

Strategic Plan						June, 2023	
Key Action	Priority	Time Frame: Yrs. 1-5	Funding Possibilities	Who	Benchmarks	Staffing	4th qtr benchmarks
Quality of Place							
Create a report on conflicts and barriers in growth and nongrowth areas	m	1	Technical Assistance program	MCOG, communities	Conflicts inventory, mapped	Nutt, Martone	June, 2023
Develop key strategic partnerships to leverage work and funding	h	1	Coastal zone, EDA supplemental	MCOG, Region1, Island Institute (II), GOPIF, Casco Bay Estuary, COGs, other private and public non-profits	Key working partnerships identified	all	Island Institute (II), COGS, Waldo County communities joining
Develop models and strategies for vulnerability assessments to working waterfronts	h	2+	GOPIF, Coastal Zone funding; position for infrastructure and energy funding	MCOG, II, communities	Working model for measuring vulnerability, funding	Rasumessen, Nutt	St George model funded, survey done, data work in progress
Create partnerships with local and regional conservation trusts	l	5-Feb	Foundations	MCOG, local trusts, Maine Farmland Trust, Midcoast Conservancy, others	Establish working group	Rasmussen	working group in Knox and BBT area
Following conflicts analysis and the work associated with the "HUB", establish working partners to focus on a Midcoast brand	m	3	EDA, MDOT, Maine Office of Tourism	MCOG Midcoast Economic Development Committee (MCEDC)	Coordinated brand for region		
Provide direct technical assistance to MCOG communities as identified	H	ongoing	Maine Technical Assistance; community funding, GOPIF	MCOG staff, communities, state agencies	10 communities directly served per year	all	services to 30 communities

Provide technical training seminars and written information, web and email blasts	H	ongoing	Maine Technical Assistance, MCOG dues, state agencies	MCOG staff, partners by subject areas	Website update monthly; 5 seminars per year	Johnstone, Philson	New Website launched 4th quarter
HUB							
Establish Midcoast Economic Development Committee (MCEDC), with work plan	H	1	EDA, Hubs of Excellence funding	MCOG and partner members, MCOG Staff	Group meeting (quarter, bi-monthly?) Annual CEDS	Dancause, Martone, Nutt, Eddy	HUB funded, Committee working
Identify and contact key assets for a HUB of Excellence in the MCOG region	H	2	EDA, Hubs of Excellence	MCEDC, Chambers, Tech Place, Laboratories, training institutions, II	Working group at midyear annual General Assembly meeting, report	Dancause, Martone, Nutt, Eddy	Met with Tech Place, Darling, voc, Chambers
Create CEDS Plan, outline for upcoming update	H	Years 1-5, yearly update; update	EDA, Hubs of Excellence, Rural Development, FAME, and lending partners	MCEDC, Communities, Coastal County Workforce, Businesses	Annual and Five-year CEDS	Dancause, Nutt	annual plan update 5 year plan in 24
Create an assessment and implementation strategy for selected industry clusters	M	5-Feb	EDA, Hubs of Excellence, Unknown	MCEDC, regional partners	Identify funding source for work; complete 2 focus areas per year	Dancause, Martone	HUB funds as investment for additional resources
Re-build the MCOG Loan Committee and update lending process	H	1	EDA, Loan sources and fees	MCOG, Loan Committee	Fill our board roster	Dancause	new members, strat session planner
Establish priorities for lending through ongoing coordination with MCEDC	M	2	EDA	MCOG Loan Committee, MCEDC	Tabulate loans by focus area		

Build Unrestricted Loan Fund Balance	H	1	State, FAME	MCOG Loan Committee	Make \$1 million in loans from SSBCI by 2025	Dancause, Loan committee	2-6 key SSBCI Loans, 1 approved, 3 others working
Inventory the Broadband Needs of MCOG Communities	L	2	ConnectMaine Maine Broadband Coalition	MCOG and communities	Inventory presented to Board of Directors	Nutt	Focus on Waldo application in
Assist communities in addressing broadband need	L	5-Mar	ConnectMaine Maine Broadband Coalition	MCOG and communities	2 communities assisted per year	Johnstone	contract with Island Institute
Conduct barriers to housing report for MCOG region	H	1	EDA Supplemental	MCOG	Final Report	Martone	4th quarter completed (draft)
Conduct deep data dive and baseline mapping, with survey of key businesses on staff needs by payroll and travel	M	2	MCOG dues, State Community Partnership funding, HUBs funding, EDA	MCOG, Center for Business and Economic Research (CBER, USM) regional housing partners	Final Report	Nutt, CBER	Summer work, data sources in place, started
Support Housing development activities	M	5-Feb	MH, Lenders, Genesis Fund	MH, Lenders, Genesis Fund, Community TIF strategies	2 projects per year in region	Eddy	Union, Boothbay harbor
Identify key location and partners to move forward with second tech place location	M	2	Unknown	MCOG, Brunswick Landing, Leadership Maine Group	Working Group Report		Rockland has sites
Build on Barriers to housing study and permit process for "permitted business uses" by inventorying local permitting processing/variations	L	3	Maine Technical Assistance program	Intern	Final Report with model ordinances		

funding opportunities

Create an inventory of Municipal Infrastructure Needs	H	2	Bipartisan Infrastructure Law (BIL: https://www.maine.gov/bil/) other fed. funds	MCOG, MCEDC, communities	Inventory	Nutt	Summer data dig
MCEDC will develop a process for CEDs approval prior to developing the 5-year plan.	M	2	EDA	MCEDC	Approval of process	Dancause, Martone	MCEDC, first task
advance collaborative proposals than can benefit the region	L	2	n/a	MCOG BOD, MCEDC	Process agreed to by MCOG BOD	all, BOD	process needs to be established by BOD
Identify funding streams for Village Partnership Program	H	1	MDOT, federal agencies directly	MCOG, MDOT	Establish funding source for work	Philson, Eddy	corridor management plan outline-fall
Conduct deep data dive and baseline mapping on transportation movement in the region	H	1	MDOT	MCOG, CBER	Data Analysis completed	Nutt, Philson	Story Map completed, website
Establish Route 1 Corridor and Village Connectivity Group	M	2-Jan	MDOT, federal direct funding	MCOG, CAPs, communities, transit operators, key businesses	Work Program established	Philson, Eddy	Establish working group and partners, awaiting LCPC input
Route 1 Corridor Action Plan revisited, update	H	2-Jan	MDOT, federal direct funding	MCOG, consultants	Evaluation Report: status of "Gateway 1"	Philson, Eddy	Evaluation Report Needed

Route 1 Corridor Action Plan	M	5-Mar	MDOT, federal direct funding, sub-projects	MCOG, MDOT, Lincoln County Planning Commission, CAPs, communities, transit operators, key businesses	Regional CIP reflecting local plans	Philson, Eddy	Initial Project Plan-Summer
Direct assistance and training programs as needed for TIFs	L	ongoing	Maine Technical Assistance, CDBG, NBRC	MCOG, communities	3 communities per year; one seminar per year; website updated	Eddy, Johnstone	session program for year
Develop Subregional Action Plans for Ambulance Response	M	1	MCOG Dues	MCOG, Counties, private and public responders	Ensure that no community is without service	Eddy	Begin Discussion, interest throughout

Housing

Conduct a deep data dive and baseline mapping with surveys and focus groups for businesses	H	1	MDOT, Housing partnership, EDA Maine Technical Assistance	Maine Housing (MH); MDOT, Public (Bath and Brunswick HA) and private housing partners and groups (Boothbay, Knox	Final data analysis	Nutt, Martone	Survey with Housing Opp fund summer
Work with local legislative delegation to establish subregional model	H	2	Housing partnership	Partners within each Labor Market area	Subregional programs to address workforce housing need	Philson, Martone	Two Subregional working groups with Opportunity funds

Funding Incentive Program: creating accessory units	M	2	Housing partnership; Maine Housing Community Solutions	Bath and Rockland	Program established	Eddy, Martone	Maine Housing and communities interested; need housing fund to be there
Work directly and support existing housing coalitions and trusts	M	2-Jan	Housing partnership; Maine Housing Community Solutions	MCOG, Maine Housing (MH), Boothbay and Knox County area Trusts, Bowdoinham, HAs	Facilitate the establishment of one regional housing trust per year	All	establish/assist housing groups, trusts Opp fund programming
Coordinate workforce housing focus with Goal 1 and 2-Barrier assessments	H	2	Housing partnership grant	MCOG, Labor market subregions with housing partners	Specific sub-report on workforce housing solutions	Martone, Nutt	Barriers and conflict report: July, 23
Funding Program guide for communities	L	2	Housing partnership, other COGs	MCOG	Program guide		
Convene working group	H	1, then ongoing	Housing partnerships, Municipal Technical Assistance, contracts	MCOG, hospitality industry, communities	Community Program Guide; direct ordinance assistance	Eddy	Working group, HUB and Housing Opp funding

Provide guidance for communities on creating housing for groups identified	L	ongoing	Community Partnership Grants, MH	MCOG, housing partnerships	3 communities per year direct assistance; website guidance, email blasts	All	Vinalhaven and Linconville provided services, more to come
Survey community interest for a pilot for intergenerational housing	L	3	MH, Genesis, lender partners, federal agencies	MCOG, communities	Survey results		

Sustainability and Resilience Work

Utilize St. George Pilot to create a model for program delivery	H	1	Community Partnership grant, Coastal Zone Grant	MCOG, St. George, consultants	Lydar modeling and community vulnerability assessment	Rasmussen, Nutt	complete St. George Report
Establish a MCOG Sustainability and Resiliency Plan	H	1	EDA Supplemental, MCOG Dues	MCOG, community partners, consultants	Program Plan to guide MCOG in Sustainability	Rasmussen, all	Plan approved by BOD
Working Waterfront vulnerability assessments	M	3-Feb	Community Partnership grant, Coastal Zone Grant, NOAA	MCOG, consultants	2-3 per year	Rasmussen	1 this year, St. George
Deep data dive and baseline regional mapping	H	2-Jan	Community Partnership grant via community contracts, NOAA	MCOG, state agencies, GIS support systems, CBER	Baseline maps to assist communities; storyboard for website	Rasmussen, Nutt	Storyboard for Website done

Engage communities in creating a local plan through the community Resilience Partnership	M	3-Feb	Community Partnership Grant	MCOG Communities	2-3 community enrolments per year;	Rasmussen	Owls head, South Thomaston, St. George, Waldo, subregions
As a R1CC member Coordinate subregional cohort initiative	H	4-Jan	Community Partnership Grant	MCOG subregions (BBT area, Coastal Sagadahoc, Coastal Knox, partner with Lincoln County Planning Commission	Convene and continue subregional working groups in the first 3 years	Rasmussen	Not yet a member. But working
Explore the Green Economy and adopt an MCOG-based model	H	2	EDA, Foundations, USDE, EPA	MCOG, MCEDC	Define the Green Economy for MCOG region	Rasmussen, Dancause	Presentation to MCEDC in fall
Invest in businesses and housing adhering to the MCOG Green Economy	M	5-Mar	Loan partners, EPA, USDE, other federal agencies	MCOG Loan Committee, emerging housing partners	Establish Loan Portfolio	Dancause	Loans through Loan Committee
Develop model development codes focused on net-zero impact	M	3-Feb	Foundations, EPA, Maine Technical Assistance, MH	MCOG, Communities, Island Institute	Model code examples	Rasmussen, Johnstone	Next year
Adapt the MCOG website and training program to support Sustainability Programs	H	1	Maine Technical Assistance, Community Partnerships, Foundations	MCOG communities, GPCOG and SMPDC, Island Institute	Website location, updated	Philson, Nutt	Launched

Partner with Maine Clean Communities (GPCOG) to connect communities to EV and energy resource information	M	ongoing	USDE, MDOT	MCOG, GPCOG, communities	Website location established and maintained	Rasmussen, Philson	
Establish an internship program focused on sustainability planning	M	1	MCOG dues	MCOG, communities, sustainability community	1 or more interns per year	Rasmussen	UMO, Darling, Bowdoin affiliations
Become a member of the R1CC, support the RICC coordinator	H	2	Community Partnership program	Gabe McPhail (R1CC coordinator)	Member, 2023	Rasmussen	Continue, next year, politics
Using generated data and baseline mapping, conduct a vulnerability assessment of MCOG residents	L	3	CBER	MCOG	Report: those most vulnerable to the impact of climate change	Rasmussen, Nutt, Eddy	Next year, Island Institute partner, grant submitted

Communication

Establish new Mission and Vision statement	H	2-Jan	N/A	MCOG BOD	New statement to June General Assembly	BOD, Eddy	done
Establish key, common message points when talking about MCOG	L	1	N/A	MCOG BOD	Standard elevator speech	Philson	Shared with BOD
Generate 5 projects for community collaboration	M	5-Jan	Community and housing partnerships, MCOG dues, MDOT,	MCOG, BOD, communities	1 specific collaboration project per year	BOD, All	upwards of 12-30 official projects
Develop Community Bulletin Board on website, with email blasts	M	2	Maine Technical Assistance program	MCOG, consultant	Community Page, website	Philson	launched, needs to be populated

Inventory key partners in the MCOG region by topic area	H	2	unknown	MCOG, public and private partnerships, BOD	Inventory of partners on email list, updated every 6 months; Collaboration list by partnership interest	Philson, Nutt	held sessions with Lincoln County, Genisis Fund, trusts, Waldo County communities
Develop a formal communication strategy adopted by the BOD	H	2	Maine Technical Assistance and MCOG	MCOG Staff and BOD	Adopt formal plan	Philson, Eddy, BOD	1st half, next year
Upgrade the website and maintain	H	1	MCOG	MCOG and consultant staff	Upgraded website	Philson	launched
Dedicate staff or consultants to professionalize communications	L	2	MCOG	MCOG	Dedicated person	Philson, consultant	launched
Maintain Maine Technical Assistance contract and populate website with critical land use information	H	ongoing	Maine Technical Assistance Grant	Lead Technical Assistance Program Planner	Website as a working reference and referral source	Johnstone, Philson	launched, update as needed
Consistently post funding Announcements by email and website	M	ongoing	Maine Technical Assistance Grant		Maintain monthly and emergency blast system; community bulletin board on website	Philson	launched, needs work, link to BIL

Create an MOU with Lincoln to ensure a working relationship	H	1	N/A	MCOG, Lincoln County Planning Commission	Approved MOU by both Boards	Eddy, BOD	
Develop Collaborative projects shared by the two organizations	M	5-Jan	unknown	MCOG, Lincoln County Planning Commission	1 project per year	Johnstone	broadband in Waldo county
Establish a plan for advocacy by MCOG and periodically advocate certain positions	L	ongoing	N/A	MCOG BOD	N/A	BOD, Eddy	As needed

Diversity

Establish MCOG DEI working group	M	2-Jan	MCOG dues	MCOG, communities, CAPs, non-profit organizations	Organizational meeting, define DEI for MCOG region	BOD, Planners, Johnstone	BOD summer, 2023
Coordinate deep data dives and mapping with DEI focus	H	2-Jan	MDOT, Maine Technical Assistance, lending institutions	MCOG, CBER	Data report	Nutt	summer data deep dive
Identify key population groups by need	M	2	MDOT, Maine Technical Assistance, lending institutions	MCOG, DEI coalition, lenders, businesses	Action plan	Nutt, Johstone	next year
Establish Age Friendly Collaboration in MCOG region	L	3	AARP, Maine Age-Friendly Communities	MCOG, Age friendly collaborators	Coalition established	BOD	
Establish/work with working group(s) in the MCOG region to define the issue	L	2	unknown	MCOG, Coastal County Workforce, Maine Immigrants' Rights Coalition	Coalition meeting	BOD, Planners, Johnstone	Next Year

Develop demographic report on the impacts of growing income disparity for existing MCOG population groups	M	3	Foundations	MCOG, Island Institute, non-profit agencies	Report published	Nutt, Dancause	end of fiscal year
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