

| Strategic Plan | | | | | | October, 2023 | |
|--|----------|----------------------|---|--|--|------------------|---|
| Key Action | Priority | Time Frame: Yrs. 1-5 | Funding Possibilities | Who | Benchmarks | Staffing | 1st 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, CEI, MTI, Chambers |
| 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 nearing completion, expand to working waterfront model |
| 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 | Needs work |
| 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 35 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 | 12 month training program, upgrading website |
| 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 | First Mtg., Advisory Committee, work plan established |
| 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 | HUB funds as investment |
| 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 DEC 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 November |

| | | | | | | | |
|--|---|-------|---|---|--|--------------------------|--|
| 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 SSBCI Loans, funds frozen, Browfield loan program work begun |
| Inventory the Broadband Needs of MCOG Communities | L | 2 | ConnectMaine Maine Broadband Coalition | MCOG and communities | Inventory presented to Board of Directors | Nutt | Work by Lincoln Cty |
| Assist communities in addressing broadband need | L | 5-Mar | ConnectMaine Maine Broadband Coalition | MCOG and communities | 2 communities assisted per year | Johnstone | 2nd contract with II, Dan on board |
| Conduct barriers to housing report for MCOG region | H | 1 | EDA Supplemental | MCOG | Final Report | Martone | 4th quarter completed, submitted to MAPP |
| 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, Mann | Employer survey, 2nd quarter |
| 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 | Housing Opp Grant Received |
| 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 opporutnities

| | | | | | | | |
|--|---|-------|---|--|-----------------------------------|-------------------|---|
| 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 | Municipal surveys underway |
| 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 Work Plan, first meetings |
| advance collaborative proposals than can benefit the region | L | 2 | n/a | MCOG BOD, MCEDC | Process agreed to by MCOG BOD | Eddy, BOD | State Regional Coord: GOPIF, Growth Man. |
| Identify funding streams for Village Partnership Program | H | 1 | MDOT, federal agencies directly | MCOG, MDOT | Establish funding source for work | Philson, Eddy | funding applications made for corridor management plan |
| 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, working with LCPC |

| | | | | | | | |
|--|---|---------|--|--|---|-----------------|--|
| 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, seeking assistance |
| 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 | funding applications made for corridor management plan |
| 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, 7 communities assisted |
| 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 | No follow through work |

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, Eddy | Inventory and analysis underway |
|--|---|---|--|--|---------------------|------------|---------------------------------|

| | | | | | | | |
|---|---|-----------------|---|---|---|----------------------------|---|
| 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 | Nutt,Eddy, Philson, DeBord | 3 subregions funded, work underway |
| 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 | Opp fund programming |
| Coordinate workforce housing focus with Goal 1 and 2-Barriers assessments | H | 2 | Housing partnership grant | MCOG, Labor market subregions with housing partners | Specific sub-report on workforce housing solutions | Martone, Nutt | Opporunity zone fund work |
| Funding Program guide for communities | L | 2 | Housing partnership, other COGs | MCOG | Program guide | | |
| Convene working group(s) | H | 1, then ongoing | Housing partnerships, Municipal Technical Assistance, contracts | MCOG, hospitality industry, communities | Community Program Guide; direct ordinance assistance | Nutt,Eddy, Philson, DeBord | Housing Opp funded, 3 subregional groups |

| | | | | | | | |
|--|---|---------|--|----------------------------|--|-----|-------------------------------------|
| 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 | Housing Oppoorutnity program funded |
| 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, DeBord | St. George Report nearing completion, |
| 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, focus on "topic" areas |
| Working Waterfront vulnerability assessments | M | 3-Feb | Community Partnership grant, Coastal Zone Grant, NOAA | MCOG, consultants | 2-3 per year | Rasmussen, DeBord | Complete in December, broader project, funds applied for, not received |

| | | | | | | | |
|--|---|-------|---|---|--|----------------------------|---|
| 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 | Waldo and Knox Counties funded through EDA (waiting for final approval) |
| 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, Philson, DeBord | 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 | Future funding unclear |
| 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 future (not fall of this year) |
| 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 | Federal Assistance program being negotiated |
| Establish an internship program focused on sustainability planning | M | 1 | MCOG dues | MCOG, communities, sustainability community | 1 or more interns per year | Rasmussen | |
| 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, funding |
| 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, turned down |

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 | Underway, all subregions, work towards more collaboration |
| Develop Community Bulletin Board on website, with email blasts | M | 2 | Maine Technical Assistance program | MCOG, consultant | Community Page, website | Philson, All | launched, building out |
| 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 | All | Continuing |
| 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, All | 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, blasts conected to web |
| 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 | relationship good |
| Develop Collaborative projects shared by the two organizations | M | 5-Jan | unknown | MCOG, Lincoln County Planning Commission | 1 project per year | All | transportation, technical assistance, train |
| 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 (Winter, 2024) |
| Coordinate deep data dives and mapping with DEI focus | H | 2-Jan | MDOT, Maine Technical Assistance, lending institutions | MCOG, CBER | Data report | Nutt | data inventory and analysis underway |
| 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 | Dancause, Planners | HUB Program Focus |
| 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 |