



Executive Order 29 FY06/07

(excerpts)

WHEREAS, in order to ensure sustainable development the State must protect and invest in the assets and amenities that comprise Maine's quality places—our diverse communities, our natural resources, our scenic landscapes, the built-environment, the arts and culture, and the infrastructures that support them;



Executive Order 29 FY06/07

(excerpts)

The purpose and duties of the Council shall be to:

1. Examine the State's public programs, decision-making processes, investment practices, private market incentives, institutional capacities, and research efforts to assess their readiness to maintain Maine's distinctiveness as a desirable place to live, to work, to raise a family, and to build a useful and productive life;



Executive Order 29 FY06/07

(excerpts)

2. Develop a recommended action plan or plans for protecting, investing in, and enhancing Maine's distinctive quality of place, including creative ways and means to finance such plans;
3. Propose structures, institutions, processes, programs, activities, and investments that will ensure the long-term protection and enhancement of Maine's quality places; and
4. Propose coordination with and among the actions of existing and recommended public, private, and nonprofit "quality of place" efforts in Maine.



Council Meetings 1 – 5

Panelists

Meeting 1 , April 19, 2007

Background to the Council's work

- Mark Muro, the Brookings Institution
- Alan Caron, GrowSmart Maine



Council Meetings 1 – 5

Panelists

Meeting 2 , May 23, 2007

Economists

- Ed Cervone, MECEP (for Prof. David Vail)
- Charlie Colgan Muskie School
- Chuck Lawton, Planning Decisions, Inc.

Planners

- Evan Richert, Town of Orono, Muskie School
- Jane Lafleur, Friends of Midcoast Maine
- Frank O'Hara, Planning Decisions, Inc.



Council Meetings 1 – 5

Panelists

CE/DR/HP

- John Rohman, MAC
- Hilary Bassett, Greater Portland Landmarks
- John Bubier, City of Biddeford

Business

- Kevin Mattson, Harper Development, Inc.
- David Whitney, Whitney Family Enterprises, Inc.
- Ken Young, KVCOG



Council Meetings 1 – 5

Panelists

Meeting 3 , June 19, 2007

Staff Reports

- Kate Reilly & Henry Renski, SPO, on “Place & Prosperity”
- Jody Harris, SPO, on Maine’s Creative Economy efforts

MDOT Funding Issues

- Greg Nadeau & Kathy Fuller, MDOT



Council Meetings 1 – 5

Panelists

Meeting 4 , July 13, 2007

Maine Landscape Protection

- Tim Glidden, Land for Maine's Future Program
- Jay Espy, Maine Coast Heritage Trust
- Karin Tilberg, Office of the Governor
- Tom Doak, Small Woodland Owners Association of Maine

Wildlands Management

- Fred Todd and Caroline Eliot, LURC
- Alec Giffen, Maine Forest Service
- Jeff Pidot, former Maine Deputy Attorney General



Council Meetings 1 – 5

Panelists

Meeting 5 , Sept 11, 2007

Tourism

- Greg Dugal, Maine Innkeepers Association
- Trudy McNulty, tourism consultant
- Robin Zinchuck, Bethel Area Chamber of Commerce



Important Council Comments

(9.11.07)

Q: “Do we need to an asset-base development strategy to assure Maine’s Q of P?” (Bruce Hazard)

“We must not build a new layer of government” (Ed Barrett)

“We do not want to build a new general purpose unit of government” (Evan Richert)

“We need to use familiar structures, and give them a chance to perform.” (Ken Young)



Maine's Quality of Place Findings

Draft 10.02.07

1. Maine's Quality of Place (Q of P) is an economic good or asset of real and increasing value.
2. Today's high-growth industries (including R&D, healthcare, professional services, nature & heritage-based tourism, retirement, etc.) especially value Q of P and are attracted by it.



Maine's Quality of Place Findings

Draft 10.02.07

3. Successful Q of P protection/development initiatives are generally found to be regional, strategic, and multi-dimensional in nature and organization.
4. “Asset-based” strategies complement more traditional approaches to economic development, and build upon a region’s unique strengths and marketable assets to create opportunity and strengthen the assets.



Maine's Quality of Place Findings

Draft 10.02.07

5. Maine's Q of P, our unique and marketable assets, includes our
 - natural environment, including clean air and waters, open space, and access to them
 - historic heritage and downtowns
 - cultural heritage and traditions
 - forestry, maritime, and agricultural heritage
 - working lands and waterfronts
 - traditions of integrity, hard work, and quality products
 - physical infrastructure, businesses, and civic organizations that support these and provide access to them.



Maine's Quality of Place Findings

Draft 10.02.07

6. This is a crucial moment where our competitive advantage in quality of place is strong, but we face its loss if we don't take action to protect and strengthen it. Maine's Q of P is threatened today by
- increasing residential and commercial “sprawl,” including into the Unorganized Territory
 - lack of new investment in our historic downtowns
 - changing ownership and management goals of large, forested lands
 - increasing numbers of large development proposals with regional impacts
 - the continuing decline in employment within our traditional industries
 - the decay and loss of unique historical resources
 - diminishing public and commercial access to public waters, private lands, and open space
 - fragmented jurisdictions over key natural resources
 - increasing competition among municipalities for development and property taxes.



Maine's Quality of Place Findings

Draft 10.02.07

7. Numerous nations, states, counties, cities and towns, and non-profit organizations today pursue asset-based development strategies, though not always by this name. What is in common among these efforts is that:
 - ideas, priorities, and leadership originate at the local and regional levels
 - higher levels inform, provide technical assistance, fund, facilitate, and support local and regional efforts
 - a comprehensive and coordinated approach to community and economic development, characterized by effective long-range planning and implementation
 - joint private, public, and non-profit support, commitment, and involvement
 - performance measures and evaluation are generally weak (not unusual among economic development programs, in general).



Maine's Quality of Place Findings

Draft 10.02.07

8. Maine is not now well-organized to respond to Q of P threats and to realize an asset-based development strategy. Current economic development efforts are
- too crisis-driven
 - too focused on responding to local “needs,” spreading resources too thin to be effective in this regard
 - too top-down, not sufficiently bottom-up
 - too dominated by the separation of programs and available resources into organizational silos and boxes (land conservation, housing, downtown redevelopment, historic preservation, multiple marketing efforts, etc)
 - too fragmented and narrowly focused at the local level.



Maine's Quality of Place Findings

Draft 10.02.07

9. To protect and build upon Maine's Q of P, Maine needs to foster and pursue an asset-based development strategy that is
 - driven by ideas, priorities, opportunities, and leadership from the local and regional communities
 - based on effective local/regional planning and implementation
 - supported by state-level technical assistance, facilitation, and funding effectively organized and coordinated to advance the local/regional effort
 - supportive of joint private, non-profit, and public sector efforts, commitment, and involvement
 - monitored on a continuing basis by appropriate performance and evaluation measures.



Asset-Based Development

- Builds upon a region's comparative advantage
- Identifies region's unique assets
 - Workforce
 - Businesses, Organizations, Institutions
 - Natural, Historical, Cultural Resources
- Develops strategy and related initiatives to capitalize on region's strengths
- Leveraging knowledge of local players means leadership comes from within region



Needs-Based Development

- Identifies region's deficiencies
- Creates initiatives to correct them
- A strategy based on compensating for a region's weaknesses
- Outside players often lead this approach because the region is seen as a client needing outside assistance



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- Asset-Based Development and Needs-Based Development both have roles to play in a region
 - Needs-Based Development is more crisis oriented and remedial
 - Asset-Based Development is more visionary and planful



Governor's Goals

(from 9.11.07 minutes)

1. Decentralization and regionalization of authority and responsibility, with state support;
2. Streamlining and consolidation of related functions and programs; and
3. Generating savings and new revenues to invest in Maine's sustainable development.



Downtown Focus Group Recommendations

- 1. Enact the Maine Community Preservation Act with \$25 million**
- 2. Create the Maine Intrastate Trail System**
- 3. Provide Communities with Downtown Development Assistance**
- 4. Enhance Historic Preservation Tools**
- 5. Support the Work of the Resolve 46 to Implement Uniform Building Codes**



Regional Landscape Conservation Recommendations

- 1. Provide Guidance Based on What's Working**
- 2. Support and Fund Regional Land Conservation**
- 3. Engage in Inclusive Regional Planning**
- 4. Strengthen LURC**
- 5. Review and Strengthen Site Law**



Regional Asset-Based Development Strategy Recommendations

Option 1: Status Quo

- Encourage regional planning that complies with current state program goals (e.g., Growth Management Act)
- Regional planning done by ad-hoc networks and groups
- Planning grants from the state made available on a competitive basis (SPO, Fund for Regional and Local efficiencies, CDBG)
- Activities facilitated through networking and conferences to share best practices



Regional Asset-Based Development Strategy Recommendations

- **Option 2: A Strategy for Regional Asset Development**
Empower Regional Councils of Government to complete “asset based development strategies” that preserve, enhance and market the unique strengths of regions in Maine.
- **Based on a regional community vision**
- **Build and support regional strengths and valued characteristics (“assets”)**
- **Direct state funding to regional priorities that meet asset-based development goals**
- **Be carried out within Regional Council structure**
- **Allow some funding decisions to devolve from the state to the regional communities**



Regional Asset-Based Development Strategy Recommendations

- **How Option 2 Would Work**
- Criteria for regional asset-based development strategies developed
- Planning funds available to Regional Councils to put together strategies based on criteria
- Regions that satisfactorily complete asset-based development strategies eligible for additional funds to implement the strategies



Asset-Based Development Strategy

A. Re-structuring Options for State's Role

1. Leave state structure (est. 1954-72) as it is, hope for the best.
2. Specify functions^[1] – agencies – programs – personnel to be assembled and/or coordinated, leave HOW to the Governor and Cabinet.
3. Specify what, where, how.

[1] Might include downtown revitalization, historic preservation, nature- and heritage-based tourism, creative economy, land conservation, housing, land use planning efforts (organized, Unorganized), community recreation, etc.



Asset-Based Development Strategy

B. Funding A-BDS planning & implementation

- 1. Leave categorical grants as they are, hope for the best.**
- 2. Seek to combine as many as appropriate into block grants to implement A-BDS plans.**



Paying for Recommendations

- Bonding
- Lodging Tax
- Revenue Sharing
- Block Granting