



Lunch Break - Commercial fisheries are critical to the entire coast of Washington County and much of coastal Hancock County. The highest lobster landings in the country occur in Stonington (Hancock County) and Jonesport (Washington County). Many organizations focus specifically on supporting the fisheries industries in Maine and provide great benefit to a diversity of seafood-dependent DownEast Acadia businesses, including the restaurant industry. Additionally, several local and regional organizations focus solely on research, education, technical, and financial assistance intended to sustain a resilient, innovative seafood industry. Municipalities and conservation organizations actively partner with State and private entities to protect and preserve waterfront parcels for both commercial and recreational access into perpetuity. Photo by Gina Mazza.



## CHAPTER 10

# Long-Term Management & Funding of the Downeast Maine NHA

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Chapter 9 evaluates three of the ten required criteria for National Heritage Area designation.

Criterion #6 - Residents, business interests, non-profit organizations, and governments within the proposed area are involved in the planning, have developed a conceptual financial plan that outlines the roles for all participants including the federal government, and have demonstrated support for designation of the area.

Criterion #7 - The proposed management entity and units of government supporting the designation are willing to commit to working in partnership to develop the heritage area.

Criterion #10 - The management entity proposed to plan and implement the project is described.

## Commitment to Partnership to Develop the NHA

Organizations in DownEast Maine are quite familiar with the need to work together, and that a collective vision for the well-being of communities is more effectively achieved when separate missions coordinate tasks. Downeast Maine is a rural region with a small population and a finite pool of human resources. The Boards or Committees of community-based, volunteer-run groups are typically composed of individuals who represent a variety of interests. Staff of organizations and local governments sit on various Boards to maintain and strengthen networks, capacity, and effectiveness.

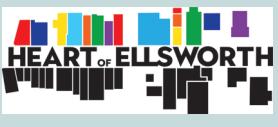
Because of this need to “wear multiple hats” in small communities, organizations often work together on numerous programs initiated by different organizations. In this way, their collective commitment to the well-being of Downeast Maine is a tightly woven network, if not always the well-oiled machine it strives to be. The history of this initiative to conduct a Feasibility Study and establish the region as a National Heritage Area is an example of these long-standing, inter-woven relationships and commitment to regional collaboration.

The local Management Entity will have full responsibility for developing and implementing the management plan for the Downeast Maine National Heritage Area. Balanced representation of all stakeholder and partner interests will continue to be a priority.

### *Feasibility Planning Partners*

Following is a brief statement of the organizations most directly involved in early NHA planning and the Feasibility Study, and their anticipated continued roles.

Partner Organization	Mission	Role in NHA Planning & Management
 <b>Wild Blueberry Heritage Museum</b>	WBHM educates the public about the natural history, science, and culture of the wild blueberry's bio-diverse ecosystem with a goal of fostering ecological resilience and building capacity and prosperity for farmers.	Conducted initial research, outreach, and convenings to explore UNESCO Biosphere designation and then NHA designation. Will represent the natural and cultural heritage of the native wild blueberry.

 <p><b>Sunrise County Economic Council</b></p>	<p>SCEC initiates and facilitates the creation of jobs and prosperity in Washington County by working with a consortium of community-minded businesses, not-for-profit organizations, municipalities and citizens within and outside of Washington County.</p>	<p>Conducted initial convenings to determine community support. Secured and matched funding and provided staff to conduct the Feasibility Study. SCEC is a candidate to serve as Fiscal Agent for the NHA Management Entity and to provide staff for planning, development and management.</p>
 <p><b>DownEast Acadia Regional Tourism</b></p>	<p>DART supports the economic and cultural health of Washington and Hancock Counties through marketing and promotion of DownEast Acadia as an exemplary tourism destination.</p>	<p>DART served on the Feasibility Study Working Team to represent the promotion and management of heritage tourism in Downeast Maine. DART will be the primary marketing and promotion arm of the National Heritage Area, with special emphasis on outdoor recreation and cultural heritage.</p>
 <p><b>Hancock County Planning Commission</b></p>	<p>HCPC provides planning and related government-support assistance to Hancock County municipalities. Services include Comprehensive and transportation planning, support for healthy communities, and housing and community development.</p>	<p>HCPC represents municipal interests across the Hancock County portion of Downeast Maine. HCPC will serve as the primary liaison between municipal governments and municipal infrastructure projects.</p>
 <p><b>Maine Sea Grant</b></p>	<p>MSG supports coastal communities through work in healthy ecosystems, resilient economies, sustainable seafood, preparing for climate change, environmental literacy, and workforce development.</p>	<p>Member of the Feasibility Study Working Group, will continue to represent the fisheries and aquaculture economy, including commercial fisheries, community development, and tourism</p>
 <p><b>Heart of Ellsworth</b></p>	<p>H of E promotes artistic, economic, educational, environmental, cultural, and historic activities in the Downtown area of the city of Ellsworth.</p>	<p>Member of the Feasibility Study Working Group, will continue to represent small business owners and downtown revitalization interests</p>

 <p><b>Wild Blueberry Commission</b></p>	<p>WBC conserves and promotes the prosperity and welfare of the wild blueberry industry of Maine, supports wild blueberry growers/processors to foster research and Extension, funds promotion and marketing, and pursues policies that benefit the industry.</p>	<p>Member of the Feasibility Study Working Group, will continue to represent interests of the wild blueberry industry, especially small farmers.</p>
 <p><b>College of the Atlantic</b> life changing. world changing.</p> <p><b>College of the Atlantic/Coastal Maine Geo- Park</b></p>	<p>COA's educational philosophy investigates relationships between human beings and our social and natural communities. The Maine Geo-Park explores how geology influences the region's natural and cultural heritage and seeks to promote sustainable development for rural coastal Maine communities through geo-tourism.</p>	<p>Member of the Feasibility Study Working Group, will continue to partner on geo-heritage programs including education and interpretive infrastructure.</p>
 <p><b>Downeast Salmon Federation</b></p>	<p>DSF conserves important river, scenic, recreational, and ecological resources in eastern Maine with a focus on wild Atlantic salmon and other sea-run fish.</p>	<p>Member of the Feasibility Study Working Group, will continue to represent preservation of sea-run fish and their habitat and conservation/recreation management.</p>
 <p><b>Maine Coast Heritage Trust</b></p>	<p>MCHT conserves and stewards Maine's coastal lands and islands for their scenic beauty, ecological value, outdoor recreational opportunities, and contribution to community well-being.</p>	<p>Member of the Feasibility Study Working Group, will continue to represent conservation/recreation management, and historic/cultural preservation &amp; interpretation.</p>
 <p><b>St. Croix Valley Chamber of Commerce</b></p>	<p>The CoC operates as a networking support system for merchants in the greater Calais area and develops opportunities to collaborate on projects and share local resources.</p>	<p>Member of the Feasibility Study Working Group.</p>

## Long-Term Management

No Heritage Area will succeed without a strong and well-coordinated Management Entity and organizational partners guiding it. Given the many challenges inherent in establishing and maintaining a National Heritage Area, the stability or capacity of the Management Entity itself should not be in question. The Entity must have a proven track record of effectiveness in setting and achieving program goals in a collaborative environment and responsible management of large amounts of federal and other funds. The Management Entity must be a 501c3 organization or operate in partnership with one.

The makeup of a sustainable, effective, representative Management Entity is informed by the following considerations:

Appropriate role—what are the anticipated activities of the Management Entity, and how will it relate to the work of existing organizations?

Representative governance—how will stakeholders have a voice in governing the Management Entity?

Financial sustainability—how much funding will be required for the operation of a Management Entity, and where will it come from?

The Management Entity should be neutral and broadly representative of the diverse community stakeholders, jurisdictions, and interests across the National Heritage Area. The Entity must be able to facilitate cooperation and collaboration between numerous stakeholders and local jurisdictions to establish cohesive goals, themes, initiatives, and programs for the National Heritage Area.

The Management Entity must communicate regularly within their team, and with community members, heritage organizations, Tribal leaders, local government officials, and statewide organizations to effectively implement programs and achieve the goals of the National Heritage Area.

Management Entity representatives must collectively have skills in a variety of disciplines, such as tourism promotion, heritage preservation, program development, resource interpretation, education, conservation & recreation management, team-building, volunteer coordination, fundraising, grant programs, and financial management.

## *Role of the Management Entity*

A Management Entity performs numerous critical and complex tasks in direct partnership with a broad range of other public and private entities. Highly skilled and deeply committed partners are required to make this happen.

One critical task is to lead collaborations amongst local, regional, and state partners, and in our case across a large rural region. Another is to develop and maintain policies and procedures that meet the vision and mission of the NHA and its enabling legislation. A third is to ensure that a broad spectrum of strong, positive public engagement is maintained.

**Core tasks of any structure of Management Entity include (but are definitely not limited to):**

- Maintain a Board or Steering Committee composed of professional organizations and community representatives with significant expertise related to all aspects of the heritage story and management components.
- Develop and maintain Management, Funding, and Marketing Plans to implement the NHA vision.
- Adopt standard operating procedures for program management, partner commitments, and matching grants.
- Manage finances for the Department of Interior and matching funds - maintain fiscal records, submit state and federal reporting documents, review and approve annual budgets.
- Raise funds to support sufficient staffing and organizational overhead.
- Oversee staff person(s) who implement the NHA Management and Marketing Plans
- Develop and strengthen relationships with local non-profit and governmental organizations, citizen groups, and businesses.
- Periodically review and update Management and Marketing strategies and priorities.

## *Functions of the Management Entity*

- **Administration and facilitation:** These are baseline functions for Management Entity staff. Tasks include financial tracking and reporting; coordination of projects and programs; grant-making and management; coordination with the National Park Service; and regular communications with constituent organizations. During the startup phase this activity includes development of the Management Plan and extensive community engagement.
- **Marketing and communications:** Create public awareness about the Heritage Area. Activities include development and maintenance of a website and development of brochures, maps, interpretive materials, and other interactive tools. It includes media relations and

coordination with constituent organizations to develop cohesive experiences and messaging.

- **Pass-through funding:** Develop and operate an internal grants program to benefit constituent non-profit organizations and community groups.
- **Sustainability:** Fundraising, grant writing, planning, and collaboration-building for long-term financial and organizational stability, long-term management of heritage resources, and long-term maintenance of infrastructure and programs created by the Management Entity.

## Options for Management Entity Structure

Two possible scenarios for structuring an NHA Management Entity to successfully carry out core program tasks are described below.

### *Option 1 – Develop a New 501c3 to Manage the NHA*

In this scenario, a new 501c3 entity is created for the sole purpose of managing all aspects of NHA programs, including staffing and fiscal oversight. This model would require NHA management partners to commit to work with an additional regional entity on top of their many existing, overlapping organizational partnerships, missions, funding sources, and human resources. An existing entity would need to commit resources to establish and coordinate a Board of Directors to develop this new organization until federal planning funds are released. Maine, and particularly Downeast Maine, both have a high number of existing 501c3 organizations that already partner together in numerous collaborations and serve on each other's Boards. Development of yet another 501c3 in the region would further stretch and divide both financial and human resources.

### *Option 2 – Collaborative Board of Existing Organizations & 501c3 Fiscal Sponsor*

In this scenario, a formal Board is established through a partnership of equals committed to the Downeast Maine National Heritage Area program, rather than as an individual entity overseeing it. The Board is a collaboration of representatives of existing organizations with missions and goals that are compatible or parallel with the heritage priorities of the Downeast Maine National Heritage Area. Organization partners sign a Memorandum of Understanding and commit some staff time, technical assistance, and funds to support the NHA program. Board members

collectively make decisions about funding and implementation of all aspects of the NHA program by consensus.

The Board works in direct fiscal partnership with a 501c3 organization, but the management structure and fiscal agency remain separate. The Fiscal Agent receives federal and cash match funds, does the accounting, writes checks, maintains documents required for reporting, manages IRS and State reporting, and includes the NHA program in their annual Audit. The partner 501c3 organization also provides a staff person dedicated to management of the NHA program – the Program Director.

The NHA Board works with the Program Director to coordinate with partners, make decisions about community grants for heritage projects, and manage NHA funds and reporting.

Department of Interior funds pass through the National Park Service to the 501c3 fiscal partner. Funding is distributed to heritage projects and programs according to the NHA Board and their Program Director, who are guided by priorities established through community planning. The Management Planning phase will help inform decisions about the specific composition and procedures of the Board and structure of local grant-making programs.

### **Recommended Management Entity Structure**

Downeast Maine already contains many 501c3 organizations whose missions complement each other and frequently overlap. They serve on each other's Boards and committees, partner on projects & programs, and seek funding from the same sources. Adding another 501c3 to the region would create further competition for volunteers, committed Board members, and funding. Start-up nonprofits can struggle to raise adequate cash-match in the first years. Further aligning the missions and boosting the capacity of heritage-related organizations and community groups is a primary goal for joining the NHA program. Partnering with an established 501c3 allows the Management Entity, the Downeast Maine NHA Board, to focus on its mission to preserve and build upon the region's valued heritage. Therefore, Option 2, Collaborative Board of Existing Organizations & 501c3 Fiscal Sponsor, is the recommended management structure.

### **Candidates for 501c3 Fiscal & Staffing Partner**

Very few existing entities in Downeast Maine have broad enough missions to represent the full intent of the National Heritage Area Program, and very few have the staff or other resources to dedicate to managing the program to the extent necessary. The Sunrise County Economic Council has provided fiscal sponsorship and staff to convene the public and complete the Feasibility Study and is willing and able to continue to support the Downeast National Heritage Area program. The mission, programs, and regional coverage of SCEC and their direct partners align with National Heritage Area priorities and regional heritage goals.

SCEC is a nationally registered 501c3 that initiates and facilitates the creation of jobs and prosperity with economic, workforce, infrastructure, health and wellness, and leadership development as primary themes. SCEC is a growing organization that currently maintains a staff of 18 persons, including a finance department of 2 persons.

SCEC works with a consortium of community-minded businesses, not-for-profit organizations, municipalities and citizens to achieve this mission. Newly formed and expanded SCEC program

## SCEC Guiding Principles for Supporting Development

The Sunrise County Economic Council's mission is to promote prosperity through investment and job creation in Washington County. Diversifying the commercial and industrial base will help sustain our region's economy. SCEC is often called on to help promote development of projects in the region. This may be in the form of advising on financing packages, technical assistance, business support resources, site location, testing workforce availability, providing project management or other assistance as necessary to support a particular project.

When SCEC is called on to take an active role on a project such as support, advocacy, endorsement, or project management assistance, the following serve as guidelines to assist the Board in advancing our mission by becoming involved in a project:

- 1. Economic Impact:** The number and quality of jobs created should be consistent with the scale of the development. Business planning should demonstrate a workforce is on hand, or can be made available with necessary training, and that the jobs are sustainable over the projected life of the project.
- 2. Community Impact:** The project's net impact on the region's natural resources, public infrastructure and community institutions will be positive or neutral. This can be achieved through project planning, mitigation, net gains in tax revenue, and other means.
- 3. Technical Feasibility:** The project should have a high likelihood of success, evidenced by technical expertise, management capabilities, and financial capacity for development and operation.
- 4. Stakeholder Involvement:** The project's principals must demonstrate their commitment to Washington County by working with community-based constituencies to maximize the positive impact of the project on the region.

partners include the Maine Department of Transportation; Maine Department of Economic & Community Development; Maine Department of Agriculture, Conservation and Forestry; and the Northern Border Regional Commission.

SCEC programs include a diversity of partner organizations and funding sources from local to federal. Partners currently engage in a broad range of projects and programs that align with educational, economic, community, recreation, and open space goals of the NHA. Several of SCEC's existing partners are committed to and actively participate in assessing the feasibility of joining the National Heritage Area Program. These relationships will be carried forward into the NHA Management Entity.

### **Composition of the Management Entity**

The Board should be representative both geographically and thematically of the entire National Heritage Area, while remaining small enough to function effectively. Individual members of the Management Entity should represent a diverse skill set to support the extensive work required. Fundraising, outreach, program development, and planning are key skill sets needed. Individual members of the community will be welcomed – Board members do not have to be affiliated with any Organization but should bring skills and knowledge that fill NHA Program needs.

**Ideally, the Management Entity would include current Working Team partners and any additional representation needed to cover each of the following categories:**

- History
- Arts & Culture
- Small farmers
- Tourism
- Education – all ages
- Forest Products
- Geo-heritage
- Registered Maine Guides
- Municipal Government
- Economic & Business Development
- Small Business community
- Tribal – Passamaquoddy & Penobscot
- Habitat & wildlife preservation
- Outdoor Recreation lands managers
- Fisheries – restoration, recreation, & economic opportunity

**The Management Entity should also include an advisory (non-voting) team of state and federal representatives, such as:**

- Maine Office of Tourism
- Maine Office of Outdoor Recreation
- Maine Historic Preservation Commission
- Maine Bureau of Parks and Lands
- Maine Department of Transportation – Scenic Byways Program
- National Park Service – Acadia National Park
- Maine Department of Fish & Wildlife
- Charlotte County Regional Tourism, New Brunswick, Canada

A much larger spectrum of organizations, individuals, and interest groups will participate as partners and advisors in specific projects and programs outlined in the Management Plan. These entities are described in the Conceptual Financial & Community Partner Plan.

## **Conceptual Financial Plan & Community Partners**

Success for the NHA program over such a large region requires coordinated partnerships amongst all involved. Partners in NHA planning have expressed their commitment to continued collaboration with a broad range of stakeholder organizations to develop the heritage area (see letters of support and endorsements in Chapter 10). Most projects will be undertaken by partner organizations with the Management Entity providing technical assistance, coordination, promotion, and grant funds for appropriate projects. The Management Entity will make decisions about and facilitate priority regional projects & programs. Units of government and organizations directly or indirectly supporting the designation will contribute through projects that fit their priorities and also advance NHA goals.

The Department of the Interior currently provides up to \$400,000 annually in funds to each National Heritage Area through the federal budget for Heritage Partnership Programs (this amount can vary). Department of the Interior funding passes through the National Park Service to the designated local NHA program management entity. Federal funds must be matched 1:1 by national heritage partners to accomplish projects identified in an annual work plan and budget. Match can be in the form of cash or in-kind contributions.

National Heritage Area Management Entities vary widely in the number of staff and types of programming, and therefore have a wide range of budgets and varying contributions from different revenue sources. The need for staff and other resources is tied directly to the goals and priorities of the particular NHA. Resource commitment required by the Management Entity can range in degree from member and partner coordination, communication to the broader public, resources interpretation, heritage tourism promotion, grant-making, and program or project development.

**The Downeast Maine National Heritage Area Management Entity will focus initial efforts on these foundational tasks:**

- Establish minimum staffing needs - 1 full-time position
- Draft the Management Plan
- Establish mechanisms for ongoing coordination and communication among members
- Develop an NHA website, map, and supporting materials to connect existing information and facilitate cohesive heritage experiences and promotion of the NHA.
- Establish funding sources and in-kind commitments as needed for the startup phase of program implementation

**Over the longer-term, funding needs for NHA program management will include:**

- Administration and facilitation: Directing the NHA program will require the work of a full-time employee, along with associated expenses and overhead costs. A target budget of \$150,000 annually would allow for staff and related expenses such as travel and public meetings, any fiscal sponsor fees, and administrative overhead.
- Marketing and communications: A target budget of \$100,000 annually would fund a diverse program of web site management, digital advertising, printed collateral, and public relations. DownEast Acadia Regional Tourism and the Maine Office of Tourism will provide some cash match and in-kind support. Local and regional partners would support NHA promotion through their own marketing plans (social media, website, paid advertising).
- Pass-through funding to local organizations: This activity will be funded at whatever levels are possible for each budget year. To be meaningful, a good target is minimum funding of \$300,000 annually. Pass-through funds are sub-grants made by the NHA Management Entity to eligible heritage projects in Downeast Maine (eligibility is based on priorities defined by the community during the Management Planning phase, and by granting procedures set by the Management Entity). Cash and in-kind match required for sub-grantees would meet or exceed a 1:1 ratio of grant funds, at least \$300,000 annually.

- Long-term local and regional cash and in-kind match: The Management Entity will strive to raise at least enough local match to secure the maximum available federal dollars, while the region is eligible, to achieve the most benefit for regional heritage initiatives. Goals could range from \$300,000 to \$500,000 annually.

**Potential sources for funding the Heritage Area include:**

- Federal funding sources for historic & heritage preservation, National Scenic Byways, rural economic development
- Maine State grant programs for recreation, conservation, education, transportation, economic development, infrastructure, and tourism
- Grants from foundations, charitable organizations, local financial institutions
- In-kind & cash match from projects implemented by community organizations and municipalities directly related to NHA priorities

Following is a conceptual plan that outlines a preliminary list of potential partners that the NHA Management Entity hopes to engage during the near term and future phases of NHA development, promotion, and management. Seeking additional commitments is an inherent, ongoing task of the Management Entity. The outline of roles and conceptual financial plan is based on this NHA Feasibility study and the expressions of participation and support from a wide range of partners. Details of the partnership arrangements and commitments will be defined during development of the long-term NHA Management Plan. The following conceptual plan does not specify the breakdown of cash or in-kind match support. Support from local partners includes cash match from heritage program grant recipients.

Partner	Role in NHA Program Management & Implementation
Abbe Museum	Promote & educate visitors & residents around Wabanaki culture; expand cultural programs & events with partners further downeast.
Black Woods Scenic Byway Committee	Promote Black Woods region heritage experience, engagement of residents & visitors through events & programs; funding & implementation of infrastructure; partner on Cherryfield info center/gateway development
Bold Coast National Scenic Byway Committee	Promote Bold Coast region heritage experience, engagement of residents & visitors through events & programs; funding & implementation of infrastructure; partner on Cherryfield & Machias info center/gateway development
Charlotte County Regional Tourism Association and Campobello Tourism Association, New Brunswick, Canada	Partner with NHA to develop, promote & market international heritage experiences & history
Community Health & Wellness Organizations	Partner with NHA to educate the public and connect the health and wellness of people with active outdoor recreation assets and opportunities.
Down East Sunrise Trail	Promote active transportation & outdoor recreation; develop railroad history interpretation; partner on Cherryfield & Machias info center/gateway development
DownEast Acadia Regional Tourism	Regional promotion & marketing in Maine, nationally/internationally; community engagement; partner to develop heritage tourism experiences for visitors; partner in visitor education and visitor management

Partner	Role in NHA Program Management & Implementation
Downeast Conservation Network	Provide engaging educational experiences for visitors & residents around land conservation for habitat & recreation; partner with NHA to develop interpretive sites for historic & ecological aspects of open space parcels
Downeast Fisheries Partnership	Provide engaging educational experiences for visitors & residents around fisheries habitat, biology, & economy; partner with NHA to develop interpretive sites, school & citizen science programs
Downtown Revitalization Groups	Partner with NHA to plan and implement long-term Destination Development efforts, including community planning, development, promotion, and maintenance.
Economic Development Organizations - Eastern Maine Development Corporation, Northern Maine Development Commission, Four Directions Development Corporation, Small Business Development Center of Maine, CEI	Partner with NHA to bring resources and opportunities to businesses and entrepreneurs that advance national heritage priorities and goals, including developing a thriving small business base and regional economy.
Elementary & High Schools	Partner with NHA to create hands-on, community-based learning opportunities around local history, community planning, civic engagement, arts and science, and other heritage topics. Actively engage students in telling the regional heritage story and in planning for the region's future.
Fisheries Restoration & Research Institutions	Partner with NHA to develop heritage education activities & programs around historic & current fisheries, and restoration efforts.

Partner	Role in NHA Program Management & Implementation
Hancock County Planning Commission	Serve as liaison between NHA program and municipalities in Hancock County; provide technical assistance to municipalities to secure funds for heritage-related projects like recreation & transportation infrastructure or coastal resiliency planning.
Higher Education Institutions	Partner with NHA to engage faculty and students in active, hands-on, community based learning opportunities that contribute to and advance local and regional heritage, education, and economic goals.
Historical societies, historic sites, museums, libraries	Partner with NHA to develop and promote heritage education activities & programs around historically important people, places, and events, and to provide engaging and relevant opportunities for people to interact with regional history.
Island Institute	Technical assistance – infrastructure & program planning/development/outreach
Land Trusts	Partner with NHA to educate visitors and residents about the many ways to actively and responsibly enjoy outdoor assets, and develop educational programs about the history of conserved lands and their previous land uses, the biology and importance of wild lands and their inhabitants; improve accessibility to and awareness of local outdoor opportunities; and to develop and maintain key trails and facilities.
Machias Valley Entrepreneurial Center	Partner to plan & implement natural resources and outdoor recreation training & development for entrepreneurs

Partner	Role in NHA Program Management & Implementation
Maine Bureau of Parks & Lands	Partner with BPL to promote responsible use of public lands; seek funds for developing new and expanding recreational trails, especially off-road biking & backpacking
Maine Department of Agriculture, Conservation, & Forestry	Technical assistance to municipalities in coastal resilience planning
Maine Department of Economic & Community Development	Technical assistance to municipalities and businesses to secure CDBG funds for community infrastructure
Maine Department of Transportation Scenic Byways Program	Technical assistance to plan for and fund safe transportation ways for all users, including bike/ped; Advisor; partner with NHA to plan for & develop infrastructure along Scenic Byways within Downeast Maine
Maine Dept. of Inland Fisheries & Wildlife	Partner with NHA to promote recreational fishing & responsible outdoor recreation practices; partner with NHA to develop heritage education activities & programs around subsistence hunting & fishing
Maine Downtown Center	Technical assistance to downtown revitalization committees, connect with potential funding sources
Maine Office of Outdoor Recreation	Technical assistance, networking, developing partnerships with state & national outdoor recreation entities
Maine Office of Tourism	Promotion & marketing nationally/internationally
Maine Sea Grant	Partner to plan & implement tourism training & development for coastal businesses & communities; develop education and promotion of fisheries heritage through Downeast Fisheries Trail.

Partner	Role in NHA Program Management & Implementation
Municipal and County Governments	Partner with NHA to bring infrastructure and resources to communities related to parks & recreation, working waterfront, active transportation, broadband, and more.
National Park Service	Technical assistance, Advisor; partner with NHA to connect Acadia National Park (ANP) visitors with larger DownEast Acadia region - distribute economic benefits, reduce overuse at ANP, coordinate recreation assets outside of ANP
National Wildlife Refuge System	Partner with NHA to promote wildlife watching activities on NWR lands
Roosevelt-Campobello International Park	Partner with NHA to develop, promote & market the nationally and internationally important work that was conducted by the Roosevelts and their many important guests at the Roosevelt summer home on Campobello Island.
Schoodic National Scenic Byway Committee	Promote Schoodic region heritage experience, engagement of residents & visitors through events & programs
Sunrise County Economic Council	Provide staffing, fiscal management, and technical assistance
Wabanaki Tribal Communities	Partner with and guide NHA to plan and implement long-term heritage efforts related to Wabanaki culture.