastName	FirstName	Company	Address	CityStateZip	Phone	E-Mail
Small	Robert	Finance Authority of Maine	P.O. Box 949	Augusta, ME 04333	207-623-3263	
Smith	Jack	Applied Thermodynamics	1861 Main Street	Sanford, ME 04073	207-459-7777	
Sosnaud	Jeff	Me Dept. of Econ. & Com. Dev.	59 State House Station	Augusta, ME 04333	207-624-9800	jeffsosnard@maine.gov
Stanley	Rick	Sanford-Springvale Chamber of Com.	917 Main Street	Sanford, ME 04073	207-324-4280	
Starrett	Darcy	Bangor Savings Bank	2 Canal Plaza	Portland, ME 04104	207-842-9011	
Stasio, Jr.	Carl	Thornton Academy	438 Main Street	Saco, ME 04072	207-282-3361	cstasio@thornton.saco.org
Stevens	Art	Coastal Enterprises, Inc.	21 Bradeen St. S-102	Springvale, ME 04083	207-324-0888	
Stinson	Vaughn	Maine Tourism Association	327 Wa ter Street	Augusta, ME 04347	207-623-0363	
Stone	Robert		P.O. Box 121	Lebanon, ME. 04027	207-457-1458	
Sullivan	Nancy	Me House of Representatives	20 Westwood Drive	Biddeford, ME 04005	207-282-5594	
Sullivan	Paul		20 Westwood Drive	Biddeford, ME 04006	207-282-5594	
Terry	Frances		11 Goose Rocks Rd.	Kennebunkport, ME 04046	207-967-0939	terry11@adelphia.net
Terry	Mark		11 Goose Rocks Rd.	Kennebunkport, ME 04046	207-967-0939	terry11@adelphia.net
Testa	Phil	CP Technologies	64 Industrial Park Rd	Saco, ME 04072	207-286-1167	info@Cptec.net
Thompson	Robert	Androscoggin Valley Council of Gov't	125 Manley Road	Auburn, ME 04210	207-783-9186	
Tippett	Donna	City of Biddeford	P.O. Box 586	Biddeford, ME 04005	207-282-9115	
Tipton	Meredith	College of Osteopathic Medicine, UNE	11 Hills Beach Road	Biddeford, ME 04005	207283-0171	
Toner	Jeff	Goodall Hospital	25 June Street	Sanford, ME 04073-3589	207-490-7322	
Tramontana	Barbara	University of New England	11 Hills Beach Road	Biddeford, ME 04005	207283-0171	
Ursia	Thomas	Town of Sanford	919 Main St.	Sanford, ME 04073-3589	207-324-9173	jacole@sanfordmaine.org
Versel	David	So Me Regional Planning Commission	21 Bradeen St.	Springvale, ME 04083	207-324-2952	dversel@smrpc.org
Vieira	Kim	Kennebunk Savings Bank	104 Main St.	Kennebunk, ME 04043	207-985-4903	
Wandell	George	Quickprint Color Center	510 Main Street	Saco, ME 04072	207-282-6480	
Weare	Kathryn	Cliff House	P.O. Box 2274	Ogunquit, ME 03907	207-361-1000	
Welt	Tom	Biddeford Savings Bank		Biddeford, ME 04005		
West	Patrick	Industrial Actuation Group	Central Avenue	Limerick, ME 04048	207-793-2288	
Weyenberg	Philip		111 West Grand Ave	OOB, Me. 04064	207-934-0279	pweyenberg@gwi.net
Winslow	David	Maine Hospital Association	33 Fuller Road	Augusta, ME 04330	207-622-4794	
Wood	Bernice	Key Bank	471 Main St.	Sanford, ME 04073-3589	207-324-1935	
Wood	Robert	Kittery Eco. Dev. Corp.	95 Government St.	Kittery, Me. 03905	207-439-8770	
Yale	Thomas	Yale Cordage	77 Industrial Park Road	Saco, ME 04072	207-282-3396	
Zaitlin	Samuel		P.O. Box 952	Biddeford, ME 04005	207-283-4448	hospwr@lamere.net

Appendix Five: Meeting Evaluations

See following pages

Evaluation

2004 York County Economic Development Summit

March 19, 2004 **UNE, Biddeford**

1) Please rate the Summit on the following scale:	Excellent	Good	Poor
A) Quality of the information presented?	60%	40%	
B) Time allowed for agenda items?	8%	48%	44%
C) Preparedness of the presenters?	60%	40%	
D) Attendees included in discussions?	26%	54%	20%
E) Meeting materials?	38%	58%	4%
F) Meeting facilities and food?	84%	16%	
	Yes	Maybe	No
G) Did the Summit meet your expectations?	66%	28%	6%
H) Were the right people at this Summit?	76%	20%	4%
I) Would you have invited anyone else?	32.6%	37%	30.4%
J) If another retreat was held in 1 year, would you attend?	91.7%	6.3%	2%

2) Please elaborate on any of your answers above?

Not enough time given for breakout sessions - no time available for discussion after panelists spoke; more opportunities for debate, dialogue and idea generation – participant brainstorming

Breakout sessions were very interesting but ended up being to short

More solution oriented – lots of material and facts presented; discussion and presentation of solutions would complete agenda; more problem solving activity to create more specific recommendations and action items; develop a Strategic Planning document with specific action steps to measure progress against next year

Sessions need to start on time – trying to make up for lost time in morning

Need specific session describing York County economy – H. Bourgeois good, but what is lagging in York County? York County data benchmarked against ME/NE/other counties.

Have meeting presentation materials available – bullets/highlights of key points

Conference room cold in morning

Invite:

- Out of state ED Professionals – N. Carolina; how can Maine Compete?
- Big Business Executives – Nissan, General Dynamics; housing, banking, real estate
- Business owners who have failed due to issues out of their control – perspective might spark some change items
- Speakers from other sections of York County who have had positive results
- Local legislators, city councilors, state regulators (Maine Revenue Service)
- Federal government representatives

Follow-up sessions are a must

More representation from developmental groups; material and booths

All discussion about what is wrong – Little or no discussion on how to fix the problem

Examples of regional groups working together and measurements of their objectives

Breakout sessions had too many speakers

Now I know I'm not the only business meeting with the problem

Great facility – great speakers – great attendees – good food

*What did you **LIKE** and/or **NOT LIKE** most about the Session?*

Not enough time for input/discussion/Q&A – sessions too short; need longer sessions; breakout groups with individual panelists within each session – discuss potential solutions

Excellent sessions – informed zealous speakers – no duplication of information; balance of information and attitudes

Good presentations/panelists – were informative, very articulate and thoughtful; useful viewpoints; free and open exchange of ideas and subjects

Very good sessions – not much about solutions;

Need to focus on strategies to improve economic opportunities in York County

Yellow Light Breen's comments were insightful and positive, from a different point of view; best speaker I've seen in a long time; excellent, very crisp, outstanding presentation of facts and trends

Moderator needed to take more control – discussion was a free-for-all (#2, #3, #5)

Discussion did not focus on "Creative Economy"; too many comments on Time! (#1)

Too much focus on adverse tax environment; not to the point; Alan spoke strictly of CMP; **loved Kathryn's address**; **Tim** to politically correct; 10% cap was omitted from discussion; interesting (#3)

Too much complaint about mature industries problems – no solutions (#5)

Brought pertinent problems/challenges forward; B. Pothier – terrific (#2)

Prepared questions for panel to answer given short time frame

*What did you **LIKE** most about the Summit?*

Diversity/quality of presenters & opinions – different industries have different problems

Good subject matter - addressed all issues facing Maine's businesses; focused on real issues

Getting the right people together – great mix of presenters and participants

Speaking with/learning from other members of the business community – hearing about companies in York County; challenges are not unique

Location – great space and light

Speakers: Cashman's speech/discussion; The Governor, even though late; panelist statements; Yellow Light Breen; Kathryn Weare; Tim Hussey; Laura Fortman

Turnout – involvement/quality; very encouraging to see interest and commitment to this initiative; level of concern evidenced by attendance; impressed by number of influential people in our economy involved in this summit

Great Job! A great first step; getting the ball rolling – now action needed

Networking – meeting new people; exchange of ideas with like minded representatives throughout the county

Well organized, great host/customer service – ease of parking; good directions

A true learning experience

Notion of County-wide collaboration on economic development issues

Encouragement and optimism prevailed at time of negativity and doom and gloom

*What did you **NOT LIKE** most about the Summit?*

Breakout sessions seemed unorganized and discussions weren't focused

Seemed like a venting sessions opposed to problem solution identification and specific recommendation development

Speakers plugging their own businesses instead of problems facing business

Afternoon panel cut short; Break too long between Cashman and panel – too much down time between things

Nothing

Too large a topic for 1 day – too many sessions crowded into too short a time

No discussion or plans to make changes; no action items – need more focus on solutions

Not enough discussion time – for exchange of ideas

Felt rushed

Didn't need the summary of the breakout sessions; boring!

Legislators need to attend to listen to the people about what we need

Too many comments about time by facilitators – always a challenge, but making so public was redundant

Lack of larger context about ongoing regional visioning efforts by SMRPC

5 minute speaker presentations too short – 20 minutes is better

More quantitative based presentations to bring dialogue into focus for York County

Cafeteria line

Do not hold future summits on Friday or Monday

Do you have any suggestions for future Summits?

More time for breakout sessions – presenters to speak; minimum 1½ or 2 hours each

Have more participation during breakout sessions; Opportunities for table talks

Fewer panelists in each session – 4 is too many;

Be more realistic about time and stick to the agenda; adjust session times

Fewer sessions; 1 or 2 topics – get deeper into cause and solutions of issues

Focus on new programs to help entrepreneurs; investment sources such as venture capital

Solutions! – **have group develop and present recommendations/objectives; formulate a vision**

and build a plan; add segment to discuss possible legislation (Tom Yale's line item veto); examples of other region's successes mentioned but not elaborated on; more interactive;

Quarterly – smaller topics: (worker's comp and dirigo should be separate topics)

- Health costs
- Worker's compensation
- Insurance costs
- Taxes
- Transportation
- Education

Spread over 2 days to allow more time for speakers and questions

Build upon summit towards bringing about advancement of ideas exchanged

More structured sessions

Please feel free to add any other comments regarding the Summit…

Nice job; great facilities/venue; do it again; Please continue! – Focus will continue movement; follow-up sessions are a must

Many ideas for reform and/or advancement voiced; should establish committees made up of selected attendees to "flush-out" ideas and bring forward to next summit for consideration/implementation

Thanks to UNE for making this happen; UNE performed well

Were we here to listen to the panelists or discuss the topics?

Didn't pay to hear panelists' opinions, which usually ran off topic.

Put the LNG Plant on the Saco River

David O'Connor's star performance

All elected state reps and senators need to attend to listen

Very well organized

Have specific goals with supporting objectives and put the attendees to work in small groups

Dr. Ryan correct – best use of resources is to share the work

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