



# Lincoln County Regional Planning Commission

## STRATEGIC PLAN

2021-2026

*Trolley at Pemaquid, photographed in 2016,  
courtesy of Mary Ellen Barnes*

APRIL 22, 2021



LINCOLN COUNTY REGIONAL PLANNING COMMISSION

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# I. INTRODUCTION

The 2021 – 2026 LCRPC Strategic Plan reflects a year of work by the Lincoln County Regional Planning Commission (LCRPC) Board to develop Priorities for the next five years. Going into effect mid-year 2021, **this is a guiding document to help LCRPC staff create yearly work plans, formulate budgets, assess progress, and be effective in creating positive change for Lincoln County towns, residents, and businesses.**

The LCRPC’s Board is made up of representatives from towns across the County, who are appointed for their local community and land use planning knowledge. The Lincoln County Regional Planning Commission is made up of the following members:

<u>Board Member*</u>	<u>Town Represented</u>
Dick McLean, Chair	Damariscotta
Michael Tomko, Vice-Chair	Boothbay Harbor
George Parker, Treasurer	Newcastle
Marianne Pinkham, Secretary	Nobleboro
Lou Abbotoni	Damariscotta
Mal Carey	Newcastle
Gordon Davis	Alna
Jim Grenier	Somerville
Christopher Hall	Bristol
Frank Hample	Somerville
Patricia Jennings	Bristol
Max Johnstone	Waldoboro
Julia Latter	Boothbay Harbor
Jaimie Logan	County Member
Bill McKeen	Whitefield
Jen Merritt	Waldoboro
Ham Meserve	County Member
Ed Pentaleri	Alna
Nancy Prisk	Southport
George Richardson	Westport Island
Dennis Simmons	Wiscasset
Jeff Slack	Wiscasset
April Thibodeau	Westport Island
Walter Voskian	Bremen
Jessica Westhaver	Bristol (alternate)

*(\*Names in blue are members of the Strategic Planning Committee. Mary Ellen Barnes, LCRPC Executive Director, was also a Committee member.)*

Others who provided input to this document and Commission priorities were LCRPC staff members and the County Administrator.

## A. LCRPC: Mission, Vision, & Values

Lincoln County has supported and funded community planning and economic development work on behalf of the towns and the County since the 1990s. The Lincoln County Regional Planning Commission was incorporated as a regional planning commission in 2010, under Maine Revised Statutes Annotated, Title 30-A, Chapter 119. In 2015, the LCRPC became the Planning Department for Lincoln County. **The major activities in land use, transportation planning, natural resources, and economic and community development** have continued over the years, with additional resources received from state and federal agencies.

### *Our Mission is to...*

- Provide land use, transportation, economic and community development planning, and related technical assistance to Lincoln County residents and municipal governments.

### *Our Vision is...*

- A strong and sustainable economy, sound land use policies, and a healthy, livable, and safe environment for all.

### *We Value...*

- Providing sound knowledge on myriad topics relevant to Lincoln County.
- Equitable distribution of services across Lincoln County towns.
- Growing connections and networks.
- Building relationships and collaborative partnerships.
- Working towards equitable access for residents to all aspects of community life.

*Strategic Planning Committee Deliverables, July 2020*

***“The Strategic Plan will meet the needs of Lincoln County and its towns and address their challenges, while employing strategic functions such as convening, communication, and technical assistance.”***

***“What we are working toward is a high-level vision. It will include goals and challenges for the RPC, contain action steps, and inform a prioritized work plan and outcomes. It is concise, flexible and adaptable, and is not too restrictive.”***

## **B. Plan Adoption, Implementation, and Measures**

**Plan Adoption:** The Strategic Plan is a tool to describe the Planning Commission’s priorities and desired outcomes while continuing to illustrate the skills and value of the RPC as a County department. It provides a concrete vision for the work the LCRPC is looking to accomplish over a five-year horizon through 2026. The Strategic Plan is a living document. Updates to the Plan are anticipated within its effective dates. The Plan will be presented to the LCRPC Board and County Commissioners for approval.

**Implementation:** During the Strategic Planning process, the Strategic Planning Committee recommended that a yearly staff work plan be developed to ensure action areas for each Priority – Housing, Broadband, Sustainable Economic & Community Development, Transportation, Intergenerational Community Building, and Environmental Sustainability – are being undertaken by staff. The yearly work plan is how staff will make the Strategic Plan “actionable” and develop annual budgets. Approval of the yearly work plan is at the discretion of the LCRPC Executive Director with input, as needed, from the LCRPC Board.

**Measures:** The annual work plan will identify specific tasks to be undertaken over the course of a year to advance the goals and action areas of the Strategic Plan. Staff will provide updates on their progress to the LCRPC Board on a regular basis, including built-in checkpoints, such as the preparation of the LCRPC budget submitted to the County annually in July and monthly staff meetings. Report outs to the Lincoln County Commissioners will be performed throughout the year, as needed.

A year-end review of the Strategic Plan will assess the success of tasks undertaken, as well as evaluate overall progress in advancing the action areas identified in the Strategic Plan and potentially reprioritizing work for the following year. Progress will be determined using the below measurements:

- **What did we do?<sup>1</sup>**
- **How well did we do it?**
- **Is anyone better off?**

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<sup>1</sup> These measurement questions are adapted from the Results-Based Accountability™ framework. More information can be found: <https://clearimpact.com/results-based-accountability/>

# II. PLAN DEVELOPMENT

## A. Summary: Priorities Identified

Priorities, desired outcomes, action areas, limiting factors, and opportunities and collaborations are detailed in each Priority matrix, beginning on Page 9.

While these Priorities will be the major focus of the LCRPC’s work, other opportunities and challenges will arise outside of the identified priority areas. The best efforts will be made to execute the Strategic Plan Priorities, yet if it is determined there is an important regional planning need to be met and supported by the Executive Committee, staff has the discretion to begin work in other sectors. Internal work plans will be assessed and measured regularly by RPC staff, and redesigned as needed to reflect additional areas of work and budgetary realignments.

For more details on this process and the committee, please refer to “How to Read this Report” on Page 9, as well as the appendices at the end of this document, beginning on Page 21.

## B. Impact Rankings for Strategic Plan Priorities

Beginning in 2019, LCRPC staff generated input from the Executive Committee to identify the areas of work they felt were important for the Regional Planning Commission. The Strategic Planning Committee, after a reassessment due to the COVID-19 pandemic, concluded with six priorities for the LCRPC staff to create work plans from and make the Plan actionable.

To identify how impactful the Priorities would be for Lincoln County towns and residents within a 1-2 year period, the LCRPC Strategic Planning Committee ranked each one on a scale of 1 – 10, one having the least impact and ten being the most impactful. While all Priorities will be worked on in various amounts at various times throughout the year, the ranking exercise was important for the Strategic Planning Committee to identify the value of each Priority in relation to the others, and to help inform future tasks within the work plan.

<p style="text-align: center;"><b><u>Priority</u></b> <i>(in ranked order, highest to lowest, by level of impact)</i></p> <p style="text-align: center;">Housing Broadband Sustainable Economic &amp; Community Development Transportation Intergenerational Community Building Environmental Sustainability</p>
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## C. Overarching Considerations for Plan & Process

**Consider** reasonable staff time across all Priorities for funding research, and do not overextend capacity. We need to know our limitations as it pertains to what the staff can accomplish.

**Take** into consideration the impact this work will have on all towns across Lincoln County and how communities will benefit, as this is the desire of the County Commissioners and relates to funding.

**Do not** book entirety of staff time up with tasks. Leave room for unanticipated needs that arise. We need to be flexible with our goals and Priorities, acknowledging that there are many variables and unknowns in the future that will impact them.

**Keep** climate change as a forefront activity within the Priority of “Environmental Sustainability”. Keep environmental considerations in all decision-making, in addition to just environmental-specific projects.

**Apply** the principles of “Lifelong Community Building” throughout all Priorities, actions, and work plans.

**Work** towards greater benefits for all Lincoln County residents.

**Lincoln County** is home to people of all ages, abilities, and economic levels by increasing access for residents to healthy surroundings, equal justice, economic, and social opportunities.

# III. THE PRIORITIES

## A. Major Functions of the LCRPC

*(How we assist municipalities)*

The RPC’s work with towns falls under three major functions: **Technical Assistance, Convening, and Communication**. Below are services the RPC provides to Lincoln County and its 18 municipalities.

### Technical Assistance

#### **Provide Planning Assistance**

- Comp. Planning
- Land Use
- Transportation
- Strategic Planning
- Be a Resource Guide
- Capital Improvement Planning

#### **Provide Tools**

- GIS
- Risk Assessment
- Contractual Services

#### **Provide Connection with State**

- & Federal:**
- Initiatives
- Regulations
- Funding Opportunities
- Legislators

### Convening

#### **Build Knowledge**

Assist with the exploration of shared services and regional problem solving

Increase LCRPC capacity and expertise by leveraging existing organizations

#### **Build Partnerships**

Provide capacity for projects individual municipalities cannot do on their own

Find the right people to network with to meet the needs of a town project or sector

Partner with community (and public) organizations on educational workshops and programs

### Communication

**Outreach** on services LCRPC provides

**Informing** County of LCRPC and municipal priorities

**Educate** select boards and town administration on value the RPC brings

**Track** impact measures of LCRPC work

**Share** information, resources, grant and funding opportunities, pandemic response, etc.

*See Appendix A: ‘2020 Marketing Plan’ on Page 22 for action steps*

## B. How to Read the Priorities Matrices

The table below details the different areas of analysis used in each Priority and explains the outline for the rest of the Strategic Plan.

<p><b><u>Priority (in order of impact ranking)</u></b></p> <p>These Priorities have been discussed and vetted by the Strategic Planning Committee. They are sectors of work in which the RPC staff will undertake projects throughout the 5 year plan. We will be looking at these Priorities through the lens of technical assistance, convening, and communication actions that can be taken in each Priority. We are not beholden to only these sectors of work. They are the Priority areas, but there is room to expand given shifting goals and opportunities over time.</p>		
<p><b><u>Outcomes (alphabetized)</u></b></p> <p><i>What are the outcomes we want to see of the work we will do in this Priority area?</i></p> <p>The “Outcomes” are the vision or goal statement for what we want the outcomes of our work to be. For example, “An increased number of jobs”.</p>		
<p><b><u>Action Areas (alphabetized)</u></b></p> <p>These are sub-categories of the above Priority. They are higher-level areas of work than a specific task, but more focused than the over-arching Priority. These are how we frame the Priority and help define it.</p>		
<p><b><u>Priority Measures</u></b></p> <p>The measures are questions that relate to tracking our progress and efficacy in this Priority.</p>		
<p><b><u>Implementation Mechanisms</u></b></p> <p>The ways the LCRPC will achieve their work. This is specifically through Technical Assistance, Convening, and Communication.</p>	<p><b><u>Limiting Factors (alphabetized)</u></b></p> <p>This box includes the circumstances and issues that are barriers or challenges to achieving the above Action Areas.</p>	<p><b><u>Opportunities + Collaborations (alphabetized)</u></b></p> <p>This box includes the circumstances, issues, organizations, and existing work that will help and support achieving the above Action Areas. The list of potential collaborative partners includes examples, and is not meant to be comprehensive.</p>

# C. Strategic Plan Priorities, Outcomes, and Action Areas

<b><u>1. HOUSING</u></b>		
<b><u>Outcomes</u></b>		
<ul style="list-style-type: none"> <li>● Greater understanding of housing needs and assessment of impactful actions.</li> <li>● Increased availability of housing stock in Lincoln County, with emphasis on affordability and workforce housing, seasonal, homeless, older population, and other demographics not listed here.</li> <li>● Stronger leadership and increased capacity for housing actions.</li> </ul>		
<b><u>Category Measures</u></b>		
<ul style="list-style-type: none"> <li>● What did we do?</li> <li>● How well did we do it?</li> <li>● Is anyone better off?</li> </ul>		
<b><u>Action Areas:</u></b>		
<ul style="list-style-type: none"> <li>● Advocate for more state and federal funding for housing in Lincoln County.</li> <li>● Collaborate with partners on training and education of local officials, the public, and builders about incorporating and promoting Universal Design<sup>2</sup></li> <li>● Conduct Housing Needs Assessment: Examine trends in sales, rentals, and new and projected construction, income, and ordinances; factors affecting affordability; identify diverse housing types that meet the needs of all residents; identify issues in all County towns affecting new housing opportunities and configurations.</li> <li>● Convene and collaborate with housing partners and community groups in order to acquaint them with land use planning tools, marketing, incentives, and research to attract developers and increase moderate, affordable income, and multi-family housing options.</li> <li>● Encourage the explorations of novel approaches to housing that provide options for individuals to remain in the communities of their choice and in an appropriate setting such as shared housing or accessory dwelling units. Work with municipalities and others to remove barriers to alternative housing development.</li> <li>● Promote awareness about municipal programs and services that support specific demographics such as older people, workforce, and new residents.</li> <li>● Work with developers, communities, and code enforcement officers on education and enforcement related to home modifications and safety issues (lead, mold, unsafe and old housing stock, etc.).</li> </ul>		
<b><u>Implementation</u></b>	<b><u>Limiting Factors</u></b>	<b><u>Opportunities and Collaborations</u></b>
<b><u>Mechanisms</u></b> <ul style="list-style-type: none"> <li>● Technical Assistance</li> <li>● Convening</li> <li>● Communications</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of utilities</li> <li>● Growth of remote work</li> <li>● Limited public funding resources</li> <li>● Mixed views about housing needs among local officials</li> <li>● No county-wide housing organization</li> </ul>	<ul style="list-style-type: none"> <li>● American Association of Retired Persons (AARP)</li> <li>● Bath Housing</li> <li>● Boothbay Region Community Resource Council (BRCRC)</li> <li>● Community Housing Improvement Project (CHIP)</li> <li>● Code Enforcement</li> <li>● Efficiency Maine</li> <li>● Eldercare Network</li> <li>● Fire Departments/Other Health and Safety Professionals</li> </ul>

<sup>2</sup> For more information on Universal Design please refer to <https://udservices.org/blog/aging-in-place-design/>

	<p><u>Limiting Factors</u></p> <ul style="list-style-type: none"> <li>● Current small population numbers deter private investment</li> <li>● Small populations not being required to have building codes (in some towns)</li> <li>● Towns that are currently resistant to zoning and enforcement</li> </ul>	<p><u>Opportunities and Collaborations</u></p> <ul style="list-style-type: none"> <li>● Habitat for Humanity</li> <li>● Inn Along the Way</li> <li>● Island Institute</li> <li>● Kennebec Valley Community Action Program (KVCAP)</li> <li>● Lincoln County municipalities</li> <li>● Local investors</li> <li>● Maine Public Health Network</li> <li>● MaineHousing</li> <li>● Midcoast Maine Community Action Program (CAP)</li> <li>● Other State entities, especially those focusing on workforce/affordable housing as opposed to solely low-income</li> <li>● Private developers (AVESTA, Community Housing of Maine, etc.)</li> <li>● Rebuilding Together</li> <li>● Seek County funding for LCRPC activities</li> <li>● Tedford Housing</li> <li>● The Ecumenical Homeless Prevention Coalition</li> </ul>
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## 2. BROADBAND

### Outcomes

- Be a recognized leader and source of information and support for broadband in Lincoln County.
- Increased number of residences/businesses with access to broadband internet.
- Increased number of towns with active broadband committees or initiatives.
- Increased technology education, and digital equity and literacy, especially for those disenfranchised by internet and technology progression.

### Category Measures

- What did we do?
- How well did we do it?
- Is anyone better off?

### Action Areas:

- Continue to promote, connect, and leverage digital equity and other broadband education resources.
- Identify and support key countywide or regional initiatives and organizations and create connections and coalitions.
- Research and promote alternative sources of public and private funding and inform towns about funding sources.
- Seek funding for LCRPC work in this sector.

<u>Implementation</u>	<u>Limiting Factors</u>	<u>Opportunities and Collaborations</u>
<p><u>Mechanisms</u></p> <ul style="list-style-type: none"> <li>● Communications</li> <li>● Convening</li> <li>● Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>● 5G as a barrier - people are holding out for it to come (Thinking “it’s coming, so I don’t need to do anything else”)</li> <li>● Cellphone vs internet networks</li> <li>● Communities who do not view broadband as a municipal issue to address</li> <li>● Growth of remote work</li> <li>● Incumbent internet providers’ business practices</li> <li>● Limited accurate data on who is served</li> <li>● Limited state funding for broadband planning or infrastructure</li> <li>● Limited town-level funding for broadband infrastructure</li> <li>● Low-density neighborhoods/towns.</li> <li>● Perception that this is a private sector issue and responsibility</li> <li>● Privacy/cybersecurity issues</li> <li>● Tidewater and Spectrum competition</li> </ul>	<ul style="list-style-type: none"> <li>● Adult Education Programs</li> <li>● Congressional Representatives</li> <li>● ConnectME</li> <li>● Growth of remote work</li> <li>● Health care orgs/Telehealth</li> <li>● Island Institute</li> <li>● Libraries</li> <li>● Maine Broadband Coalition</li> <li>● Maine Community Foundation</li> <li>● National Digital Equity Center and other workforce and education resources</li> <li>● New federal infrastructure funding</li> <li>● School Districts</li> <li>● Town or regional committees</li> <li>● Coastal Enterprises, Inc. (CEI)</li> </ul>

### 3. SUSTAINABLE ECONOMIC & COMMUNITY DEVELOPMENT

#### Outcomes

- Employment and volunteer opportunities increase.
- Environmental impacts are taken into consideration when economic growth is promoted.
- Public decision making efforts and planning include a broad and diverse participation by businesses, non-profit, civic and service organizations, residents, and local governments.
- The County’s business sector grows and diversifies to include numerous industries, private individuals/corporations, and non-profits, taking into consideration the economic, natural resources, historical, cultural, & societal fabric of Lincoln County.

#### Category Measures

- What did we do?
- How well did we do it?
- Is anyone better off?

#### Action Areas

- Assist businesses, non-profits, and non-governmental organizations (NGOs) to expand employment through private and public financing sources and technical expertise.
- Brownfields: assist in re-purposing/new uses for properties with hazardous waste issues.
- Business support and development: connect businesses and start ups with information on financing, business counseling, workforce training and education resources, etc.
- Provide information and support for strategic investments that provide opportunities to promote mix-use developments, walkability, accessibility, and transportation options.
- Seek investment from outside Lincoln County.

<p><b><u>Implementation</u></b></p> <p><b><u>Mechanisms</u></b></p> <ul style="list-style-type: none"> <li>● Communications</li> <li>● Convening</li> <li>● Technical Assistance</li> </ul>	<p><b><u>Limiting Factors</u></b></p> <ul style="list-style-type: none"> <li>● Broadband</li> <li>● Lack of educational opportunities within reasonable travel time</li> <li>● Lack of regional transportation for workers and volunteers and to increase economic activity in the region</li> <li>● Population age</li> <li>● Seasonality</li> <li>● Unique needs of many businesses</li> <li>● Workforce limits (small population)</li> </ul>	<p><b><u>Opportunities and Collaborations</u></b></p> <ul style="list-style-type: none"> <li>● Age Friendly Community Network</li> <li>● Banks and credit unions</li> <li>● Coastal Enterprises, Inc. (CEI)</li> <li>● Coastal Counties WI Board</li> <li>● Community Service Organizations (Rotary, AmeriCorps, volunteers groups, etc.)</li> <li>● Connection with local K-12 schools (guidance counselors, superintendents, etc.)</li> <li>● Cooperative Maine Business Alliance</li> <li>● Dept. of Education &amp; Community Dev (DECD)</li> <li>● Hospitality Industry Businesses</li> <li>● Island Institute</li> <li>● Land Trust and Conservation Associations</li> <li>● Local Chambers of Commerce</li> <li>● Maine Community Foundation</li> <li>● Maine Development Foundation</li> <li>● Maine Downtown Center</li> <li>● Maine Technology Institute</li> <li>● Midcoast Economic Development District (MCEDD)</li> </ul> <p><b><u>Opportunities and Collaborations</u></b></p>
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		<ul style="list-style-type: none"><li>● Small Business Development Center (SBDC), Small Business Administration (SBA), and SCORE (resource partners of SBA)</li><li>● Twin Villages Alliance</li></ul>
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## 4. TRANSPORTATION

### Outcomes

- Lincoln County has diverse resources for healthy and safe mobility options.
- Lincoln County residents are more aware of the transportation options available and the resultant lifestyle changes, including remote working/learning options.
- Lincoln County towns have proper funding for transportation needs.

### Category Measures

- What did we do?
- How well did we do it?
- Is anyone better off?

### Action Areas:

#### *State Government:*

- Incorporate statewide transportation goals into LCRPC planning, and connect LCRPC work and municipalities with statewide funding, policies, and legislators.
- Increase availability of diverse transportation options to meet workforce and resident’s needs.

#### *Infrastructure:*

- Leverage and promote sustainable transportation infrastructure, such as alternative vehicle infrastructure and electric vehicle (EV) stations.
- Support infrastructure that encourages alternative modes of transportation and public safety measures such as proper sidewalks, walking, rolling, and biking needs with attention to safety and accessibility.

#### *Municipalities:*

- Build relationships with road commissioners and transportation leadership to ensure current needs and infrastructure, such as roads, signage, sidewalks, and bike lanes, are addressed.
- Encourage land use planning which includes improving proximity of housing to jobs, shopping, and services.
- Provide assistance for town/multi-town inventory and assessment process for local roads (use of Road Surface Management System (RSMS) software, for example); identify resources for long-term road planning and funding.
- Support efforts for adequately funded town budgets for transportation improvements.

#### Implementation

##### Mechanisms

- Technical Assistance
- Convening
- Communications

#### Limiting Factors

- Challenge to providing an economically viable transit alternative to personal auto use in a rural environment
- Challenge to improve multi-modal use of current roadways (with set ROW and travel width)
- Financial issues restricting opportunities for individuals to participate in transportation options
- Lack of alternative options

#### Opportunities and Collaborations

- Bicycle Coalition of Maine
- Federal projects and funding resource
- GoMaine
- Large employers (shuttles to/from transit/collector sites)
- Local committees (e.g. D’scott’s Public Safety & Access group, Bristol)
- Maine Dept. of Transportation (MDOT)
- Midcoast Public Transportation
- Moving Maine
- Schools – “Sidewalks to Schools” program
- State Legislators
- Town Select Boards, Road Commissioners, and Road Committees

	<p><u>Limiting Factors</u></p> <ul style="list-style-type: none"> <li>● Lincoln County transportation advocate to Maine Dept. of Transportation (MDOT) and other regional stakeholders</li> <li>● Lincoln County-focused regional transportation planning capacity</li> <li>● Limits of sufficient federal, State, County, and town funding for infrastructure</li> <li>● Resistance to change/lifestyle habits</li> </ul>	<ul style="list-style-type: none"> <li>● Volunteer Drivers Networks (such as FISH)</li> </ul>
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## 5. INTERGENERATIONAL COMMUNITY BUILDING

### Outcomes

- Lincoln County communities are home to people of all ages through social and cultural connections, health, wellness, and recreation activities, public places, diversified employment and housing, civic engagement, and transportation options.
- Principles of ‘life-long community building’, including those detailed in the 2021 “Age Friendly Maine: Connecting Across Generations” State Plan<sup>3</sup>, are supported to ensure quality of life for all ages in Lincoln County. (See Appendix B on Page 27)

### Category Measures

- What did we do?
- How well did we do it?
- Is anyone better off?

### Action Areas

- Convene existing resources, data, and key collaborators to identify actions and supports needed in this sector.
- Create/promote/encourage activities and opportunities that promote healthy and strong community connections.
- Encourage education and engagement by towns on the benefits and resources of working toward Livable, Lifelong, and Age Friendly communities
- Provide assistance and resources for towns to address issues related to older adults in their Comprehensive Plan<sup>4</sup>
- Support the objectives in the 2020-2024 Maine State Plan on Aging<sup>5</sup> to improve access to services and programs for underserved populations and their caregivers as well as continue to engage with community members to inform policies.

<u>Implementation</u>	<u>Limiting Factors</u>	<u>Opportunities and Collaborations</u>
<p><u>Mechanisms</u></p> <ul style="list-style-type: none"> <li>● Technical Assistance</li> <li>● Convening</li> <li>● Communications</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of local services (mental health, substance abuse, early childhood education, etc.)</li> <li>● Lack of funding</li> <li>● Lack of knowledge, understanding, and buy in</li> <li>● Many town officials/leaders with other priorities</li> </ul>	<ul style="list-style-type: none"> <li>● American Association of Retired Persons (AARP)</li> <li>● Area Agency on Aging (Spectrum Generations)</li> <li>● Boothbay Region YMCA</li> <li>● Central Lincoln County YMCA (Community Navigator)</li> <li>● CLC YMCA</li> <li>● Elder Forum (Boothbay Harbor region)</li> <li>● Eldercare Network</li> <li>● Engaged, The National Resource Center for Engaging with Older Adults</li> <li>● FrameWork Institute</li> <li>● Healthy Lincoln County</li> <li>● Healthy People 2030</li> <li>● Inn Along the Way</li> <li>● International Council on Active Aging</li> </ul>

<sup>3</sup> <https://www.maine.gov/dhhs/sites/maine.gov.dhhs/files/inline-files/Age-Friendly-State-Plan.pdf>

<sup>4</sup> See 30-A MRSA 403, sub 1–b for the text of the legislation detailing this topic in relation to Comprehensive Planning

<sup>5</sup> [https://www.maine.gov/dhhs/sites/maine.gov.dhhs/files/inline-files/Maine\\_State%20Plan%20on%20Aging\\_2020-2024.pdf](https://www.maine.gov/dhhs/sites/maine.gov.dhhs/files/inline-files/Maine_State%20Plan%20on%20Aging_2020-2024.pdf)

	<p><b><u>Limiting Factors</u></b></p> <ul style="list-style-type: none"> <li>● Misunderstanding about the linkages between and benefits of livable, lifelong communities as they relate to housing, transportation, health services, community supports, and economic development</li> </ul>	<p><b><u>Opportunities and Collaborations</u></b></p> <ul style="list-style-type: none"> <li>● Legal Services for the Elderly</li> <li>● Lincoln County funders – Bessie Brooks, Elizabeth Ann Leach, Maine Community Foundation – Lincoln County Fund, Bingham Fund, Maine Health Access Foundation, McEvoy Foundation</li> <li>● Lincoln County Senators and Representatives</li> <li>● LincolnHealth/Maine Health</li> <li>● Maine Association of Family Consumer Sciences</li> <li>● Maine Center for Disease Control (CDC)</li> <li>● Maine Community Foundation – Thriving Elders and Lifelong Community Mini Grants</li> <li>● Maine Council on Aging</li> <li>● Midcoast CAP/Headstart,</li> <li>● Midcoast Public Health Council</li> <li>● National Council on Aging</li> <li>● National Institute of Health</li> <li>● Public/Private Schools</li> <li>● Tri-State Learning Collaborative</li> <li>● UMaine Center on Aging</li> <li>● UNE Center for Excellence in Aging and Health</li> <li>● United Way of MidCoast Maine</li> <li>● Volunteer Maine</li> <li>● WHO – Age Friendly Community</li> <li>● Wiscasset Community Center</li> </ul>
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## 6. ENVIRONMENTAL SUSTAINABILITY

### Outcomes

- Improved ability across the County to identify, minimize, and help mitigate climate change impacts and effects.<sup>6</sup>
- Improved ability of municipalities in Lincoln County to address environmental issues.

### Category Measures

- What did we do?
- How well did we do it?
- Is anyone better off?

### Action Areas

- Assist towns in land use planning including ordinance review and development.
- Become a knowledge partner and play an active role in providing information to municipalities and businesses on climate change issues such as sea level rise, resiliency, and coastal and inland flooding, and adaptation and mitigation solutions.
- Collaborate with the County, towns, and other public and private sector groups to promote recycling and improved waste management.
- Convene and better coordinate across sectors in Lincoln County’s agriculture, aquaculture, and food systems.
- Identify and address watershed issues and resources.
- Promote recreational tourism and encourage efforts to expand access to local recreational spaces as a component of municipal and county-wide planning.
- Support clean energy initiatives/alternatives across Lincoln County, as appropriate.
- Support green initiatives in municipal and county planning (e.g. energy efficient, low-impact development).

<u>Implementation</u>	<u>Limiting Factors</u>	<u>Opportunities and Collaborations</u>
<p><u>Mechanisms</u></p> <ul style="list-style-type: none"> <li>● Technical Assistance</li> <li>● Convening</li> <li>● Communications</li> </ul>	<ul style="list-style-type: none"> <li>● Challenge to balance economic progress with environmental conservation</li> <li>● Funding</li> <li>● Maintaining relationships with key partners</li> </ul>	<ul style="list-style-type: none"> <li>● All Lincoln County conservation groups: Kennebec Estuary Land Trust (KELT), Midcoast Conservancy (MCC), Coastal Rivers, Boothbay Land Trust, etc.</li> <li>● Bigelow Laboratory for Ocean Sciences</li> <li>● Coastal Enterprises, Inc. (CEI)</li> <li>● Coastwise</li> <li>● Continue the collaboration with food/farm/health organizations – Lincoln County Food Initiative (LCFI), Healthy Lincoln County (HLC), Mid Coast Hunger Prevention Program (MCHPP), food pantries, Good Shepard Food Bank (GSFB), Lincoln County Food Council</li> <li>● Darling Marine Center</li> <li>● Federal programs (e.g., National Oceanic and Atmospheric Administration [NOAA], Federal Emergency Management Agency [FEMA])</li> <li>● Island Institute</li> <li>● Knox Lincoln Soil &amp; Water Conservation District</li> </ul>

<sup>6</sup> You can find the Maine Won’t Wait: Four Year Action Plan and Scientific Technical Reports of the Maine Climate Council here: <https://climatecouncil.maine.gov/reports>

		<p><b><u>Opportunities and Collaborations</u></b></p> <ul style="list-style-type: none"> <li>● Maine Bureau of Parks and Lands</li> <li>● Maine Climate Council and Subcommittees</li> <li>● Maine Dept. of Agriculture, Conservation and Forestry</li> <li>● Maine Emergency Management Agency (MEMA)</li> <li>● Maine Farm Bureau</li> <li>● Maine Farmland Trust</li> <li>● Maine Sea Grant Program</li> <li>● Maine Dept. of Transportation (MDOT)/Efficiency Maine (plus other State agencies)</li> <li>● Mid Coast Green Collaborative Recycling Matters (Mark Ward recycling campaign)</li> <li>● Mid Coast Public Health District</li> <li>● Morris Farm</li> <li>● Nature Conservancy</li> <li>● Town Conservation Commissions</li> <li>● U Maine Cooperative Extension Service</li> </ul>
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# APPENDIX

# APPENDIX A: 2020 LCRPC MARKETING PLAN

Lincoln County Regional Planning Commission  
Marketing Task Force – Jaimie Logan, Chair  
Updated 9.29.20

## Goal: Establish a marketing/PR plan to:

1. Keep Lincoln County towns, the public, businesses, and major partners informed about the work of LCRPC (grants, workshops, projects, initiatives, etc.);
2. Expand LCRPC's audience/followers through better use of social media;
3. Promote Lincoln County;
4. Leverage limited PR/marketing resources.

## Initial Discussion Points/Questions

- Are there particular towns/programs/businesses that should be prioritized for feature?
- Time sensitive topics?
- Identify and assess current marketing plan: media, social media, email, video, etc. What works, what needs to be added/updated/reworked?

## Admin & Action Items

- **Set Up/Update Communications Infrastructure**
  - **Outline of social media addresses/links** for each LC town (Twitter, Facebook, YouTube, etc.)
  - Establish **protocol for data/file organization** to allow for ease in sharing and access by staff (e.g., Google Docs)
  - Establish **guidelines for photo library** (format, resolution, where stored, etc.) Mary Ellen advised there is ample storage capacity on LC network. Photos should be 300dpi and in either JPEG or TIF format.
    - Discuss setting up **primary Photos/Video folder** for LCRPC, with individual folders for each town included in that folder. Set up shortcut folders for each and locate shortcut in each town's primary folder. Save photo and video files to appropriate folder for easy access. Using shortcut will allow staff to locate files under either Photo/Video folder or individual town folder. Mary Ellen to set up.
  - **Update/Set up Contacts Master Lists** to easily share info/announcements: town officials (managers, selectmen, budget committee, etc.), chambers, media, resource partners, legislators, businesses. Prepare master document that can be shared with staff, volunteers as needed.

- **Inventory all LCRPC social media outlets and document login information for each. Add this information to Contacts Master List. Update authorized user credentials as desired.**
- **Set up YouTube account for LCRPC.**
- **Research/Prepare How-To for Duplicating Posts** for Instagram, Facebook and Twitter. Can serialize Twitter posts.
- **Initial Outreach to LCRPC Staff, LCRPC Directors for Plan Feedback/Ideas**
  - Mary Ellen Barnes to **update LCRPC staff** on marketing/PR concepts and solicit ideas/feedback – Initial meeting DONE; Mary Ellen to follow up with update/request for additional input.
  - **Update to LCRPC** – Jaimie Logan project update provided to LCRPC Executive Committee and Directors this summer. Invite LCRPC board members to assist with marketing efforts (e.g., show how they can easily help by submitting local photos, feature ideas). Jaimie Logan follow up phone/ZOOM sessions with LCRPC directors Jen Merritt, Marianne Pinkham, Nancy Prisk yielded additional ideas/feedback.
  - Update to **Lincoln County Administrator Carrie Kipfer** – Memo from Jaimie Logan and follow-up meeting with Mary Ellen Barnes to share marketing plans, invite feedback on County goals, activities, county-wide impact.
- Develop a **Detailed List/Grid of Topics**: Mary Ellen Barnes and Jaimie Logan have begun drafting a **3-Month Draft list of potential marketing/PR topics**; See **Ideas for Feature Topics section, below**.
- Create a Detailed **Marketing Planning & Reporting Grid**: Set up Excel worksheet to list and track LCRPC media posts on LCRPC activities, Lincoln County towns and businesses (e.g., Instagram feature on Bremen, Facebook post on grant deadlines, press releases on annual meeting, etc.) Content may be distributed by multiple resources. Excel format will allow for sorting and filtering of data which can be shared with the County, towns, media, and included in reports for LCRPC board of directors. Grid can be set up by month, include headings for annual items, special events/announcements, and document feature as function of economic development, community development, land use planning, etc. What boxes do our activities check off? Discuss how best to track this; could track weekly by reviewing sites? Other options? **Jaimie Logan to create draft for review.**

**Planning & Reporting Grid to Include:**

- Feature Topic
- Subject of Topic (Town, Person, Business, etc.)
- Category of Feature (Econ Dev, Community Dev, Land Use Planning, etc.)
- Timeline of Outreach (Who and When)
- Communication Method(s)
- Staff member responsible for posting
- Helpful to include notation on importance of outreach/why is this important

- Develop **Photo Inventory**: Seek to get 5 photos from each town for general LCRPC use (social media, newsletters, reports, etc.) Outreach to invite towns, public to submit photos. Mary Ellen Barnes to submit press release to LC newspapers and post on Facebook. Info to include requested file format, size and resolution for submissions, protocol for including photographer name, subject matter/location of photo.
- **Update LCRPC Website**: Staff reviewing other sites for ideas on design/function; preparing wish list. See LCRPC Web Site Notes document (separate)

## **Draft Outline 3-Month Marketing Plan (Work In Progress)**

### **Ideas for Feature Topics**

#### **LCRPC**

- **Building**
  - New Sign: chronicle progress of before/after. Mary Ellen has taken some photos of early work on sign; will be doing post to feature this work, including LC business that worked on this. Future posts planned to chronicle (photo and caption) continuing work.
  - Meeting Room Technology Upgrade: Owl/Camera (Note: research how this may be utilized by County, outside groups; income generator?)
- **Personnel**
  - LCRPC Staff Profiles. Note: New County Planner starting remotely the week of September 14<sup>th</sup>; Mary Ellen to take screen shot of ZOOM call for posting on social media. Mary Ellen to schedule videos of interviews with new staff. Need to prepare outline of questions.
  - LCRPC Board of Directors Profiles
    - Officers
    - Town Representatives
  - Tour Idea: LC departments, e.g., EMA, Recycling? Mary Ellen to discuss with County Administrator Carrie Kipfer in the future does she have priorities?
  - LC Administrator and Lincoln County Commissioners? Mary Ellen to discuss with County Administrator in the future.
  - Marianne Pinkham Idea: Relationship between LC, Commissioners and LCRPC. When is it a town issue, a planning issue, etc.
- **LCRPC Activities**
  - Strategic Planning
  - LCRPC/County Role in emergency food/sustainability
  - Meetings that LCRPC attends
  - Groups/Boards on which LCRPC participates in or is a member
- **Resource Info**
  - Grants/Deadlines
  - Brownfields: Class for Lincoln County realtors on how Brownfields grant can be valuable resource for them. Video Idea: shoot a video with Steve Dyer, Ransom Engineering consultant. Mary Ellen to draft brief outline and contact Ransom

Engineering. Note: Consider doing a longer feature, and then break them up to use as a series of posts.

## Lincoln County Towns

- **Walking Tours of Towns**
- **Future Project: Outreach to towns** - JOINTLY to manager/administrator and LCRPC representative - advising of expanded social media resources, including:
  - Ability to feature information on town development/planning activities and projects
  - Promote LCRPC social media outlets as go-to places for valuable information for Lincoln County towns.
  - Invite towns to submit photos, info on projects, businesses, ideas for featured content.
  - **Need to develop outreach plan.** Idea: send letter to towns, and either do an advance or post-mailing phone call to town contact to discuss. Idea: have town representatives on LCRPC do outreach to their respective towns. If LCRPC staff will be contacting town anyway, have them also discuss this.
  - **Jaimie Logan to prepare draft communication.** Outreach project will be considered in the future, after LCRPC has accomplished organizational tasks and begun work on project list.
- **Feature Timely News and Information on Lincoln County Towns**
  - Use social media as outlet to promote ideas for towns to be thinking about (e.g., Recreational Trail Project: towns will need match, they will need to allocate those funds in January).
  - Including news of town projects, businesses, personnel raises profile of the town, creates buzz, expanded opportunities.
  - Opportunity to reach towns who have not utilized LCRPC services

## Lincoln County Businesses & Organizations – list to be fleshed out

- Walking Tours of Businesses. Example: Reach out to Morning Dew Farms to discuss building certain project

## Communication Methods

- Website
- Newsletter – Distribution to approximately 300 contacts (town officials, business directory)
- Email
- Newspaper Coverage
- Press Release Distribution List
- **Local Cable Access Channels**
  - **LCTV Channel Seven - Contact Larry Sidelinger, 563-6338, [info@lctv.org](mailto:info@lctv.org)**
  - **Boothbay Region TV – <http://www.boothbaytv.com/>, Jon Trees, Station Manager**
- Local Chambers of Commerce/Business Associations

- Boothbay Harbor Region Chamber of Commerce – Jason Denby is Interim ED; John Nunan, [john@boothbayharbor.com](mailto:john@boothbayharbor.com) (Marketing/Communications)
- Damariscotta Region Chamber - Lisa Hagan, Marva Nesbitt (Doing interviews with LCTV7)
- Waldoboro Business Association - Jen Merritt
- Wiscasset Area Chamber of Commerce – Pat Cloutier
- Social Media:
  - Facebook
  - Instagram
  - Twitter
  - LinkedIn
  - Video: YouTube (LCRPC does not yet have a channel)
- Media Accounts: Update Contacts
  - Lincoln County News
  - Boothbay Register
  - Wiscasset Newspaper
  - PenBay Pilot
  - Free Press
  - Coastal Journal
  - BDN
  - MaineToday
  - Kennebec Journal
  - Courier Gazette
  - Maine Startup Insider
  - Mainebiz
  - Working Waterfront

# APPENDIX B: DOMAINS OF LIVABILITY

## Maine Domains of Livability



### **Respect, Equity & Social Engagement:**

**An age-friendly state means that people of all ages can actively participate in their community, where everyone is included, valued, and respected**



### **Accessible Communication & Information:**

**Ensuring access to information, community services, activities, and programs through a variety of methods will keep Mainers connected to one another and their communities**



### **Employment & Financial Security:**

**Expanded workforce opportunities, retirement education, and financial protection will help individuals and the economy thrive**



**Health Coverage, Health Care, Healthy Aging & Supportive Services: Affordable access to high quality health and supportive services is crucial as people age, including specialty care for chronic conditions and supportive services to maintain independence**



### **Housing:**

**Additional housing opportunities and home modification programming will allow Mainers to live and thrive in their own community**



**Natural Resource Management, Outdoor Spaces & Recreation: Public and private management of Maine's natural resources, including farms and woodlands, is vital to the future of Maine's economy and the health and well-being of Mainers**



### **Transportation:**

**Increasing the availability of safe and affordable transportation options and alternatives will reduce social isolation, support independent living, and allow Mainers to age in their communities**

# Domains of Livability

The City's ambition to be an Age-Friendly City is clearly reflected in the goals for each of the eight domains of livability:

**Outdoor Spaces & Buildings** 

- Improve the quality, quantity, and accessibility of Parks and Recreation facilities.

**Transportation** 

- Incorporate a Complete Streets policy in transportation planning to include safe multi-modal transportation options throughout the City for residents of all ages.
- Improve transit and ride sharing services for older adults.

**Housing** 

- Provide a range of housing options available to older adults of all income levels and abilities.
- Support older adults and people with disabilities aging in place.

**Social Participation** 

- Increase access and affordability for older adults to cultural activities that reflect the diversity of the City of Tucson.
- Increase information and access to activities that provide opportunities for older adults to socialize with peers and others in the community.

**Respect & Social Inclusion** 

- Reduce ageism and increase respect for older adults and people of all ages in the community.
- Decrease social isolation among older adults and people of all ages in the community.
- Improve outreach and increase culturally appropriate services throughout the City of Tucson.

**Civic Participation & Employment** 

- Support age-friendly business practices.
- Support and promote volunteer engagement opportunities for older adults.

**Communication & Information** 

- Develop culturally informed, responsive, and accessible information and communications for older adults.

**Community & Health Services** 

- Increase services and supports that promote aging in place.
- Increase access to community-based health and social supports.

**Through community action and partnerships, this report will be used as a roadmap towards a more age-friendly future.**

