



Department of Economic
& Community Development

**Maine Strategic Plan: 10-Year Statewide Economic Development Strategy Implementation
Workflow updates
June 28, 2021**

People - Implementation Steering Committee and Work Group Members, Collaborating Networks

Steering Committee Additions and Changes since last meeting:

Changes – none

Additions – none

Work Groups:

Additions/confirmations and Adjustments:

- **Housing** – Ana Hicks staffing Workforce Housing priorities, larger work group formed and connecting to stakeholders
Current members – Denise Lord, Erik Jorgensen, Deborah Johnson, Martha Bentley, Brian Hubbell
 - Stakeholders engaged to date - Anne Ball, Susan Hammond, Nancy Smith, Mandy Reynolds, Nathan Szanton, Naomi Beal, Kevin Bunker, Nancy Harrison, Maine Public Housing Directors, Liza Fleming-Ives, Jason Bird, Jen Giosia, Matt Lewis

Work Group Structures:

Attracting Talent - stronger coordination with State Workforce Board subcommittees including newly formed Immigrant Workforce Subcommittee and existing subcommittees – SWB subcommittees focus on workforce participation of existing residents, Attracting Talent workgroup focus on bringing to and retaining new talent and workforce to the State.

Grow Local Talent – A1- Career Exploration work team connecting directly with Children’s Cabinet staff for focus on paid work experience for at risk youth

Stable Business Environment – Action item F3 (energy costs) will be led by Climate Council (committed); Action item F4 (healthcare costs) will be led by DHHS (per Maine Jobs and Recovery Act investment and related structure)

June Collaboration Submissions for Steering Committee consideration:

FOR/Maine (Opportunity Intersects/Innovation/Grow Local Talent/Attract Talent) – recommended

Maine Alliance for Health and Prosperity (Grow Talent/Ubiquitous Connectivity/Supporting Infrastructure/Hubs of Excellence) – recommended

Collaborations Accepted and Notified:

Maine Business and Education Partners (Grow Talent)

MaineSpark (Grow Talent)

Portland Professional Connections (Attract Talent)

Transition of Maine Campaign (Attract Talent)

Maine Downtown Center (Attract Talent)

Maine Manufacturing Partnership collaborative (Opportunity Intersects/Innovation)

Innovation Communications Collaboration (Innovation/Attract Talent)

Maine IDeA Network of Biomedical Research (Innovation/Grow Talent/Attract Talent)

Eastern Maine Hub of Excellence for Life Sciences and Technology (Hubs of Excellence)

Functional Partner Collaborations Approved, not yet notified (approval of MOU template pending):

FAME

Maine Economic Growth Council (MDF)

Leadership Alumni Network (MDF)
Maine Policy Leaders Academy (MDF)

Collaborations Accepted and In Process:

Broadband Connectivity collaboration (Ubiquitous Connectivity)

Collaboration Submission Determined to be Outside Guardrails:

IntWorks

Process - Support Team Development and Stakeholder Engagement, Tactics and Mechanisms; Functional Team Development

Identified To be done by June:

Form a functional group around Strategic Plan metrics and tracking – completed

Explore having a heat map or coverage map by region or industry to be sure we're making progress in the right areas for the right groups – not complete

Form a functional group around finance mapping/innovative financing approaches – underway and two-pronged looking at immediate needs (led by Carlos Mello/FAME) and innovations and mapping (led by Claire Eaton/DACF)

Build MOU for Functional Partner engagement – underway but not complete; MOU pending approval from AG Office

Determine best role for Steering Committee and meeting frequency moving forward based on Steering Committee feedback – not complete

Functional Team Building:

Progress Metrics, Data and Tracking – team formation underway with State Economists Office, USM's Center for Business and Economic Research, Maine Economic Growth Council, Roux Institute's data visualization team

- Team members: Amanda Rector, Angela Hallowell, Kate deLutio, Deborah Strumsky, Andrew Crawley (Ryan Wallace and Yellow Breen "ex officio"), Mark McInerney (invited), Melanie Tory (to be invited)
- Team members have reviewed and provided input on proposed metrics and sequencing

Financing Roadmap, with including of finance and governance model innovations – team formation underway, Chaired by Claire Eaton (Director, Natural Resource Markets & Economic Development within Department of Agriculture, Conservation & Forestry), team forming attended the Shift 2021 conference and convened to discuss approaches and tactics to consider for Maine, additional volunteers from CDFI/CDE convening

- June 7th CDFI convening yielded additional teammates
- Initial concept shared with EDA's Alan Brigham to begin discussion

Financing Short Term Recovery – team formation in place, Chaired by Carlos Mello (Interim CEO, FAME)

- Team assembled and convened as of June 8

Support Team Development

Addition of communication contracted support in place for remainder of calendar year

- Communication plan and checklist completed and under review
- Collaborator communication toolkit completed

Grow Local Talent and Attract Talent work groups recommend contracting for project management to move to next step of operationalizing recommendations; process underway via MDOL

Ana Hicks, Children's Cabinet and GOPIF, is supporting Workforce Housing work stream and supporting portion of Career Exploration work stream

Maria Povec, GOPIF, is supporting STEM Career Exploration Pilot in Franklin and Somerset Counties

AmeriCorps VISTA Volunteer Listings:

[Financial Resource Development Position](#)

Continuing to interview

[Communications and Stakeholder Engagement Position](#)

Have split position into two, with geographic split by 8 most populated counties and 8 least populated counties. VISTA volunteers will be onboarded in August

Maine Law Intern – Wes Birdsong, started in June

Bowdoin Fellow – Jack Butler, started in June

UMaine grad student intern – Taylor Cray, started in June

Pursuing Potential for Cooperative Agreement with UMaine System for partnership around specific areas of implementation – TBD

Direct work with the Regional FEMA long term recovery team – FEMA Solutions-Based teams mirror or connect with Strategic Plan work groups – Innovation, Climate/Clean Energy (led by Climate Council), Workforce (Grow Local Talent/Attract New Talent), Broadband (led by Broadband Coalition), Marine Infrastructure (led by SEAMaine) – convening work with FEMA teams winding down in most cases; FEMA will work with individual project streams to bring Federal connections and TA.

National Governors Association Workforce Innovation Network – Maine was selected in the first cohort of the Workforce Innovation Network. Work Plan included in meeting materials for focus on Strategy A.4 – Engaging today’s workers in continuing education to achieve credentials for career advancement. Project also includes work on brand and marketing around public workforce system. Team has engaged Blaze Partners in the brand and marketing work – discovery interviews underway

External Stakeholder Engagement Since Last Report

- Maine Cultural Alliance
- Maine Arts Commission
- Maine Development Foundation
- Focus Maine
- Four Directions Development Corporation
- Maine EPSCoR eDNA Workforce Subcommittee
- Technical Assistance providers under contract with DECD’s CDBG & Northern Border Regional Commission programs
- Alliance for Health and Prosperity
- Maine Accelerates Growth
- Roux Institute team
- Downeast Innovation Network
- National Governors Association Workforce Innovation Network
- MTI, MVF, CEI Ventures, FAME, Maine Angels – portfolio staff
- Coworking Cohort
- Congressional delegation staff
- SBA Service Provider Network
- CDFIs who attended convening –
- STEM Franklin and Somerset Pilot Governing Board and Advisory Committee (multiple meetings)
- Maine State Workforce Board
- Ending Hunger by 2030 project kick off
- Maine Space Grant Consortium

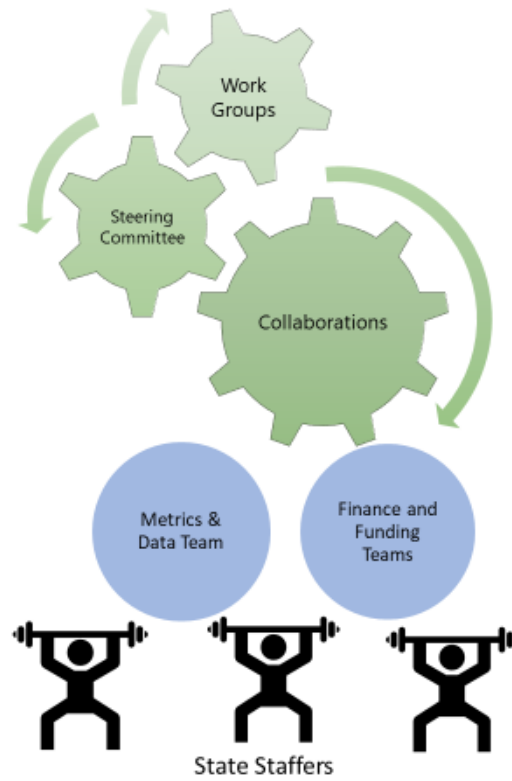
Emerging Tactics –

Across multiple work-streams, several key tactics are emerging that are also envisioned via Maine Jobs and Recovery Act investments across strategy areas:

1. Better leverage existing collaborations and initiatives underway; potential to scale what works
2. State procurement innovations or changes
3. Grand Challenges

- 4. Digital connection improvements
- 5. Communication and connection improvements
- 6. Modeling career exploration via regular use of intern talent

Updated Implementation Structure



Products

Strategy Areas Action Item Projects Underway

June 28, 2021 – updates since last report out highlighted in yellow

maine
Department of Economic & Community Development

STRATEGY A

grow local talent

PLAN ACTION ITEMS

- A1: Maine Career Exploration**
- A2: Web Portal matching students to opportunities**
- A3: Align Curriculums with digital economy skills**
- A4: Engage today's workers in continuing education to obtain credentials of value**
- A5: Expand professional preparation for educators**
- A6: Improve quality of care in early childhood system**

Associated Projects Underway or Identified by Work Group

- A1:** Pilots & overall program design underway. Financial support included in Maine Jobs & Recovery Plan (MJRP); Internship development (at HS & young adult levels) – via Franklin & Somerset County STEM pilot (launched 5/12/2021); Clear Definitions of Various Options (completed) & then associated outreach via work group/DOE; Exploration of existing resources. Work supported by Children's Cabinet, GOPIF and subset of Strategic Plan work group.
- A2:** Envisioned in connection with A1 under MJRP financial support; collaborative partners assistance on program design and scaling existing efforts
- A3:** Concepts brought forward by collaborative partners - TBD
- A4:** NGA Workforce Innovation Network alignment; Credential platform work currently underway via collaborative partners under philanthropic grant; DHHS/DOL collective work in pathways mapping in select industries
- A2-A6:** Mapping of existing programs/resources/partners via GLT workgroups
- A6:** Connecting to Children's Cabinet for Action E1; Included in MJRA

STRATEGY B

attract new talent

PLAN ACTION ITEMS

- B1: Increase the labor force participation of existing residents**
- B2: Governor's Welcome Home program**
- B3: Expand & Simplify Opportunity Maine Tax Credit**
- B4: Help New Americans, veterans, & other newcomers get qualified to work in Maine**
- B5: Promote quality of place investments**
- B6: Support Learning**

Associated Projects Underway or Identified by Work Group

- B1:** Included in Maine Jobs & Recovery Plan; Procurement expansions & DBE certification drive; Work via SWB committees
- B2/ERC:** Included in MJRP; Building welcoming community program & pipeline; work group members collaborating to diversify current options & target specific demographics (veterans, BIPOC, rural); Mini-Grant program via DECD around specific demographic or strategic foci (completed; 14 mini-grants awarded); Innovation Marketing Collaborative launched with pilot at PWM
- B3, ERC:** Opportunity Maine Tax Credit – MRS discussions with large employers underway, but Live & Work Maine promoting under contract with FAME currently; Not able to be included in use of Federal ARPA Funds, Working group will meet over summer for this work via legislative bill carry overs
- B4:** Legislation passed – LD 149 ; ELL Child Development Associate Certification (Portland Adult Ed) – underway; Work via SWB committee
- B5:** Included in MJRP; Quality of Place investments in social & community building infrastructure – sub workgroup not finalized, stakeholder engagement & program design input underway; Coworking development – in budget & underway; Working Communities Challenge underway

STRATEGY C

promote innovation

PLAN ACTION ITEMS

C1: Increase R&D investment levels in Maine

C2: Raise the investment cap of the Maine Seed Capital Tax Credit Program

C3: Revitalize the Maine Innovation Economy Advisory Board

C4: Promote domestic exports to strengthen the climate for startups

Associated Projects Underway or Identified by Work Group Multiple Streams Identified in Maine Jobs & Recovery Plan

C1: Launch of Early Adopter Program by State – underway; two projects approved in first pilot quarter; Additional investments in MJRP – program design underway; Maine Accelerates Growth work plan recommendations received; stakeholder engagement underway

C2: Completed 2020; updates to program pending legislatively

C3/ERC: Underway

C4: DECD Office of Business Development continues to build out Domestic Trade assets using baseline study completed with key data & recommendations; Included in MJRP for financial infrastructure

ERC: Innovation Data Dashboard (tracking mechanism) – completed using USM partnership

ERC: Partner with MxG – MxG multiple work groups have submitted recommendations for action

STRATEGY D

ubiquitous connectivity

PLAN ACTION ITEMS

D1: Provide a loan guarantee program for financiers of broadband projects

D2: Continue to provide local planning grants in order to help increase take rates & make projects more feasible

D3: Provide a consistent, predictable, & robust annual level of ConnectME infrastructure grants

Associated Projects Underway Priority for Federal funding under Maine Jobs & Recovery Plan

Strategy-wide: Building new operationalization infrastructure with proposed Maine Connectivity Authority – LD 1484 passed; advisory committee and working group formed to develop MCA board and structure

Strategy-wide: Broadband Intelligence Platform/Mapping effort – The data analytics tool to support ConnectMaine to obtain the needed tools to identify areas, costs of build, potential revenue streams (hence, what is the hole that state & federal funds are needed to fill), as well as lay out a plan for needed middle mile, & assist communities in their process of identifying what can be built in their area.

Strategy-wide: Broadband Coalition speed test

D2: Continuous

D3: Continuous; Bond funded projects awarded - 20 projects totalling \$8.5M. 8500 (+) locations, and \$16M in match

STRATEGY E

provide supporting infrastructure

PLAN ACTION ITEMS

- E1: Set the bar high for childcare; aim to create a world-class system in Maine**
- E2: Establish an adequate & sustainable funding system for public transportation**
- E3: Expand the production of workforce housing in Maine**

Associated Projects Underway Area Targeted by Maine Jobs & Recovery Plan

Childcare: TBD via Maine Jobs & Recovery Plan

E1, ERC: Strengthening & supporting the Child Care Subsidy Program (increased subsidies for infants & toddlers) underway

E1, ERC: CEI Child Care Business Lab underway

E1: Children’s Cabinet plan execution underway

Transportation:

E2: UMaine/MDOT researching transportation models in other states

ERC: GPCOG Transit Tomorrow public transportation vision – adopted 2021

E2: Focus of MJRP – GoMaine & planning for other pilots– underway

ERC: Village Partnership Initiative – in development

Housing:

E3: Included as priority focus for MJRP; working group formed, led by Ana Hicks; stakeholder engagement underway

ERC: State Affordable Housing Tax Credit – enacted 2020, expanding 2021

ERC: UMaine composite lumber 3D printing project

ERC: Community Solutions Program – pilot

ERC: Tree Street Neighborhoods (Lewiston) - underway

ERC: Commission to increase Housing Opportunities in Maine by studying Zoning & Land Use Restrictions – bill signed (LD 609)

STRATEGY F

maintain stable business environment

PLAN ACTION ITEMS

- F1: Review & simplify the application/decision process & pipeline**
- F2: Create a web portal where applicants can track their applications**
- F3: Control & reduce energy costs**
- F4: Control Healthcare costs**

Associated Projects Underway

F1 & F2: In Maine Jobs & Recovery Plan – focused DEP regulatory process improvement work, including data system integration, licensing process updates & short-term contractual support for permit application review. Requirements gathering for DEP Online Licensing datasytem completed. Business Use Case and Request for Proposals undergoing final review. RFP to be issued when funding is approved. Several bills in legislature also amend DEP licensing requirements with minor streamlining effect. New land licensing support will provide long-term improvement in permitting timeframes.

F1: LD 69 signed by Governor -reduce duplication of state & municipal permitting efforts; Nonprofit partner (TNC) developing mapping tool for pre-screening of properties for high demand permitting projects, like renewable energy projects & manufacturing facilities; Solar energy Permit-by-Rule development (Q3 2021)

F3: In MJRP; Procurement innovations around carbon footprint/climate costs & Maine-based businesses (under discussion)

F4: In MJRP – Lowering Health Care Costs for Small Businesses; Lower health care costs through establishment of Office of Affordable Health Care – bill amended and in process (LD 120)

Other: DECD-led work group examining incentive structures & potential improvements

promote hubs of excellence

PLAN ACTION ITEMS

G1: Communities to identify gaps for their hubs of excellence

G2: Identify areas of supply chain opportunity

Associated Projects Underway or Completed

G1: Northern Border Regional Commission – updated grant priorities align with strategic plan priorities; first submission of pilot Hub of Excellence

Strategy-wide: Eastern Maine Hub of Excellence for Life Sciences & Technology – under development; approved as Strategic Plan Collaborator and connecting with staff to begin to define a pilot concept for more rural communities