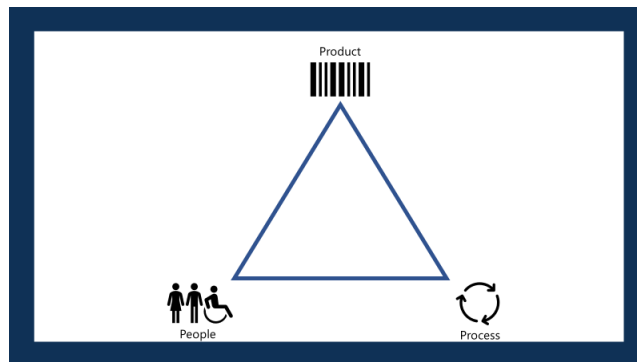




Department of Economic
& Community Development

Maine Strategic Plan: 10-Year Statewide Economic Development Strategy Implementation Work Flow Updates September 8, 2021



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

Steering Committee Additions and Changes since last meeting:

Changes – none

Additions – William Longfellow, DEP to support Regulatory and Business Climate strategy area; Ana Hicks, Children’s Cabinet to support childcare workflows across strategy areas and support harmonization of career exploration across workflows

Work Groups Additions, Changes and Structures:

As the Strategic Plan prioritized actions begin to get operationalized at the state level via ARPA funding and legislative inputs, some of the work teams are being reconfigured and more directly managed via existing structures within State agencies or adjusted slightly to accommodate the potential necessity of a vendor relationship via procurement.

Strategy A: Grow Local Talent – While this core team has not added additional members, the members crossover and connect to multiple other project-based work groups. These groups are focused on a particular area or action item. These groups include State Workforce Board subcommittees, MDOL convened apprenticeship stakeholder team, the Children’s Cabinet, MDOL’s Expanded Learning Opportunities team, Jobs for Maine Graduates, and cross agency teams representing DHHS/DOL/DOE/DECD working on discreet projects. These all crossover and intersect with sector-specific efforts, some represented by Strategic Plan collaborators such as FOR/Maine and others led within a state agency, like health care. Important to note that the final legislation that governed this workstream area (LD1733) puts funding into multiple different agencies and attaches additional requirements beyond that proposed by the original Maine Jobs and Recovery Plan, including a requirement to use Jobs for Maine Graduates and the Adult Education system as key participants in the Career Exploration program. This harmonization is underway and ongoing. This team met in July and meeting notes are available publicly.

Strategy B: Attract Local Talent – This team is splitting work by the two distinct markets identified in the Plan – 1) people in Maine not engaged in the labor force; 2) people outside of Maine to be attracted and retained to the State to join the labor force. Market 1 is led by the SWB Subcommittees and existing DOL/DHHS/DOE structures. DECD is leading the workstreams associated with Market 2 but has not convened the workgroup since getting their input and feedback on priority actions in late Spring. DECD has worked over the summer on program design based on the workgroup’s initial

ideas and concepts but because the Federal dollars will need to be awarded competitively and many of the workgroup members will be potential vendors, we have maintained a distance during the program design phase. We will be sharing strawman program design publicly during our various public listening sessions throughout September.

Strategy C: Innovation – This team structure has not changed. The team met in August with work focusing largely on giving MTI key feedback on the priorities and structures of deploying ARPA support approved by legislature in July. The team continues to represent various existing networks and partnerships.

Strategy D: Ubiquitous Connectivity – The initial team structure was envisioned using the existing Connect Maine Authority structure as the backbone. With the unprecedented federal funding opportunity, a new structure capable of more flexibility and authority within the marketplace was required. The new Maine Connectivity Authority is in its formative stages and the harmonization of the work between these two structures is a key step.

Strategy E: Supporting Infrastructure – Initial concept was to have the three legs of the supporting infrastructure stool – childcare, workforce housing, and transportation – come together as one work group. This has proven not to be the organic or naturally occurring structure. While we do have overlaps, each of these three work areas has its own core work group.

- **Transportation** – The Department of Transportation has brought together a working group to discuss and collaborate on transit initiatives underway. This is a team of DOT/DOL/DHHS/DECD represented as follows: **DOT:** Jennifer Langland, Ryan Neale, Dale Doughty, Nate Moulton, Joyce Taylor; **DOL:** Kim Moore, Samantha Dina; **DHHS:** Beth Hamm, Roger Bondeson; **DECD:** Martha Bentley, Carolann Ouellette. This working group will advise and consult with external stakeholders but DOT will ultimately be responsible for this work stream and action implementation.
- **Childcare** – The Children’s Cabinet structure will continue to be the structure for childcare actions and implementation associated with the Strategic Plan.
- **Housing** – Initial progress was made in forming an interagency and stakeholder working group but with the additional legislative guidance added through LD1733, this structure is in flux.

Strategy F: Maintain Stable Business Environment – While an initial work team was identified, the work has been split out into multiple groups. The current focus is on the items under the purview of Maine DEP and is being managed via DEP team structures.

Strategy G: Hubs of Excellence – This workflow is emerging organically and no work group has met to date. DECD is currently working with one collaborating proposed Hub of Excellence who will continue to explore the elements of a hub and how to best make all the ingredients of a hub into a value added whole.

Cross-Strategies Opportunity Intersects - Forestry, Food & Fisheries, Making & Manufacturing, Technical & Scientific Services – these are being braided into the strategy areas via representation of industry on work teams and work team representation on industry initiatives. FOR/Maine, SeaMaine, and a manufacturing collaborative are in some phase of collaboration with the Strategic Plan process.

September Collaboration Submissions for Steering Committee consideration:
SEA Maine

Collaborations Accepted and Notified (~= those with Executed MOU)

~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)

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

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

Functional Partner Collaborations Approved and Notified (~= those with Executed MOU)

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 – was submitted by Island Institute but will be executed with Maine Broadband Coalition)

Collaboration Submission Determined to be Outside Guardrails (have been notified):

IntWorks

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

Identified To be done by September:

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 – **completed**

Determine best role for Steering Committee and meeting frequency moving forward based on Steering Committee feedback – **not complete**, additional GOPIF inputs given newly created internal structure for ARPA tracking

Functional Team Building:

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

- Team members: Amanda Rector, Angela Hallowell, Kate deLutio, Deborah Strumsky, Andrew Crawley (Ryan Wallace and Yellow Breen "ex officio"), Mark McInerney, Melanie Tory (as needed and available)
- Team members continue to provide input on proposed metrics and sequencing
- Team has identified Tableau as best and most easily accessible data visualization tool for data dashboard; will work directly with DOL team to put together **MVP for October meeting**

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
- Continuing to build out strawman to test with ARPA supports

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

- Team assembled and convened as of June 8

AmeriCorps VISTA Volunteer Support:

[Financial Resource Development Position](#)

Have removed this listing, other departmental resources being used for this purpose

[Communications and Stakeholder Engagement Position](#)

Position split into two, shared with Permanent Commission on Racial, Indigenous, and Tribal Populations – Jamie Scott and Ana Aranda began service year on August 30.

Pursuing Potential for Cooperative Agreement with UMaine System for partnership around specific areas of implementation – TBD, strawman proposed, not yet approved

Direct work with the Regional FEMA long term recovery team –

FEMA Recovery Task Force bringing additional TA and communication supports to diverse business certifications for federal procurement and talent attraction work with HBCUs – work underway

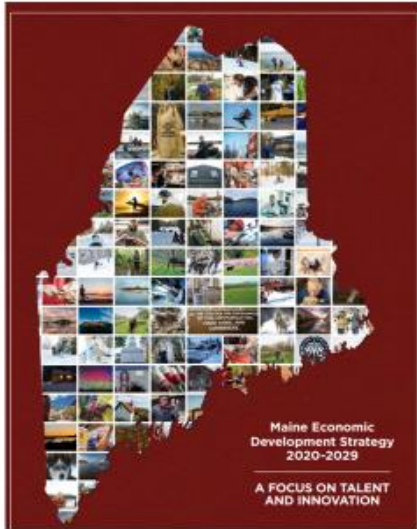
FEMA Solutions-Based teams mirror or connect with Strategic Plan work groups – Innovation, Climate/Clean Energy (led by Climate Council), Workforce (Grow Local Talent/Attract New Talent), Broadband (led by Broadband Coalition), Marine Infrastructure (led by SEA Maine) – convening work with FEMA teams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

National Governors Association Workforce Innovation Network – work plan implementation underway as part of the Grow Local Talent.

External Stakeholder Engagement Since Last Report

- Eastern Maine Hub of Excellence team
- Bendable Maine kick off with Maine State Library
- Welcoming America’s Rural Welcoming Initiative
- Maine Development Foundation and Maine Economic Growth Council
- Economic Development Districts
- Maine Alliance for Health and Prosperity
- Maine Accelerates Growth
- SCORE
- Island Institute
- Maine Center Ventures
- E2Tech
- Roux Institute team
- National Governors Association Workforce Innovation Network
- Regional team working on SSBCI application options across Northern New England
- Coworking Cohort
- C3 and ELO teams (via Maine DOE)
- STEM Franklin and Somerset Pilot Governing Board and Advisory Committee (multiple meetings)
- Ending Hunger by 2030 project kick off and finance team
- Maine Space Grant Consortium
- Foundation for the Future
- Cooperative Fund of New England
- Maine Community Foundation
- Build Maine and collaborative team around Maine Land Bank efforts
- Main Street Maine representatives and Maine Downtown Center
- Spokes of “hub and spoke model” for SBA Community Navigator project – Prosperity Maine, Four Directions Development Corporation, MaineStream Finance, The Third Place, Black Owned Maine, Maine Multicultural Center,

Products –



Strategy Areas Action Item Projects Underway

September 8, 2021 – updates since last report out highlighted in yellow



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 progressing via multiple channels; . Financial support for multiple approaches passed via MGRP/LD1733 with requirements to use Jobs for Maine Graduates and Adult Education as key intermediary partners; State-level work supported by Children's Cabinet, GOPIF, MDOL and MDOE teams and subset of Strategic Plan work group; external stakeholders consulted and best practices explored. Program design drafts available with more details.
- A2:** Envisioned in connection with A1; collaborative partners assistance on program design and scaling existing efforts ongoing; still needs clear alignment with other prioritized efforts.
- A3:** Work group has connected directly with DOE alignment work; DOE leading effort
- A4:** NGA Workforce Innovation Network project execution including branding and digital system alignment launched; Credential platform work currently underway via collaborative partners under philanthropic grant; DHHS/DOL collective work in pathways mapping in select industries
- A6:** Connecting to Children's Cabinet for Action E1; included in MJRA/LD1733 preparation work underway

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

B1: Included in Maine Jobs & Recovery Plan; Procurement expansions & DBE certification drive; Work via SWB committees

B2/ERC: Included in MJRP/LD1733- Building welcoming community program & pipeline to attract and retain- RFP and program design strawman with work group input completed; 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 continues

B5: Included in MJRP/LD1733: Quality of Place investments in social & community building infrastructure – no existing sub workgroup in place, 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

C1: Additional investments in MJRP/LD1733 – program design underway and stakeholder feedback loops completed; Launch of Early Adopter Program by State – first pilot completed; next round launch pending.

C2: Completed 2020; updates to program approved by Legislature; Legislature continuing to evaluate via Government Oversight Committee

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/LD1733 –strawman budget & plan complete, stakeholder engagement underway

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

*ARPA opportunity necessitates updated actions

Associated Projects Underway

Priority for Federal funding with \$450M supporting the effort

Strategy-wide: Building new operationalization infrastructure with proposed Maine Connectivity Authority – LD 1484 passed; MCA Board members sworn in; MCA operationalizing and staffing underway

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: Maine Broadband Coalition speed test

Strategy-wide: Additional funding appropriated to support ConnectMaine

ERC: LD1733 identification of funding for digital equity efforts

D2: Continuous

D3: Continuous; Bond funded projects awarded - 20 projects totaling \$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

*Work group recommends different action

Associated Projects Underway

Priority Area Targeted by Maine Jobs & Recovery Plan

Childcare: MJRP Plan Execution underway

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: MJRP Plan Execution underway

E2: Updated Statewide Strategic Transit Plan expected to be completed by end of 2022

ERC: GPCOG Transit Tomorrow public transportation vision – adopted 2021

E2: Focus of MJRP/LD1733 – New work group formed to design for funded pilots

ERC: Village Partnership Initiative – in development

Housing:

E3: Included as priority focus for MJRP/LD1733; working group on hold to regroup according to legislative changes to original MJRP

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

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 MJRP/LD1733 – 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

STRATEGY G

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

G2: Research via FEMA on Federal supply chain funding opportunities