2018 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
Welcome.

The Greater Portland Council of Governments (GPCOG) serves twenty six Maine communities ranging from Bridgton and Harrison in northwest Cumberland County, southwest to Scarborough, and along the coast to Freeport. Our region includes Portland, Maine’s largest city, as well as a growing suburban core and an extensive rural geography. Our region’s economic and social diversity contains a complex and varied economic past, present and future.

From Casco Bay to Sebago Lake GPCOG provides our member municipalities (including Cumberland County government) with catalytic leadership, regional vision and expert support designed to build regional prosperity, sustain strong communities, and ensure our region is ready for the future.

In 2011 GPCOG was designated by the US Department of Commerce’s Economic Development Administration as the Economic Development District for our region. In that capacity GPCOG is responsible for developing and implementing a five-year Comprehensive Economic Development Strategy (CEDS) designed to do several things:

1. Assess the region’s economic performance – where our economy has been and how it’s been faring. We are not producing a long history or comprehensive catalog of data but rather describing the economic context of our CEDS, highlighting what’s worked for our region’s economy, what hasn’t, and how our new CEDS relates to the past, and can build upon it.

2. Detail our region’s current strengths, weaknesses, opportunities and threats for the purpose of mapping our path forward. Again, we are not producing a data catalog for every aspect of our region, but rather we are highlighting key data that defines today’s economic realities and creates the context for action.

3. Define the economic path forward by articulating our region’s vision, goals and measurable objectives, all building on our competitive advantages. Our CEDS defines the region’s strategic direction, outlines action steps to achieve our vision, and provides measurable evaluation metrics to assess our progress along the way.

4. Create an evaluation framework that provides our CEDS with clarity, transparency and shared outcomes in which our entire community can participate. Evaluation metrics that relate to our economic challenges and aspirations allow our CEDS to be a tool that convenes our region’s partners and focuses their resources, and our own, on what matters most to achieving our economic goals.

5. Integrate resiliency into our CEDS so that economic disruptions are anticipated, planned for, avoided when possible, and recovered from as quickly as possible. Resiliency requires networks of partners sharing data, thinking about the future and then acting to deflect, diminish and overcome both natural and man-made economic disruptions.

In the sections that follow, our CEDS utilizes a traditional outline of economic planning, using key data to describe where our region’s economy has been, where it is now and where we want it to be in 10 and 20 years from today.

But our CEDS also does something a bit less traditional. It draws significantly upon the efforts of many of GPCOG’s partners who are currently working on several initiatives that already seek better economic outcomes for everyone in our region, and by extension throughout our state. Our CEDS draws heavily on the collective impact of these efforts, and the enormous public input and community consensus they draw from to shape their goals and actions.

Bringing these efforts together in our CEDS aligns GPCOG’s work with our partners, but more importantly, doing so aligns all our partners together in a common framework that reaches for the efficiencies and effectiveness that true collective impact offers.

Working together with our partners in the private, non-profit and public sectors over the next five years and beyond we believe our CEDS can serve to catalyze existing partnerships to achieve new levels of collaboration, create new strategic economic alliances where they have not existed before, better allocate scarce resources to priority economic outcomes, and offer a common assessment tool for regional economic growth and equity that has been missing from our region in recent times.

By embedding resiliency into this CEDS we can amplify existing networks and response planning, and extend the resiliency mindset to many regional partners who to date have not been fully engaged in thinking about what future economic disruptions are possible, how those disruptions might be avoided or mitigated, and when necessary overcome quickly and effectively.

This CEDS provides our core municipal constituency with a regional economic strategy that relates directly to the day-to-day challenges faced by our members. It offers a different way to look at economic development that integrates job retention and expansion with the foundational issues of education, public health and economic equity in ways that invite and facilitate municipal participation in a much more complete manner than previously.

It is our hope and belief that this CEDS will lay the foundation for stronger communities, a more diverse and equitable economy, and a brighter future for our entire region. We hope you not only agree, but join us all in the work outlined within.
A good CEDS answers some fundamental questions, and outlines a path toward a stronger regional economy and society. So by way of a quick summary, here are the questions that a CEDS is expected to answer, along with our answers:

**Where have we been?** Section One outlines our region’s economic background, using selected data to describe how the region’s economy has strengthened since the Great Recession, but has become increasingly unevenly distributed.

**Where are we now?** Section Two describes our region’s current strengths and opportunities, along with our internal weaknesses and external threats. The analysis highlights what to protect and grow in our economy, and which deficits pose the most urgent problems demanding responses.

**Where do we want to be in the next 10 years?** Section Three begins by outlining a vision for our region that is rooted in the GPCOG 2017 Strategic Plan, as well as the work of our regional partners like United Way of Greater Portland:

“In the next 10 years the communities and the people of the Greater Portland and Lakes region will enjoy sustainable economic and social prosperity through a stronger economy, better education, improved public health, a cleaner environment and greater social equity.”

**How do we get to our vision and goals?** Section Three next establishes three strategic goals designed to achieve our vision:

1. Sustain our regional strengths and seize our opportunities.
2. Overcome our regional deficits.
3. Plan for and diminish our external threats.

**Finally, Section Four** outlines eleven specific outcomes for reaching our three strategic goals, with each Outcome supported by metrics, a time frame, partners and resources.

These Outcomes include economic initiatives, public health and equity efforts, and resiliency planning for our environment and our economy. Together, the Outcomes are designed to support and sustain what we have, grow where we can, deal with the most pressing issues facing us, and plan for the future, both known and unknown.

But most importantly, this CEDS is designed to be a collaborative, collective work of many partners drawn from every corner of our region, and every part of our community. The work we outline can only be accomplished by working together. This CEDS isn’t about GPCOG – it’s about our region, and how we can make a better future, together.
In the last one hundred years the economic history of southern Maine, like the rest of the state, is one of industrialization followed by de-industrialization. The echoes of a more prosperous industrial past remain in today’s local comprehensive plans all across our region. While this document is not intended to recount that history, any modern CEDS should be grounded in the legacy of lost manufacturing jobs from Portland to Bridgton.

The economic history of the last ten years in our region is more directly relevant. 2007 marked the onset of the ‘Great Recession,’ an economic setback that created a baseline for job loss, lowered employment levels, reduced workforce participation and much else. In many ways the economic history of the last 10 years in southern Maine is the story of slow economic recovery, and growth, arising from the disruptions caused by the 2007-08 recession.

Our summary background of our region’s economy begins by examining some key economic indicators for Cumberland County viewed over the last ten years.
What do these data tell us? First, we can see that our region has recovered from the recession of 2007-08, slowly at first and not without setbacks, but completely. Our employment level and workforce participation rates have both regained pre-recession levels. Unemployment rates have recovered to the point of virtual full employment. Our region’s educational attainment levels have remained strong at both the secondary and post-secondary levels.

Since the recession our economic clusters have remained, and deepened. New clusters are emerging, such as food and beverage manufacturing. Our economic diversity has broadened even while our social diversity has remained lagging. And our natural resources continue to contribute to our region’s economy and define our region’s authenticity, something our tourism and hospitality economy relies upon as much as our iconic employers like L.L.Bean and Poland Spring.

Digging deeper, we can see that our region hosts Maine’s largest service center in the City of Portland which is home to a concentration of social services, a hub for professional and financial services, a leading tourism and hospitality hub and a focus for higher education and medical care.

Both inside and beyond the City proper these concentrations of educational, health care and professional services sit side by side with significant social inequality, including the lack of rural opportunity within our region, the generational poverty faced by too many families who have called our region home for decades, and the challenges faced by new Americans.

In parts of our region poverty is deepening, even as wealth is accumulating, producing social and economic tensions that find expression in changing housing markets, in reduced workforce readiness, and in declining equity levels in public health, primary education and economic security.

While many of these issues are not unique to our region, or to Maine, some problems illustrated by the data deserve special consideration within our region. Three in particular require our attention.

First, our region’s demographics are tilted heavily toward an aging population with workforce replacement rates insufficient to meet the needs of today’s employment levels, and incapable of meeting the needs of an expanded workforce in the future. This demographic misalignment has profound implications for our region’s economic and social future, some of which we explore below.

Second, our region’s economy is insufficiently distributed across our population. Too many people in our region live in poverty. As a result they struggle to acquire the foundational health, educational and economic security which underpins successful integration into our productive, prosperous economic and social communities.

Social and economic equity are economic imperatives, necessary to the full development of human capacity that must be achieved to meet the region’s current and future economic workforce requirements. Poverty is a personal tragedy and a social burden that we must do more to address in order to meet our full regional economic potential.

Third, our region faces profound potential economic and social disruptions as a consequence of a changing climate. Our natural resource based jobs are at increasing risk, as are our shoreline land uses. Climate change impacts everything in our region from public health to social equity, and poses the threat of substantial economic disruption for which greater resiliency planning is needed.

Our region’s resilience in the face of changing climatic factors, and our readiness to deal with resulting economic and social disruptions, remains under-developed. To the extent that effective resiliency strategies emerge from a robust, realistic assessment of likely risks, our region must imagine the future more
clearly, and plan more effectively for a range of potential disruptions. In response to the challenges these factors present, GPCOG has worked with many regional partners who each have developed and implemented their own strategies to sustain and improve our region's economic future. **These partners include:**

- United Way Greater Portland and Thrive2027
- Education Maine and Maine Spark
- Visit Portland
- The University of Southern Maine
- Southern Maine Community College
- The Manufacturing Association of Maine

In Section Three we detail how each of these partners have contributed to this CEDS action plan and how their combined efforts align and support each other as well as the region's vision and goals for economic prosperity and equity. Each of them offers a unique approach to bettering our region's economic and social fabric; all of them operate in the economic context defined by the data outlined above.
SECTION TWO
SWOT Analysis

In this section we evaluate the data outlined above, providing our best analysis of where our region stands today in terms of:

- **Strengths** – What are our region’s relative competitive advantages? What fuels our economic and social strengths? What are the ‘edges’ that our region enjoys as we compete for economic and social growth?

- **Weaknesses** – What are our region’s relative competitive disadvantages? What fuels our economic and social weaknesses? What are the ‘deficits’ that our region must recognize and overcome as we compete for economic and social growth?

- **Opportunities** – What factors outside of our region offer the best opportunities for advancing the region’s economic and social wellbeing?

- **Threats** – What are the external factors that have the most likely potential to prevent advancement of the region’s economic and social wellbeing?
Internal Factors

First we begin by looking at our region’s internal assets and deficits – our strengths and weaknesses. Each of the factors we identify is selected because of its relevance to our long term economic strategy, and each underlies one or more strategies that we outline below. Many of these factors have been the focus of previous CEDS, especially those that are asset-based.

Strengths

Internal assets – strengths within our region that will fuel our economic future and provide a competitive edge to our communities include:

- An expanding international trade capacity through the Port of Portland that links small businesses in our region (and across the state) to national and world markets through truck and rail networks, container shipping and air freight.
- The quality of place and the quality of life throughout our region is exceptional, largely underlying our reputation as a destination for work, play and family. From Sebago Lake to the City of Portland our region’s quality of place continues to be a defining asset.
- Strong educational attainment levels at the secondary and post-secondary levels
- A cultural authenticity that supports a fast growing hospitality and tourism economy which plays a central role in our region’s current and future economy
- A food and beverage culture that has gained national and international recognition and attracted world-class talent and investment
- An entrepreneurial environment that continues to support risk taking and new business development
- A strong vision of a transportation system serving residents, employers, visitors and commerce with multi-modal capacity. The system’s future is supported by a well-defined transportation development plan entitled Destination 2040 that outlines the transportation, land use and transit investments needed to densify population, expand job creation and investment opportunities, and coordinate public transportation options to improve mobility, public health and equity.
- Natural resources that continue to expand seafood and agricultural economies, and their related supply chains, offering opportunities for new jobs and growth.
- Nationally recognized medical services that provide proximate medical and health care excellence, supporting an aging population.
- Robust higher educational institutions that provide a wide range of workforce education and intellectual preparation for all residents.

Several key opportunities grow out of these strengths, each of which flows through to our strategic vision and action plan in the next section. These include:

Maritime export and import growth depends upon completion of a cold storage facility on the Portland waterfront that can fully support current and future international trade opportunities. Rural communities in our region, and throughout the state, need access to the frozen produce and products infrastructure that a cold storage facility provides. Completion of the facility will boost jobs and productivity for rural small business producers, growers, manufacturers and their related supply chains.

Our region’s tourism and hospitality industry needs a convention center that provides backbone support and focus to the region’s economic future. A convention center aligned with current and emerging regional economic strategies will do much more than fill hotel rooms in the off-season; it will become the hub of innovation and entrepreneurial growth that characterizes the region’s present and future competitive advantages. A public-private initiative to build and operate an economically themed convention center will fill a gap in the region’s economic, cultural and social fabric.

Maine Center Ventures is the entity that spearheads the effort by the University of Maine System to bring together its graduate studies programs in business, law and public policy into a single integrated facility on the University of Southern Maine’s Portland campus. The Center will do more than offer graduate degrees tailored to the needs of new professionals and the region’s economy; it will also serve as a catalyst for innovation, economic expansion and development of economic diversity. As such the Center will be a foundational investment in our region’s economic and social future.

Focus Maine is a statewide economic development initiative funded primarily by the private sector. It seeks
focused cluster expansion in aquaculture, agriculture and bio-pharma manufacturing – all areas of high potential growth defined by private sector funded research into where the best economic expansion opportunities lie for Maine. Many of the jobs and investments sought by Focus Maine will happen in our region over the coming years, and our region's need for increasing investments in high potential economic sectors will be met by supporting Focus Maine’s work.

The Food Foundry continues to support the growing food and beverage manufacturing sector in our region. As a part of the Investing in Manufacturing Communities Partnership (IMCP) supported through the Economic Development Administration the IMCP designation in southern Maine has leveraged successful investments at St. Joseph’s College, at the University of Southern Maine and in the private sector.

These specific projects and efforts are only illustrative of the ways in which the region’s strengths can be leveraged into tangible investment, job creation and economic development successes. Many other similar growth potentials also exist as a result of the factors within our region that encourage growth.

**Weaknesses**

We turn our attention next to internal deficits – those weaknesses within our region that must be addressed and overcome so that our region can successfully compete for economic and social growth. These include:

- Workforce growth rates that do not meet current and future regional economic needs, especially if existing demographic trends remain unaltered in the future. Without additional population our economy will fail to expand, existing employers will face critical workforce shortages, and our aging population will lack the supports needed to age in place with dignity.

- Affordable housing – especially for the current and future workforce required by the region’s employers – is increasingly unavailable. Without effective strategies to increase the supply of affordable housing the region’s economic opportunities will be significantly constrained.

- Gaps between educational attainment and workforce needs in the workplace, particularly among adults in our region who have not attained any postsecondary educational credentials that can be connected to the region’s economy. Both youth and adults need more economically relevant skills in order to meet the region’s economic needs for skilled labor at all levels.

- The economic inequity that has left too many in poverty, unable to become part of our prosperous and secure social and economic community due to the lack of stable health, education and economic foundations.

- Economic diversity in our region is lagging and more must be done to expand the region’s economic base. For instance exports remain a small part of the region’s total economy – doing more in a systematic way to expand the products and services exported from our region can serve to diversify our economic base and make our region more resilient in the face of economic disruptions that may impact existing economic sectors.

- A disposition to plan locally, or not at all, when regional approaches are needed to anticipate change, leverage scarce resources efficiently, and aggregate social, political and economic power into action.

- The need for additional investment capital, particularly in support of small and start-up employers, is often cited by our smallest employers as a top barrier to business continuation and/or expansion.

- An aging population that demands increasing levels of service in a resource constrained environment, posing the risk of deepening poverty in a growing segment of the population, and placing increasing demands on scarce public resources.

- A lack of regional vision and leadership in all sectors, especially with regard to regional infrastructure, support for growth and change, and rejection of narrow objections to economic progress.

Effective responses to these deficits will require long term focused commitment to education, economic diversification, equity and social investments. Several regional partner initiatives are already in place which help define how we can best respond to these challenges, and others are being shaped today. These efforts include:

United Way of Greater Portland has initiated Thrive2027, a region-wide collective impact program that seeks to improve population level education, public health and economic stability metrics over a ten year period. Thrive2027 addresses poverty, equity and wellness in ways that support greater economic, social and cultural success for every person in our region. By focusing on measurable outcomes driven by defined strategies and indicators, the project promises substantial gains in educational, economic and public health attainments that directly address our region’s current deficits.
The Portland Area Comprehensive Transportation System (PACTS), serving as the federally designated Metropolitan Planning Organization for much of our region, has outlined a dynamic long-range transportation plan entitled Destination 2040. The plan outlines policies and strategies for maintaining the best of our region's existing transportation system and transforming the system to safely and efficiently accommodate all modes of transportation. By identifying priority investment corridors and then integrating economic development, energy planning, environmental protection, cutting edge land use planning and public health strategies within its investment framework, Destination 2040 contributes important approaches needed to address our region’s economic and social future.

Our region’s workforce needs augmentation from our existing adult population which has not full attained post-secondary educational credentials which connect them to our region’s existing and future economic needs. Front line work continues to be provided by Southern Maine Community College, the University of Southern Maine and our many private higher education partners.

In addition, efforts to expand adult educational attainment are just underway at Maine Spark, a campaign led by the Maine State Chamber of Commerce, Educate Maine and the Maine Development Foundation. Maine Spark calls on all of us to increase the adult postsecondary attainment rate of Maine adults by 20% in the next 7 years as a means of closing our work force gap. Our region must embrace this strategy fully while continuing to better support our public and private higher education institutions.

Our population demographics demand additional in-migration to our region from national and international sources. Efforts to support in-migration at the regional level are essential to reverse our long term demographic trends and expand our future work force. Live and Work in Maine represents one effort to do this; Focus Maine also has prioritized the attraction of additional work force as a top priority.

Once again these are just a few of the regional partner initiatives that best address our region's deficits, but many other efforts are ongoing or in development. Effective responses to poverty, educational and workforce gaps, and the need for greater regional action all require collective impact solutions that efficiently and effectively leverage data-driven solutions which achieve outcomes that our entire region embraces and benefits from.
ideas and jobs that fit better in our region for a variety of reasons. Using the Boston metro area as an asset for our economic clusters, our social networks and our cultural ecology is a continuing dynamic that benefits our region in many ways.

Another geographic opportunity for our region is our proximity to European and Asian markets via shipping lanes. From the Port of Portland we see annual increases in exports and imports, supporting job growth and new market development for many small employers. Arctic shipping lanes promise future trade expansion opportunities with Asia. And our regional proximity to Europe is also an asset for air travel, bringing our region opportunities for greater tourism and business travel between Europe and our region.

Resource-based opportunities are a second external source of potential growth and prosperity. Our region’s water resources are plentiful, and already have attracted many economic investments from bottled water and beer to aquaculture to tourism and outdoor recreation. As water resources come under increasing global pressure from expanding populations, increasingly severe climate conditions and man-made tragedies like war and oppression, our region’s water resources represent an asset with increasing global value. Managing our water resources in ways that maximize our social, cultural and sustainable economic potential will be a critical aspect of our region’s future.

A second resource-based asset that represents a significant regional opportunity is our region’s ability to sustain and expand agricultural and aquacultural products and produce for global markets. While our region is on the front edge of the local food movement, and our region’s capacity for food production continues to expand for domestic consumption, we also have an opportunity to help feed the world. From traditional items like lobsters and blueberries to emerging crops like seaweed and hops, our region’s resource-based assets represent a touchstone economic opportunity in export markets around the world.

In the realm of human capital two external opportunities stand out. As noted above, our region faces a demographic winter that will compromise our economic future without significant in-migration. Two populations represent leading opportunities to overcome this internal deficit.

The first is ex-patriot Mainers. We know from experience that many people who once lived, worked, visited or summered in our region very often long to return to work and settle here full time. Bringing this population back to our region in numbers sufficient to offset our demographic deficit is a critical strategy that has only recently been attempted through programs like Live & Work in Maine. More must to done to support existing efforts and amplify their successes so that the opportunity of repatriating youth, workers and families back into our region is fully achieved.

The second population we can look to as an economic, social and cultural opportunity are new American immigrants. Our region is fortunate to have a foundation of recent immigrants who have sustained our urban population, and who can help us attract more talent, enterprise and energy from overseas into our region. To accomplish that in numbers sufficient to deflect our current demographic trends we will need to redouble our efforts to fully integrate new Americans into our workplaces, our communities and our culture.

Finally we cannot overlook our region’s reputational opportunities, our brand, by which we refer to the positive ways in which the nation and the world view our region. From the authenticity of our tourism brand, to the widely held perception of the natural purity of our resources, to the millennial buzz that accompanies our restaurant, food and beer culture, our region is well regarded by those who do not live here. Capitalizing on these reputational assets is an external opportunity that our region must continue to curate and cultivate with strategic insight. With proper approaches these reputational assets can yield additional investment, jobs and commerce, not to mention an enriched social and cultural environment.

Threats

In some ways our assessments of external factors that might impede our region’s ability to succeed economically and socially are a mirror of our external opportunities. Resources may falter, populations may turn away from our region, or national and global changes may hurt our key economic sectors.

External threats are best met by a diverse economy, careful risk assessment of known problems, and a robust capacity to respond to the unexpected. Local, regional and state networks that can mobilize assets and capacity to reduce negative disruptions and make recovery faster and more efficient are essential. Our action plan addresses the need for stronger economic resiliency networks, and their development.

Among the most notable external factors that can foreseeably lead to economic and social disruptions are the following:
• Climate change poses a significant risk to the region’s economic future in several ways. Sea level rise and more frequent and severe flooding are already imposing increasing financial costs on communities and employers. Drought is a growing threat. The region’s lobster industry is grappling with the impacts of a warming marine environment, as are other fisheries and aquaculture employers. Invasive species are disrupting the region’s ecology, and impacting a variety of economic and social activities. The region’s winter recreation season may be changing, raising questions about the economic impacts on tourism and hospitality.

• In-migration patterns to our region are subject to several external factors that could reduce the continued arrival of families and workers from other parts of the nation and the globe. People outside Maine must continue to view our region as a desirable place to settle. Given the region’s need for demographic change and deeper cultural diversity, these risk factors pose a notable threat to the region’s future.

• Changes in tourism spending and visitation rates are always a concern for the region’s still growing hospitality industry. Since tourism is a discretionary expenditure for most visitors, any national or global economic down turn that significantly reduced hospitality spending would be a notable problem for this part of the region’s economy.

• Broadband investment is a critical infrastructure that requires additional expansion throughout our region. However many broadband investment decisions are influenced by external factors beyond our region’s control, such as return on investment in smaller rural communities. To the extent that continued and expanded broadband investments are jeopardized by external economic, policy or political events our region will be disadvantaged.

• International markets are a growing part of our region’s economy. External factors beyond our region’s control, including trade tariffs, international market disruptions and shifting consumer behaviors are all potential threats to our region’s effort to expand our export footprint and grow our economy.

• Reputational assets in our region are transient by their nature. As noted above our region currently enjoys national and global recognition for its authenticity, entrepreneurial spirit and food culture. That positive view, which fuels in-migration, tourism and a wide array of economic investments, is always at risk from changing tastes and trends.

Effective responses to these external threats require long term focused commitment to economic diversification and resiliency planning. In four broad categories greater efforts are required by our action plan. These efforts must include:

**Climate change** is already the subject of much ongoing work, from world-class research at the Gulf of Maine Research Institute to local adaptation and mitigation planning in several of our region’s municipalities. Working from this foundation more detailed risk assessment and resiliency planning is needed for our region to be fully prepared to meet environmental and economic disruptions stemming from climate change.

**Infrastructure investments in our region must continue**, from housing to transportation to broadband to diversified energy sources and energy efficiency. In order to maximize these investments, and to compensate for any externally driven disruptions, we must do more to act regionally in the pursuit of strategic investments over the next five and ten years.

Resiliency planning exists in our region, but not at a level that would maximize our ability to anticipate, deflect, reduce and overcome foreseeable and unforeseen economic, social and environmental disruptions in our region. In order to **improve our ability to plan and act for resiliency** our action plan lays out several measurable steps.

Overall our region is lucky to enjoy a number of strengths and opportunities which help shape our existing economic and social environment, and which also inform our economic and social future. At the same time our region faces significant internal deficits, and several external threats, all of which will hold our region back if not effectively addressed.

We are fortunate that our region has many partners in the profit, public and non-profit sectors who are already working to leverage our advantages and address our needs. This CEDS highlights their work, and integrates our region’s efforts to leverage resources efficiently and effectively by aligning our region’s leadership on shared values and collective impacts which support a more prosperous regional economy and society.

Where we have identified the need to do more we make those recommendations in the action plan that follows. From better resiliency planning to more regional thinking about our future, the next section of our CEDS outlines the path forward.
SECTION THREE
Vision, Goals, and Action Plan
Vision

In the next 10 years the communities and the people of the Greater Portland and Lakes region will enjoy sustainable economic and social prosperity through a stronger economy, better education, improved public health, a cleaner environment and greater social equity.

In early 2017 the Greater Portland Council of Governments set out to adopt a new strategic plan for our organization. In order for that plan to reflect our member communities' aspirations and focus we executed a public engagement strategy that involved four sub regional forums, over 50 one-on-one discussions, and a half dozen small group meetings. In all over 200 core stakeholders participated in our visioning outreach.

In May of 2017 the GPCOG Board of Directors unanimously endorsed a new Strategic Plan designed to meet the challenge of sustainable prosperity for our region in all its many dimensions. Here is what emerged from those discussions, captured in our new Strategic Plan:

Here’s what our members think sustainable prosperity looks like:

And here’s what sustainable prosperity sounds like, imagined as our region’s future by our members and our partners in 2017:

“In the next five years and more …

“The Greater Portland and Lakes Region is thriving economically, socially, and environmentally. We have a diverse local economy that builds on the region’s natural assets and traditions, hosts a vibrant entrepreneurial ecosystem, and provides opportunities to people in all parts of the region. Communities have diverse housing, transportation, and communications choices to meet the needs of all ages. Our world-renown rivers, lakes, coast, forests, and farms are protected and continue to be a key part of daily life, drawing many new residents to the region. Residents are prospering and have an inherent sense of regional pride and identity.”

For the next five years, and beyond, the Greater Portland Council of Governments has been charged by our members to lead our region towards sustainable prosperity.”
We bring this vision into our CEDS for several reasons. First, our vision of a sustainably prosperous future for our region is the foundation of all our work, including all our economic efforts. Second, the public engagement that defined this vision was specifically involved in evaluating our existing economic situation, and focused on how to improve our economic and social future. And third, our vision aligns closely with our partners' vision of the region's future.

We are fortunate to find our organization's strategic goals aligned with many other regional groups. For example, in 2016 the United Way of Greater Portland (UWGP) launched a bold new initiative called Thrive 2027 as noted earlier. Thrive 2027 began its journey toward population level improvements for our region with a public engagement effort that included more than 2000 participants in over 90 small group meetings, drawn from every part of our region's social and economic experience. What those community discussions revealed was captured in summary by UWGP staff as:

“Participants shared visions of a welcoming, thriving, engaged community that embraces diversity, knows and cares about its neighbors, values the voices of all, and works across sectors to find solutions to problems. Specific issues raised include: the need for quality learning and education from birth through post-secondary education; access to health care including care for mental health issues and substance use disorder; and the need for all community members to have access to jobs with livable wages, affordable housing, and food security. They voiced a desire for Greater Portland to be a place that supports all its community members and attends to the needs of seniors and New Americans.”

Today over 200 private, public and non-profit partners, including GPCOG, have joined in the Thrive2027 effort. Together they work toward a shared vision of Greater Portland as an inclusive, caring, and collaborative community that focuses its resources strategically so that everyone grows and prospers through enhanced educational opportunities, financial stability, and healthy living.

Our CEDS action plan begins from these foundations of public engagement which express a common vision of greater regional prosperity. Additionally our 26 municipal members through their elected representatives and professional staffs, together with our many regional partners, have all reviewed, refined and improved this plan, which fairly represents a collective view of how our region can achieve its vision of greater economic and social prosperity for all.

In order to realize our vision we define our strategic direction with three priority goals, all interrelated. Each strategic goal is supported by several specific outcomes. Each outcome is accompanied by defined metrics, partners, time lines, resources and action steps.

Three Strategic Goals

1. **Sustain our regional strengths and seize our opportunities.** Our first goal focuses on the positive aspects of our analysis in section two, building our economic and social prosperity by increasing jobs and investments, sustaining existing employment and clusters, and growing our exports.

2. **Overcome our regional deficits.** Our second goal focuses on our weaknesses identified in section two with efforts to address our demographics, our need for better educational and workforce outcomes, and our commitment to reduce poverty and increase equity.

3. **Plan for and mitigate our external threats.** Our third strategy focuses on economic and environmental resiliency, addressing our need to better plan for the disruptions we can foresee, and those we cannot.

Our vision represents our region's aspirations, while our strategic goals reflect our analysis of our region's economic and social posture and priorities. Taken together, all three goals serve as a strategic blueprint that frames the region's allocation of scarce resources, aligns regional community leadership, and focuses collective action in order to achieve more together than any one of us can accomplish by acting alone. In this way our CEDS will enable true realization of our vision of a more sustainably prosperous region from which everyone benefits.

Eleven Outcomes

Next we turn to our eleven outcomes which together support our vision and goals. Every one of these specific outcomes relates to many aspects of our CEDS – together they are designed to move our region toward greater economic and social prosperity and equity.

Please note that every one of these eleven outcomes will require substantial public, private and non-profit financial and human resources to fully achieve. Resources will be found through a case-specific combination of reallocating existing resources, accessing new resources and expanding partnerships to draw upon funding and expertise not formerly dedicated to these outcomes.
Goal One Outcomes – Sustaining our Regional Strengths and Seizing Our Opportunities

1. Grow our hospitality economy throughout the region. Led by Visit Portland and supported by many regional partners over the next five years, action steps include development of a Convention Center, implementation of a regional tourism plan, and continued growth in visitation and sector employment.

2. Expand our small business exports throughout the region. Led by the Maine International Trade Center and supported by many regional partners over the next five years, action steps include continued and expanded networking, technical assistance and small business development services for existing and potential exporters to achieve job and export growth throughout the region. Also development of a cold storage facility in Portland to support the region’s export economy is essential.

3. Grow our existing economic clusters throughout the region. A number of partners, including FocusMaine for aquaculture and agriculture, and the University of Southern Maine for professional development through the Maine Center Ventures initiative, will work together over the next five years to make critical investments needed to retain and expand employment levels in identified economic clusters throughout the region.

4. Grow our small manufacturing sector throughout the region. Lead by the Manufacturing Association of Maine and supported by many regional partners, employment and diversity in the region’s manufacturing sector will be retained and expanded over the next five years.

5. Continue to support start-up and scale-up entrepreneurs throughout the region, especially in the food and beverage manufacturing sectors. Lead by many regional partners including the Greater Portland Food Foundry, over the next five years employment and diversity in the food and beverage manufacturing sector in the region will be retained and expanded.

Goal Two Outcomes – Overcoming Our Regional Deficits

1. Attract new population to the region to offset demographic weaknesses. New regional leadership will be needed to reinforce existing efforts such as Live & Work in Maine in order to increase in-migration to the region from other parts of the nation and the world over the next five years in sufficient numbers to reduce the region’s existing demographic deficits.

2. Expand the existing adult workforce. Working from the continuing foundation provided by the University of Southern Maine, Southern Maine Community College, regional workforce training organizations and our private higher education partners, and supplemented by the efforts of Maine Spark, over the next five years the percentage of Maine adults with a post-graduate credential that aligns with regional workforce needs will increase by 20% from today’s baseline.

3. Reduce poverty and expand equality through collective impact in education, public health and affordable housing. Led by Thrive2027 and supported by over 200 regional partners in the next ten years third grade reading proficiency will increase 10%, the percentage of people in the region paying more than 30% of their income for housing will fall by 10%, and the number of lives lost to premature, preventable deaths will fall by 10%, all in line with the goals of Thrive2027.

4. Sustain and expand affordable housing and infrastructure investments in our region. From workforce housing to transportation to broadband to diversified energy sources and energy efficiency the region, led by GPCOG and our partners in Cumberland County government, must do more to pursue strategic investments over the next five years. In order to maximize these investments, and to compensate for any externally driven disruptions, GPCOG will mobilize regional partners to track and encourage these investments as a part of the resiliency outcomes described below in Goal Three 1.

Goal Three Outcomes – Planning for Disruption

1. Expand our capacity for regional planning around economic resiliency. Led by GPCOG in partnership with several regional partners over the next five years our region will maximize its ability to anticipate, deflect, reduce and overcome foreseeable and unforeseen economic and social disruptions in our region. To do so GPCOG will convene private and public sector leaders, host regular meetings to conduct resiliency planning, and work with local governments to implement key resiliency plan elements including efforts to expand economic diversity and disruption readiness.

2. Expand our readiness for disruptions flowing from climate change. Led by GPCOG in partnership with several regional partners over the next five years our region will maximize its ability to anticipate, deflect, reduce and overcome foreseeable and unforeseen environmental disruptions related to climate change in our region. To do so GPCOG will convene private and public sector leaders, host regular meetings to conduct resiliency planning, and work with local governments to implement key resiliency plan elements including efforts to expand mitigation and adaptation measures, and raise disruption readiness.
SECTION FOUR
Metrics
Because GPCOG is a data-driven organization that embraces collective impact through regional partnerships our CEDS uses a set of metrics divided into six broad categories which our entire region can use over the next five years to measure our collective success achieving the vision, strategic goals and specific outcomes detailed above in section three.

Our metrics capture specific details as well as the total impact of our work together. They also create a frame of reference which anyone in our region can use to assess an individual outcome’s relationship to our larger goals.

We hope and expect that many of our social service, education and private sector partners will endorse these same metrics as they work on their own initiatives, thereby aligning work done throughout the region into collective impact outcomes that none of us could achieve alone.

Note that some metrics relate to more than one outcome, and some metrics will be broken down to focus on specific sectors when necessary to track specific outcomes.

Over each of the next 5 years in every municipality in our region:

**Economic measures:**
1. Median income will rise (applies to Goal 1, Outcomes 1 through 5 and Goal 2, Outcome 3)
2. The number of new jobs created will increase (applies to Goal 1, Outcomes 1 through 5 broken down by relevant economic sector(s))
3. Exports to international markets will increase (applies to Goal 1, Outcome 2)
4. The number and percentage of housing units affordable to working people and retired residents will increase (applies to Goal 2, Outcome 3)

**Poverty, Equity and Public Health:**
5. The number and percentage of people living in poverty will decrease (applies to Goal 2, Outcome 3)
6. The number and percentage of premature deaths of people ages 0-75 will decrease (applies to Goal 2, Outcome 3)
7. The number and percentage of Maine people with health insurance will increase (applies to Goal 2, Outcome 3)

**Environmental:**
8. Net total carbon emissions will decrease (applies to Goal 2, Outcome 4 and Goal 3, Outcomes 1 and 2)
9. The number of acres of greenspace and conservation land will increase (applies to Goal 2, Outcome 4 and Goal 3, Outcomes 1 and 2)

**Education:**
10. The number and percentage of 3rd graders reading at or above grade level will increase (applies to Goal 1, Outcome 2, and to Goal 2, Outcomes 2 and 3)
11. The number and percentage of Maine adults acquiring post-secondary education or skills will increase (applies to Goal 1, Outcomes 1 through 5)

**Public and Private Investments:**
12. Public and private investment in transportation, telecommunications and environmental infrastructure including storm water and wastewater management systems will increase (applies to Goal 2, Outcome 4)
13. Public and private investment in support of economic, social and environmental improvements in our region will increase, including transportation, broadband and diversified energy sources (applies to Goal 2, Outcome 4)
14. The number and percent of homes and businesses investing in energy efficiency will increase year over year (applies to Goal 2, Outcome 4)

**Resilience:**
15. The number of communities in our region that have conducted both an economic and an environmental vulnerability assessment will increase. (applies to Goal 3, Outcomes 1 and 2)
16. The number of communities in our region that have made plans based on both an economic and an environmental vulnerability assessment will increase. (applies to Goal 3, Outcomes 1 and 2)
17. The number of communities in our region that have fully implemented economic and environmental plans related to their vulnerability assessments will increase. (applies to Goal 3, Outcomes 1 and 2)

We expect to track each of these metrics annually, assuming adequate resources, paying particular attention to trends and adjusting our strategies as needed in response to success and, when appropriate, the need to do better.
Conclusion

The Greater Portland and Lakes region is fortunate in many respects. The communities stretching from Sebago Lake to Casco Bay are home to a wide diversity of resources and people, a large part of the state’s population, and the largest part of the state’s economy.

The region’s human and investment capital is focused on several strong sectors, some mature, some growing. Our future rests on a good foundation, and with careful planning and active engagement our region can sustain what we have, and grow.

But our region also faces internal weaknesses and external threats, all of which require clear strategies. Most importantly those strategies require regional collaboration, leveraging public and private resources into efficient, effective action.

GPCOG’s role as an Economic Development District is to convene those partnerships, catalyze actions, and serve as a conduit for resources to reach their optimal uses. Through this CEDS we hope to move GPCOG forward as a regional leader, not by acting alone, but rather by enabling the region’s leaders to achieve collectively what they cannot achieve by acting alone.
Data

1. Cumberland County’s population is growing slowly. As reported by the US census, it stood at 276,023 in 2007; in July of 2016 it stood at 292,042.

2. Cumberland County’s workforce is also growing slowly.

3. Cumberland County’s diversity is growing slowly, and is notably less than national medians.
4. **Cumberland County’s socio-economic** make up is changing, with continued pressure on the middle class, especially in urban centers. Cumberland County median household income increased from $54,342 in 2009 to $61,902 in 2016. Suburbs are above average, while urban and rural areas are below average.

Source: ACS 2016 5-yr sample

Housing for homeowners in Northern, Western, and Central Cumberland County is less affordable than the county’s average; rental housing is less affordable where most rental housing is located.

Source: ACS 2016 5-yr sample
5. **Cumberland County’s educational attainment** reflects strong investment in post-secondary education, but also reflects socio-economic inequality middle class, especially in urban centers.

Coastal Cumberland County is generally more educated than the county average; inland Cumberland County is generally less educated than the county average.

Source: ACS 2016 5-yr sample
6. **Cumberland County’s infrastructure** has notable assets like the Port and JetPort, but also significant deficits.

### Share of Structurally Deficient Bridges by County

PACTS Collector Road Funding Gap is increasing long-term maintenance costs.

### Funding Gap for PACTS Collector Road Maintenance

### Longterm Maintenance Costs Increasing
7. **Cumberland County’s natural resources** are tied to the economy in many ways. For example, Casco Bay supports many economic sectors.

### Table 4.4: Tourism and Recreation Summary, 2016

<table>
<thead>
<tr>
<th>Industry Description</th>
<th>Jobs 2016</th>
<th>Change (Absolute) 2006 – 16</th>
<th>Change (%) 2006 – 16</th>
<th>Share of Total</th>
<th>Number</th>
<th>Share of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eating &amp; Drinking Places</td>
<td>10,345</td>
<td>1,447</td>
<td>16%</td>
<td>70%</td>
<td>$284,883,982</td>
<td>58%</td>
</tr>
<tr>
<td>Hotels &amp; Lodging Places</td>
<td>2,574</td>
<td>231</td>
<td>10%</td>
<td>17%</td>
<td>$125,736,817</td>
<td>26%</td>
</tr>
<tr>
<td>Sporting Goods Stores</td>
<td>559</td>
<td>-333</td>
<td>-37%</td>
<td>4%</td>
<td>$20,162,379</td>
<td>4%</td>
</tr>
<tr>
<td>Amusement &amp; Recreation</td>
<td>537</td>
<td>155</td>
<td>41%</td>
<td>4%</td>
<td>$15,656,610</td>
<td>3%</td>
</tr>
<tr>
<td>Marinas</td>
<td>380</td>
<td>-7</td>
<td>-2%</td>
<td>3%</td>
<td>$19,941,975</td>
<td>4%</td>
</tr>
<tr>
<td>Travel &amp; Reservation Services</td>
<td>194</td>
<td>19</td>
<td>11%</td>
<td>1%</td>
<td>$11,226,287</td>
<td>2%</td>
</tr>
<tr>
<td>Boat Dealers</td>
<td>111</td>
<td>43</td>
<td>63%</td>
<td>1%</td>
<td>$9,249,589</td>
<td>2%</td>
</tr>
<tr>
<td>RV Parks &amp; Campgrounds</td>
<td>59</td>
<td>-2</td>
<td>-3%</td>
<td>0%</td>
<td>$3,236,035</td>
<td>1%</td>
</tr>
<tr>
<td>Scenic Water Tours</td>
<td>39</td>
<td>8</td>
<td>26%</td>
<td>0%</td>
<td>$1,549,419</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Tourism & Recreation Total** | 14,797 | 1,561 | 12% | — | **$491,643,093** | — |

---

**Figure 4.2: Port of Portland Cruise Ship Passenger & Port Counts, 2006-17**

8. **Cumberland County’s economic clusters** include: Insurance, Health Care, Hospitality and Food Manufacturing.

### Table ES.1: Economic Contribution of the Casco Bay Ocean Economy, 2016

<table>
<thead>
<tr>
<th>Ocean Economy Sector</th>
<th>Jobs 2016</th>
<th>Change (Absolute) 2006 – 16</th>
<th>Change (%) 2006 – 16</th>
<th>Share of Total</th>
<th>Number</th>
<th>Share of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism and Recreation</td>
<td>14,797</td>
<td>1,561</td>
<td>12%</td>
<td>80%</td>
<td>$491,643,093</td>
<td>70%</td>
</tr>
<tr>
<td>Marine Transportation</td>
<td>2,433</td>
<td>1,246</td>
<td>105%</td>
<td>13%</td>
<td>$125,955,604</td>
<td>18%</td>
</tr>
<tr>
<td>Living Resources</td>
<td>1,139</td>
<td>-217</td>
<td>-16%</td>
<td>6%</td>
<td>$76,012,659</td>
<td>11%</td>
</tr>
<tr>
<td>Marine Construction</td>
<td>94</td>
<td>25</td>
<td>26%</td>
<td>1%</td>
<td>$7,777,813</td>
<td>1%</td>
</tr>
<tr>
<td>Ship and Boat Building</td>
<td>30</td>
<td>11</td>
<td>58%</td>
<td>0%</td>
<td>$2,540,313</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Ocean Economy Total</strong></td>
<td><strong>18,493</strong></td>
<td><strong>2,626</strong></td>
<td><strong>16%</strong></td>
<td>—</td>
<td><strong>$703,929,482</strong></td>
<td>—</td>
</tr>
</tbody>
</table>

Source: EMSI, 2017.1 data series; MCBER calculations  
9. **Cumberland County’s export economy** is growing, supported by the Port of Portland, the Portland International JetPort, and intermodal rail and highway connections centered in the City of Portland.
10. Cumberland County's (along with the rest of the Portland-South Portland MSA) economy is the largest part of Maine's economy, including 39% of Maine's population, and 52% of Maine's total GSP.

Beyond these traditional economic baselines, several other factors impact our region's current economic posture as well as our ability to grow the economy in the years ahead. These factors include:

1. Cumberland County's demographics are a source of concern, with workforce population growth lagging retirements and the needs of the economy.
With workforce population growth lagging the needs of the economy:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare and Social Assistance</td>
<td>6,874</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>3,566</td>
</tr>
<tr>
<td>Administrative and Waste Services</td>
<td>2,750</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>2,591</td>
</tr>
<tr>
<td>Construction</td>
<td>1,347</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,104</td>
</tr>
<tr>
<td>Transportation, Warehousing, and Utilities</td>
<td>950</td>
</tr>
<tr>
<td>Financial Services</td>
<td>642</td>
</tr>
<tr>
<td>Other Services</td>
<td>637</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>624</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>454</td>
</tr>
<tr>
<td>Private Education Services</td>
<td>229</td>
</tr>
<tr>
<td>Management of Companies</td>
<td>225</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>167</td>
</tr>
<tr>
<td>Information</td>
<td>124</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>75</td>
</tr>
</tbody>
</table>


Average Weekly Wage (QCEW)

2. **Cumberland County’s workforce** is not sufficient to meet the demands of today’s economy, or tomorrow’s.

![Bar chart showing percent change in labor force and population](chart.png)

**Labor Force Not Keeping Pace with Population Growth**

<table>
<thead>
<tr>
<th>Percent Change in Labor Force</th>
<th>Percent Change in Population 16+</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

2000-10 | 2010-16

3a. **Cumberland County’s land use patterns** are changing, reducing workforce housing affordability, increasing traffic and congestion lengthening commutes, and putting pressure on employers and employees alike.

![Cumberland County Urbanized Area map](map.png)

Greater Portland Council of Governments — 2018 CEDS
3b. Commuting Distances Are Increasing, Especially in Counties That Export Jobs to Cumberland County

Changing land use patterns increase transportation cost as share of combined housing and transportation budget

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Portland</td>
<td>$15,923</td>
<td>$15,354</td>
<td>$16,492</td>
<td>$13,648</td>
<td>$31,375</td>
<td>$29,002</td>
</tr>
<tr>
<td>Bridgton</td>
<td>$15,354</td>
<td>$15,354</td>
<td>$15,354</td>
<td>$15,354</td>
<td>$30,708</td>
<td>$30,708</td>
</tr>
<tr>
<td>Gray</td>
<td>$15,923</td>
<td>$14,786</td>
<td>$16,492</td>
<td>$13,648</td>
<td>$32,719</td>
<td>$29,134</td>
</tr>
<tr>
<td>Scarborough</td>
<td>$15,354</td>
<td>$14,786</td>
<td>$16,492</td>
<td>$13,648</td>
<td>$31,840</td>
<td>$29,134</td>
</tr>
</tbody>
</table>

Available at: http://www.locationaffordability.info/lai.aspx

*Another tool is the Center for Neighborhood Technology’s Housing and Transportation Affordability Index. Available at: http://htaindex.cnt.org/map/
4. **Cumberland County’s economic prosperity** is not well distributed, and Cumberland County’s more rural communities are not sharing in the economic growth centered in more urban parts of the region.

![Map showing job growth and poverty rates in Cumberland County](image)

**Share of County Job Growth 2005-2015**

- **No Growth**
- **Up to 5%**
- **5.1% - 7.5%**
- **7.6% - 15%**
- **More than 15%**

**Poverty on the Rise Among Elderly Households in Cumberland County**

- **Poverty Rate – All Ages**
- **Poverty Rate – Under 18**
- **Poverty Rate – Over 65**

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty Rate – All Ages</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Poverty Rate – Under 18</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>Poverty Rate – Over 65</td>
<td>8%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Source: US Census On the Map*
5. **Cumberland County’s residents** are healthier overall than those in other parts of the state, but there are still some significant health issues. Mental health disorder and opioid misuse are of great concern because of the number of people affected and the severity of the impacts.

![Cumberland County Income Distribution](chart)

![Differences in Health Outcome Measures among Counties and for Racial/Ethnic Groups in Maine](table)
Maine is on the leading edge of a growing trend in heroin overdoses. Cumberland County has the third highest rates of overdose deaths in Maine.

In 2012-14, Washington County observed on average 19.7 drug related overdose deaths per 100,000 residents per year.
6. **Cumberland County’s preparedness for climate change** remains underdeveloped, with many communities only beginning to undertake economic, environmental and public health resiliency planning.

<table>
<thead>
<tr>
<th>Cumberland County’s Preparedness for Climate Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>State Approved</td>
</tr>
<tr>
<td>Date</td>
</tr>
</tbody>
</table>

**Long range plan with:**

- Open space or land conservation strategy
- High value habitat prioritization
- Hazard mitigation
- Water resource management
- Climate change vulnerability assessment
- Climate change adaption

Source: Casco Bay Community Guidebook 2017, which only focuses on Coastal Communities.