

FOCUSMAINE

AGRICULTURE, AQUACULTURE & BIOPHARMA

FUELED BY OPTIMISM,
GUIDED BY RESULTS.

2018 ANNUAL REPORT

OUR DEDICATED LEADERSHIP TEAM

Our Leadership Team, a dynamic group of private-sector executives who believe in the promise of FocusMaine, guides our work.

Michael E. Dubyak
FocusMaine Co-Chair
Chairman, WEX, Inc.

Andrea Cianchette Maker
FocusMaine Co-Chair
Partner, Pierce Atwood LLP

Eleanor Baker
Co-Founder,
Baker Newman Noyes

Michael Bourque
President & CEO,
The MEMIC Group

William L. Caron Jr.
President & CEO,
MaineHealth

Dr. John Fitzsimmons
President Emeritus, Maine
Community College System

Clifton Greim
President, Harriman
Architects + Engineers

Charles E. Hewett, Ph.D.
Executive Consultant &
Former Executive Vice
President, Jackson Laboratory

Raymond T. (Chip) Kelley
Maine Market President,
Commercial Sales
Leader, KeyBank

Karen G. Mills
Senior Fellow, Harvard
Business School and Former
Administrator, US SBA

Robert Moore
Former CEO & Chairman,
Dead River Company

William Ryan Sr.
Former Chairman & CEO,
TD Banknorth Inc.

ADVISORY GROUP LIAISONS

David Shaw
Founder & Former CEO,
IDEXX Laboratories, Inc.

Research Chair:
Charles Lawton, Ph.D.
Formerly with Planning
Decisions, Inc.

Business Chair:
Dana Connors
President, Maine State
Chamber of Commerce

Academic Chair:
Dr. James Page
Chancellor, University
of Maine System



PRESIDENT'S MESSAGE

Just one year after launching FocusMaine's ten-year plan, we are measurably advancing our ambitious goal: to create 20,000 new, high-quality jobs in Maine's food and biopharma sectors. As the following pages show, our efforts are guided by a robust three-part strategy:

1. Draw on our state's existing strengths in agriculture and aquaculture;
2. Tap into the opportunities emerging out of Boston in the biopharmaceutical sector; and
3. Train and attract the talent needed to support growth in these sectors.

Our efforts have a unique focus on growing "traded sectors"—those developing products that can be traded in national and international markets—which have the best potential to create more jobs and higher-quality jobs than non-tradable sectors. On average, each job in traded sectors creates another 1.6 jobs in the local economy—at higher wages, too.

Our work is intentionally collaborative. Our strategy builds on uniting and aligning partners around job growth, and identifying areas for productive cross-fertilization. We are solving problems that cannot be addressed by any single organization. That's why we're enlisting the help of innovative, collaborative, and metric-minded groups to connect Maine's assets to the global economy and to grow the jobs of the future.

We are proud to report that our efforts are bearing fruit:

- In just one year, we have seen Maine emerge as a global force in aquaculture.
- Our heritage as the breadbasket of New England is resurgent, as grain growers expand to meet the demand from artisanal bakeries and the craft beer industry.
- Chocolate, mushroom, oyster, and mussel companies are expanding their markets.
- Food and beverage companies are gaining the tools to scale up operations for sales outside of Maine.
- Career-ready students are getting direct work experience that is helping them envision a dynamic future in Maine.



This is why I'm optimistic. Maine will adapt and prosper, while creating good jobs that will keep us competitive. I hope you'll share my optimism as you read our first Annual Report.

A handwritten signature in green ink that reads "Kim Hamilton".

Kim Hamilton, Ph.D., President of FocusMaine





FOCUS ON OUR SECTORS: AGRICULTURE & AQUACULTURE

Fresh thinking in Ocean Farming

The following ten companies completed the **Aquaculture Top Gun Program** through the Gulf of Maine Research Institute and Maine Center for Entrepreneurs partnership:

- Bangs Island Mussels
- Basket Island Oyster Co
- Damariscotta River Distribution
- Dewey's Shellfish
- Eros Oyster of Robinhood Cove
- Glidden Point Oyster Co.
- Hollander and deKoning
- Lane's Island Oyster Co.
- Love Point Oysters, LLC
- Sustainable Seafood Sales, LLC

This program matches high-potential entrepreneurs with mentors to develop products, business models and companies.



Planting seeds in Maine's grain value-chain

CEI (Coastal Enterprises, Inc.) is collaborating with the Maine Brewers Guild, Maine Grain Alliance and Maine Potato Board to foster the development of businesses that add value to crops grown in off-season potato fields.



Putting Maine on the Map

Maine Aquaculture Association and Gulf of Maine Research Institute are developing new tools to support entrepreneurs and the growth of existing businesses, while Maine & Co. has created a roadmap to recruit more enterprises and create more jobs in this burgeoning sector.



A growing appetite for Maine

The Maine Center for Entrepreneur's first **Cultivator** cohort attracted some very tasty mid-sized agriculture and food companies:

- Bangs Island Mussels
- Belle Cove
- Black Dinah Chocolatiers
- Commonwealth Poultry
- Crown O'Maine Organic Cooperative
- Mousam Valley Mushrooms
- North Spore Mushrooms
- Two Fat Cats Bakery
- Vena's Fizz House
- Wilbur's of Maine Chocolates



FOCUS ON OUR SECTORS: BIOPHARMACEUTICALS



Making it in Maine

Biopharmaceutical companies are now exploring manufacturing opportunities in Maine as a result of our early inquiries in the Boston area. Thirty-five biopharma industry and real estate C-suite executives informed our strategy to welcome these companies to **make it in Maine.**





FROM A SIMPLE QUESTION, A TRANSFORMATIVE IDEA: A MESSAGE FROM OUR CO-CHAIRS

FocusMaine grew out of a simple question: where will Maine's good jobs come from in the future?

To answer this, we convened a group of successful private-sector leaders who have grown their own businesses, who believe in the opportunities and understand the challenges inherent in the Maine economy. They knew that the answer to this simple question could dramatically raise the quantity and quality of jobs in Maine, and reverse some of our challenging economic trends.

Our research eventually led us to our signature sectors—agriculture, aquaculture, and biopharmaceuticals—and to understand the critical importance of finding a skilled talent pool in each industry. This, in turn, gave rise to a set of partnerships. Each partner is strong in its own right, but together we are finding new strengths that we hadn't even imagined early in our strategic planning.

With one year now behind us, we couldn't be more excited about what's to come. For this we have to thank:

- FocusMaine's Leadership Team and Advisory Teams, for their early and sustained commitment to this work;
- Our investors, who understood early on, the transformative potential of this initiative; and
- Our partners, including the Maine State Chamber of Commerce, who were willing to jump in with courage and commitment.

Finally, we want to thank Kim Hamilton, our first President, whom we lured back to her home state of Maine. She brings our collaborative vision to life every day.



Michael Dubyak, Co-Chair of FocusMaine



Andrea Cianchette Maker, Co-Chair of FocusMaine

THE POWER OF PARTNERSHIPS

FocusMaine works in strategic partnership with established and tested Maine organizations that are interested in aligning their work with our ultimate goal: 20,000 jobs.

We are collaborating to grow quality jobs in Maine by:

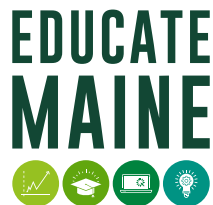
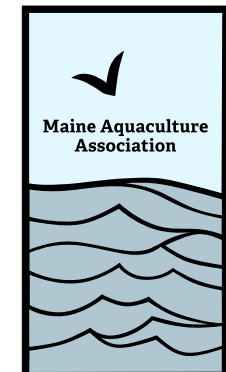
- Becoming a renowned producer of high-quality foods within the agriculture and aquaculture arenas;
- Building opportunities to advance biopharmaceutical manufacturing and related activities; and
- Pioneering models to attract more people to Maine, while growing the skills and talent base for our signature industries.

Coastal Enterprises, Inc., Gulf of Maine Research Institute, Maine Aquaculture Association, Maine Center for Entrepreneurs and Maine & Co. are working with ocean farmers and food and beverage companies to grow their businesses. Our collective effort supports small and mid-sized businesses with tools for growth, attracts new aquaculture companies to Maine, and brings more working capital to the state to support growth-oriented companies.

FocusMaine is building connections to biopharmaceutical companies in the metro Boston area, creating a stronger pipeline of interest in expansion opportunities in Maine. Maine & Co. is helping us to make sure these companies succeed.

We're working with Educate Maine on the new FocusMaine Internship Experience, which is designed to raise awareness among interns of long-term career opportunities in Maine, thereby strengthening the talent pipeline in our sectors. We've also joined forces with Live and Work in Maine to attract people to Maine through more thoughtful and customized outreach.

Together, we are achieving remarkable synergies that will create quality jobs in a vibrant and sustainable Maine economy.





OUR VISION: CATALYZE THE CREATION OF 20,000 NEW MAINE JOBS IN TEN YEARS

It's an ambitious goal, but we don't plan to achieve it alone. These positive trends provide a substantial boost to our focus industries in food and biopharma, and the workforce development needed to support them:

Growing demand for Maine's food

What we're doing: FocusMaine supports the scaling up of small and medium food and beverage businesses based in agriculture and aquaculture. Our focus is on production, processing, distribution and marketing. We estimate at least 4,500 new traded jobs will be created in this sector, with the potential of another 10,000 indirect jobs.

Rationale for success:

- Consumers are willing to pay more for quality foods and Maine has a growing national reputation as a source for them.
- Maine is within a 24-hour drive of 150 million potential consumers, making delivery of fresh food feasible—and desirable: the demand for locally-produced food has increased nearly five-fold over the last 20 years.
- U.S. fish consumption has risen by 23% since 1990. By 2020, aquaculture will account for 60% of global fish food consumption, and Maine can deliver the catch.



Partnering for medical innovation

What we're doing: We're positioning Maine as the manufacturer of choice for the Boston biopharmaceutical economy. We estimate at least 600 traded jobs will be created in this sector in ten years, with the potential of another 3,700 indirect jobs.

Rationale for success:

- Pharmaceutical research and manufacturing continue to grow, with global biologics accounting for more than \$200 billion in sales.
- Maine is close to centers of innovation emanating from Boston and along Route 128, and our life sciences development and manufacturing are growing.
- Large pharmaceutical companies are moving development and manufacturing back to the U.S., which opens a window of opportunity for Maine.

Cultivating talent in Maine

What we're doing: We're turning Maine's high quality of life and competitive cost of living into a magnet to grow the skilled workers needed for our sectors.

Rationale for success:

- Nearly 40% of those born in Maine now live outside the state. Many hope to return.
- Maine's bus, rail and air connections to larger East Coast centers continue to improve.
- Flexible work models make it possible for Mainers to be part of a virtual workforce.



FOCUS ON PEOPLE (WE'RE DRAWING QUITE A CROWD)

More than 400 interns working at 29 different companies in the Bangor, Bath/Brunswick and Greater Portland areas participated in the **FocusMaine Internship Experience** with **Educate Maine**—a whopping 37% above our goal of 300. Nearly half were Maine students attending out-of-state colleges but home for the summer; a quarter were not Maine residents.



Live and Work in Maine + Follow ...
4,090 followers
now
Live and work in Maine to improve your quality of life.
<https://lnkd.in/eC2wEA8>



Consider remote work in Maine! 🔖
liveandworkinmaine.com



An estimated 120,000 people on LinkedIn will learn about opportunities in Maine through our pilot test with Live and Work in Maine.

WITH APPRECIATION FOR ALL OUR DONORS SINCE THE INCEPTION OF FOCUSMAINE

With this first Annual Report, FocusMaine would like to thank all the donors who have supported us through our research, planning, and implementation phases. You have helped us get to this point. We are most grateful for your contributions.

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