



Maine Strategic Planning Presentation

**Strategic Solutions Summit
September 17, 2019**

Summit Objectives



- Test Ideas
- Overview strategic solutions for each goal.
- Solicit feedback on the preferred solutions.
 - ✓ Rank solutions in order of importance
 - ✓ Note important gaps that you would want considered
 - ✓ Consider how your organization can help.

Strategic Planning Process Flow



Governor's Vision Statement



By 2030, Maine will be known as a national leader for its forward-looking work in creating a diverse and sustainable economy. We will empower innovators and entrepreneurs, attract young families and new businesses, and revitalize rural Maine so that every person will know unequivocally that living in Maine means not only an unmatched quality of life, but an unmatched opportunity for good-paying jobs in innovative industries across the entire state.

Strategic Goals

Three Synergistic High Level Goals



- 1. Increase the value added¹ contribution per job from \$87,160 by 10% in real dollars while protecting Maine's quality of life.**
- 2. Equitably grow Maine's median annual wage from \$31,550/job by 10% in real dollars by 2030.**
- 3. Grow the workforce from 675,000² to a target TBD.**

¹ Value added is GDP/employed workforce

² The workforce would contract to about 675,000 from 700,000 without action

Critical Success Factors

Feedback From Regional Meetings



- ✓ Academic and industry R&D capabilities must be expanded and closely aligned to targeted industry sectors.
- ✓ Affordable housing must be made more available in key regions.
- ✓ Child care infrastructure must be improved to bring younger families into the workforce.
- ✓ Broadband infrastructure must be radically improved.
- ✓ The culture of “from away” must be replaced with “Welcome Home” to attract young families to Maine and into the workforce.
- ✓ We must create a welcoming pipeline for immigrants that rapidly acknowledges foreign credentials.
- ✓ Transportation systems must be augmented into urban areas.
- ✓ Town infrastructures could be optimized on a regional basis to conserve resources.

1.0 Increasing Value Added Content Growing R&D



1.1 **Grow Research Development and Commercialization capacity by increasing human capital in STEM fields, and cultivating entrepreneurship and innovation.**

- 1.1.1 Create a “triple helix” system that leverages state, industry and academic partnerships to focus R&D on sustainable business sectors.
- 1.1.2 Increase investment into the University of Maine System research capabilities and focus on the most viable growth projects.
- 1.1.3 Strengthen the Maine Innovation Economy Advisory Board (MIEAB) to guide triple helix investment.

1.0 Increasing Value Added Content

Changing Regulatory Environments



1.2 **Develop an overall regulatory environment that protects Maine's natural resources and fosters economic growth.**

- 1.2.1 Create a single application portal for businesses that captures the core data for all agencies.
- 1.2.2 Create a concierge role to guide businesses through the process across divisions and agencies.
- 1.2.3 Limit regulation changes and avoid imposing retroactive regulations.
- 1.2.4 Evaluate existing tax incentives for their impact on economic activity and costs.

1.0 Increasing Value Added Content

Focus Investments on Key Assets



1.3 Focus limited public and private investment resources on key assets and market opportunities throughout Maine.

- 1.3.1 Improve the business environment by basing state and local policies and practices on consistency and predictability.
- 1.3.2 Develop the transportation and broadband infrastructure to leverage Maine's proximity to Boston and North Atlantic markets.
- 1.3.3 Identify key assets and strengths that exist across the state and in particular regions and target investments on those areas.

1.0 Increasing Value Added Content

Increase Human Capital



- 1.4 Increase Maine’s human capital by developing the pre-K through 20 educations system to nationally competitive levels.**
 - 1.4.1 Conduct a comprehensive information campaign to raise awareness of educational pathways, career opportunities, and available resources and access points to promote a statewide culture of lifelong learning.
 - 1.4.2 Increase the percentage of Mainers with a credential of value to 60% to ensure that the workforce’s knowledge, skills, and abilities meet the current and future needs of employers and the economy of the state.

2.0 Growing Wages/Job Match KSAs to Employer Needs



- 2.1 Develop Maine’s human capital to better align knowledge, skills and abilities (KSAs) with future employer needs.**
 - 2.1.1 Connect and enhance Maine’s longitudinal database systems so that we have a clear roadmap between educational programs and workforce results.
 - 2.1.2 Implement a process for effective and timely recognition of credentials issued by other states, the military, and other countries.
 - 2.1.3 Develop industry partnerships to coordinate and align workforce, education, economic development, and other public/community partners to support Maine’s industries.

2.0 Growing Wages/Job Expanding Broadband



2.2 Expand Maine's broadband capacity to enable economic growth and on-line educational capability in all regions of the state.

- 2.2.1 Capitalize a loan guarantee program at the Finance Authority of Maine to attract both private (bank and investors) and federal investment.
- 2.2.2 Rebrand ConnectMe as the Office of Broadband and expand its role and capacity to directly support community planning activities.
- 2.2.3 Capitalize grant programs at the new Office of Broadband to fill gaps in the 2.2.1 strategy.
- 2.2.4 Launch a large scale telehealth pilot in an area with an adequate broadband network to build the business case for further expansion.

3.0 Growing the Workforce

Growing the Workforce



3.1 Grow Maine’s workforce by attracting new domestic and international residents and retaining recent college graduates.

- 3.1.1 Attract recent graduates by better promoting a simplified Opportunity Maine Tax Credit.
- 3.1.2 Support domestic migration with a robust marketing campaign that promotes Maine a great place to live, work and learn.
- 3.1.3 Create a marketing campaign promoting Maine’s existing strengths to veterans within specific growth industries.
- 3.1.4 Fund the creation of an independent “Welcome Center” with the mission of engaging potential new Mainers from outside the US.

3.0 Growing the Workforce

Expanding Safe and Affordable Housing



3.2 Expand and preserve the availability of safe and affordable housing for individuals and seniors.

- 3.2.1 Expand financing resources for affordable housing (e.g. finance the state TIF program and develop new ways to work with CDFIs on workforce housing development; increase home ownership by expanding the MSHA Subdivision Grant and market their first time homebuyer assistance programs).
- 3.2.2 Educate and incentivize municipalities to create more affordable housing through changes to their local zoning ordinances allowing for higher density development; to that end restore planning at the state level (SPO) to grow regional/local planning efforts in order to develop sound land use policies that look at all aspects of where housing should be located.
- 3.2.3 Establish a matching grant program between employers and MSHA to invest in more affordable rental housing.
- 3.2.4 Support LD 1645: An Act to Create Affordable Workforce and Senior Housing and Preserve Affordable Rural Housing.

3.0 Growing the Workforce

Improving Transportation



- 3.3 Improve the public/private transportation system to enable affordable commuting to commercial centers that are also supported by the appropriate infrastructure.**
 - 3.3.1 Pilot and then expand regional DOT-driven commuter support systems with employer/employee inputs.
 - 3.3.2 Have employers promote, incentivize and coordinate carpooling programs where employers and employees can share the costs.
 - 3.3.3 Establish a DOT lead Workforce Transportation Committee also including regional employers, Economic Development Agencies, Community Action Programs, Municipalities and others using public/private transportation.
 - 3.3.4 Coordinate the recommendations of the 1.3 economic development team with infrastructure improvements.

3.0 Growing the Workforce

Improving Childcare



3.4 Create a world class child care system to enable additional parents to afford to enter the workforce.

- 3.4.1 Address the low pay of child care workers by creating incentives for continued professional development and using early learning hubs for improving ongoing professional development.
- 3.4.2 Encourage child care providers to advance along the Quality Rating Improvement System through increased reimbursements to providers and lower co-pays for parents.
- 3.4.3 Implement universal pre-K in a way that strengthens the entire system for children aged 0-5 by creating incentive and requirements for schools to effectively coordinate with child care providers and Head Start.

September Strategic Summit Participant Feedback Sessions



- Each location will break into smaller teams of ten.
- Select four of the x.x level strategic solutions that interest you the most. (Five Minutes)
- Discuss the strategic solutions to better understand their importance to the overall strategy (Eighteen Minutes)
- Provide feedback on the following questions using Survey Monkey (Two Minutes)
 - ✓ How would you rate the x.x.x level solutions?
 - ✓ What is missing from the strategy?
 - ✓ What can your organization do to help?
 - ✓ How would you rank the x.x level in order of importance?