

## GPCOG Executive Committee

Tuesday, October 17, 2023  
noon – 1:30 p.m.  
Meeting Agenda

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***In-Person:***

*Greater Portland Council of Governments  
970 Baxter Boulevard, Room 201  
Portland, Maine  
(Lunch provided)*

***Remote:***

*Webinar link: <https://us02web.zoom.us/j/86844969864>*

*Phone: 1 301 715 8592*

*Webinar ID: 868 4496 9864*

*Participating by phone? Use \*9 to raise your hand and \*6 to unmute.*

*As of April 26, 2022 GPCOG and PACTS are holding committee meetings in hybrid format, both in person at GPCOG's offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of GPCOG Executive Committee policy, [LD 1772](#), [PL 2022 Ch. 666](#), and [1 MRSA Chapter 13, Subchapter 1](#).*

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**1. Welcome**

This meeting is being recorded and will be made available at [gpcog.org/AgendaCenter](http://gpcog.org/AgendaCenter).

**2. Public Comment**

Members of the public are welcome to provide up to three minutes of public comment on any topic, including items on the agenda.

**3. Nomination for Executive Committee Member**

**5 minutes**

The Executive Committee may fill vacancies in offices occurring between annual elections. With Vika Wood's resignation from Chebeague Island, there is an opening for a municipal manager to join the Executive Committee. Nathan Poore, Town Manager of Falmouth, will be considered by the Executive Committee for this vacancy.

4. **Approval of the 9/5/23 Meeting Minutes (Attachment A)**

5. **Spotlight: Vision Zero for Rural & Island Communities**

**20 minutes**

Rick Harbison, Senior Planner and Data Manager, will describe a newly-funded project to help GPCOG's small towns reduce road fatalities and serious injuries.

6. **Executive Director's Report (Attachment B)**

**5 minutes**

7. **Executive Director Performance Goals (Attachment C)**

**5 minutes**

Staff Report

At the last meeting, the group agreed to add a performance goal related to supporting *Maine Won't Wait*, the state's climate action plan. The Committee will consider adding this draft goal:

**Align agency's work to support *Maine Won't Wait*.** To help the state meet its transportation emissions reduction goal, integrate the work of GPCOG's transportation and sustainability teams by developing a shared roadmap for reducing miles travelled and electrifying vehicles.

For reference, Attachment C contains the complete list of performance goals.

Recommended Action

Review, modify as needed, and set the Executive Director's FY24 performance goals.

8. **Advocacy Priorities**

**15 minutes**

Staff Report

At your November 15, 2022 meeting, the Executive Committee approved five GPCOG advocacy priorities including: A) Building on current successes as a regional implementation partner, B) Ensuring our region gets its fair share of state and federal resources, C) Pursuing new housing initiatives, D) Seeking establishment of a new state Office of Resettlement, and E) Seeking General Assistance reform.

GPCOG actively supported 13 bills in the 2023 legislative session. Six became law and seven were carried over to the 2024 legislative session. Successes included state funding of regional support for municipal implementation of LD 2003 and new housing policies, establishment of a new state Office of New Americans (by Executive Order), and passage of a directive to the Governor's Office of Policy Innovation and the Future to improve coordination of state grants to regional planning organizations.

In the 2024 legislative session staff recommends three advocacy priorities, building on last year's priorities:

1. **Expand state funding for regional planning organizations**, and better coordination of existing regional implementation of state policies and programs. A GOPIF report and a carried over bill (LD 602) will frame this effort.

2. **Continue to support changes to the state’s approach to transitional housing** by advancing the carried over LD 1721, submitted by Senator Jill Duson at the request of the Metro Regional Coalition.
3. **Continue to provide information and collaboration to our members on potential reforms to General Assistance**, including carried over bills LD 1732, LD 1426, and LD 1664.

If approved, GPCOG staff will continue to act as a convenor, a conduit of ideas and information, and a catalyst for finding nonpartisan solutions.

Recommended Action

Review, amend if desired, and approve GPCOG advocacy priorities for 2024.

**9. Adjustment to Loan Fund 5 minutes**

Staff Report

In August, Paul Johnson, GPCOG’s Economic Development Director, successfully lent out all GPCOG’s remaining loan funds from our existing Finance Authority of Maine funding allocation. In discussing access to additional loan funds with FAME, we became aware of an old accounting error which originated over seven years ago. \$278,000 that should have remained in the loan fund for business loans was likely used to manage the loan program, exceeding the proportion of allowable funds to reimburse management time. To correct this error and put those funds back to work for businesses in the region, staff recommends making an internal account transfer from the Reserve Fund into GPCOG’s loan account.

Recommended Action

Authorize transfer of \$278,000 from the Reserve Fund to GPCOG’s Loan Account for FAME business loans.

**10. Strategic Plan Work Session 20 minutes**

Staff Report

At our retreat, we assessed GPCOG’s performance against its 2017 [Strategic Plan](#) and anticipated major disruptions our region should anticipate. At today’s session, we’ll review input received from municipal members, staff, partners, and residents about GPCOG’s role and strengths, and learn about their expectations for GPCOG in the future.

Recommended Action

Discussion and input.

**11. Other Business**

**12.. Adjourn**

**Upcoming Meetings.** All meetings held from 12 p.m. – 1:30 p.m. except for General Assembly and Summit

November 14, 2023

January 16, 2024 – Last Year’s Audit Report; Next Year’s Member Dues

February 27, 2024

March 19, 2024 – Annual Review of Executive Director

April 23, 2024 – Annual Budget (First Draft); Executive Director’s Performance Goals

May 14, 2024 – Annual Budget (Final Recommendation); Executive Committee Nominations; Investment Policy; FY25 Meeting Calendar

May 30, 2024 – General Assembly and Summit at St. Joseph’s College in Standish

Board and committee members, the public, and other stakeholders are encouraged to subscribe to the GPCOG Executive Committee calendar at [gpcog.org/Calendar](https://gpcog.org/Calendar).

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*If you require accommodations to review materials or participate in this meeting (such as captioning or interpreting—at no cost to you), please contact: (207) 774-9891 or [transportation@gpcog.org](mailto:transportation@gpcog.org)*

*Notification 72 hours prior to the meeting will help us to make reasonable arrangements to ensure accessibility to this meeting.*

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# Attachment A

## GPCOG Executive Committee

### ANNUAL RETREAT MINUTES

September 5, 2023

In Attendance:

<b>Name</b>	<b>Affiliation</b>
Carmen Lone	Bridgton
Krista Chappell	Gray
Nat Tupper	Yarmouth
Jim Gailey	Cumberland County
Jerre Bryant	Westbrook
Kate Lewis	South Portland
Matt Sturgis	Cape Elizabeth

### Welcome

Krista opened the meeting and reviewed the goals for the annual retreat.

### Round Robin

Executive Committee members and staff relayed the top-of-mind issues for the communities in which they live:

- Town Manager transitions
- Municipal and county workforce vacancies
- Fear about next year's municipal budgets
- Changing demographics with newer arrivals wanting more services from municipal government
- Need for additional municipal infrastructure and upgrades
- New schools needed, being voted on, and coming online
- Improving walkability and bikeability of road infrastructure
- Redevelopment and highest use of waterfront areas, particularly given sea level rise
- Flooding, particularly given climate change
- Water quality
- Dam removals
- Shortage of affordable housing
- Adjusting to LD2003
- Services and housing for asylum seekers
- Homelessness and encampments
- Revaluation
- Citizen referendum for recalls, overall polarization, and more 'cause' candidates

### **Acceptance of 5/23/23 Minutes**

Kate moved approval of the 5/23/23 meeting minutes. Matt seconded. A roll call was conducted. All were in favor.

### **Brownfields Grant**

Paul Johnson presented Avesta Housing's grant proposal for \$500,000 to remediate 35 Seavey Street to ready it for a 180-unit housing development. Paul noted that the contamination is expected to be light, so the staff recommendation is to develop a drawdown schedule in case all the funds are not needed. Krista asked whether there would be time within the grant period to use any unused funds for other grants, and Paul said that the grant period is sufficient to ensure we could reprogram the funding. Jerre asked whether there was a conflict if he voted on the proposal, and Kristina confirmed there was no conflict.

Nat moved to approve Avesta Housing's request for up to \$500,000 in Brownfields remediation grant funds to support the proposed affordable housing project in Westbrook located at 35 Seavey Street. Due to the limited nature of the arsenic contamination and unknown nature of VOCs contamination, staff has the authority to develop a grant agreement with several drawdown thresholds. Matt seconded. The roll was called. All were in favor.

### **Executive Director's Performance Goals**

The group discussed the second goal of delivering more services to more communities, with Kate suggesting that GPCOG do more to quantify the amount of funding attracted to the region and the benefits each member receives. Nat said that the regional nature of the work is the value he hopes members see – GPCOG creates a rising tide for all communities by fostering collaboration within the region. He advised measuring the impact on the overall Greater Portland community. Krista noted a missing goal around supporting Maine Won't Wait's climate goals. The group agreed. Kristina will add a goal that calls on her to better integrate GPCOG's transportation and climate work to support the state's climate goals.

### **Strategic Plan Work Session**

Kristina reviewed the staff's perspective on GPCOG's performance over the past 6 years. The group then identified strengths and weaknesses of the organization and provided input into the trends and disruptions on the horizon.

Strengths:

- Financial position is strong. Funding is more diverse.
- Ability to step in and take a leadership role on emerging issues that don't have a home in every municipality (e.g. new Americans arriving in the region, housing, homelessness, climate) and to mobilize a quick response
- Ability to fill the talent gap, supplementing the staff in strapped municipal government and adding capacity through the Resilience Corps
- Regular and clear communications with municipalities that are easy to respond to

## *GPCOG Executive Committee Meeting Agenda*

- Convening of countywide and subregional topic discussions
- Mission-driven focus, directed by members. GPCOG no longer is chasing dollars that define our work, but is chasing dollars to support the mission.
- Advocacy – This was noted as a challenge (see below) but it was also noted that GPCOG does a pretty good job in aligning its advocacy with member positions

### Weaknesses:

- Advocacy – Is GPCOG finding the common ground between all members, or is it out of alignment sometimes? Is it worth the money? Many rural towns don't support the legislation advanced by the cities.
- Diversity of members – Is the region too diverse or does GPCOG have too many members to serve everyone? Do urban areas get less than rural towns?
- Unclear who to contact on staff – It's hard to know the appropriate person to contact on a given issue.
- Current data – Are the Community Profiles up to date?
- More member contact – regular communications, outside of budget season, is needed with elected bodies.
- So many meetings! This isn't a weakness of COG operations, but rather a general weakness of all COG's members who are 'meeting'ed to death'.

### Trends and Disruptions:

There was general agreement that the region faces the challenges outlined in the presented document. On climate, the group clarified that the challenge isn't just about resilience, but also to take action to reduce greenhouse gas emissions. For at-risk people, if the economy goes in a bad direction, there will be even more at-risk people in our region. If there is a lot of in-migration, our road, housing, and broadband infrastructure, which is old, is not prepared to handle growth. The group saw a void in the public understanding of how local government functions, and no good way to teach or educate people. This impacts zoning as well as the willingness to serve in local government.

### GPCOG's role:

The group advised that as GPCOG updates its strategic plan, the agency should focus on what it can really have an impact on. It should be consistent, competent, and present. It should continue to do the things that matter.

Two possible new lines of work emerged for consideration:

- Helping fill municipal capacity needs, including training volunteers to staff municipal committees and/or a Fellows program, like the Resilience Corps, to train the next generation for key jobs
- Providing civics education to residents, through schools or to the more general population on how local government works and how to engage productively and civilly

Nat moved adjournment. Kate seconded. All were in favor and the meeting ended at 2:00 p.m.

# Attachment B

## Executive Director's Report

### Strategic Priority – Serve our Members

- **Events** – Several events are coming up, including:
  - 11/15: Our first Legislative Reception on Wednesday November 15 from 4 to 7 pm at Wescustogo Community Center in **North Yarmouth**
  - 12/13: Annual Welcome & Congratulations holiday reception for newly elected municipal officials on December 13 at the Centerboard Yacht Club in **South Portland**
  - 10/18: Sub-regional meeting set for October 18 at **Gray** Town Hall
  - 10/25: Sub-regional meeting on October 25 at **Bridgton** Town Hall
- **Resilience Corps** – The 3<sup>rd</sup> cohort of Resilience Corps Fellows finished service at the end of September. All plan to stay in the region and continue their careers in Maine! A majority have secured jobs through their service, including positions at Gulf of Maine Research Institute, Island Institute, and WindowDressers.

Host site applications are open: <https://forms.gle/hJrVhs1SAW3rCZgj7>

We received a new 3-year grant award to continue the program through AmeriCorps, and the new grant comes some changes to the program, including increased focus on climate and resilience, a January start date for fellows, and increases in host site fees. This last change is because the new grant offers \$3,000 less per Fellow, so to hold annual compensation for Fellows at \$23,000, host site fees will go up by \$500 for municipalities and by \$3,500 for nonprofits.

- **Housing Technical Assistance** – We recently received a Housing Opportunity Program grant from the Department of Economic and Community Development. This grant will be used to support **Bridgton, Casco, Durham, and North Yarmouth** on projects designed to increase housing opportunities. We are working with **Cape Elizabeth** to help the public understand the impact of proposed zoning ordinance amendments that will make the town compliant with LD 2003 and will also provide some limited technical assistance to **Scarborough** and **Cumberland**. We are about to start an assessment of PACTS priority centers along Route 1 to understand their development potential and potential zoning and infrastructure barriers.
- **Climate plans** – We are currently supporting development of climate action plans for **Freeport, Yarmouth, North Yarmouth, Cape Elizabeth, and Brunswick**. The **Falmouth** Climate Action Plan is close to completion and will be presented to the Town Council for expected adoption this month. As more towns complete these plans, we expect there will be regional priorities and projects that will emerge and will direct the next phase of priorities for the team – both for fundraising and for technical assistance.



- **Ped/Bike Safety Grants.** – The Safe Streets for All (SS4A) program is a new federal discretionary grant program that was created under the Infrastructure Investment and Jobs Act (IIJA) / Bipartisan Infrastructure Law (BIL). The program has two key funding buckets – one for planning and demonstration projects to help communities and regions prepare a Vision Zero action and a second bucket for implementation (design, construction) for communities and regions who have developed an action plan. PACTS adopted its Vision Zero Action Plan in early 2023, allowing Biddeford to submit the region’s only application for implementation funding. GPCOG submitted an application for demonstration funding, providing a unique opportunity to deliver temporary, quick-build pilot projects using paint, bollards, and other materials. Biddeford and GPCOG are awaiting notification of awards.
- **New Shelter.** Last March, MaineHousing awarded the Center for Regional Prosperity and Developers Collaborative a \$4.5 million grant to purchase and convert the building at 166 Riverside Industrial Parkway in **Portland** into a 180-bed transitional shelter facility. The City of Portland will provide services at the facility, which will provide shelter to 180 individuals – primarily asylum seekers – who are currently staying at the City’s Homeless Services Center. Shifting this population to the new shelter will open space in the Homeless Services Center for other individuals who can benefit from the elevated level of services available there. The Center and Developers Collaborative closed on the building in July, and construction began immediately thereafter. The facility is on track to open the week after Thanksgiving.
- **Safe in Maine.** The Safe in Maine Fund has raised over \$211,000. Municipal contributions to date include:
  - **Cape Elizabeth**                      \$50,000
  - **Westbrook**                                \$50,000
  - **Scarborough**                            \$50,000
  - **Yarmouth**                                 \$20,000
  - **Falmouth**                                 \$25,000

The Fund can be used in support of transitional housing in many ways, including: purchase land or buildings; perform site work; construct or renovate buildings, purchase furnishings, fixtures, and equipment; increase access to transit and/or transportation.

## Strategic Priority – Regional Prosperity

- **PACTS.** The PACTS Policy Board will meet on 10/26 to consider approval of the **2024-2025 Unified Planning Work Program**, which outlines the PACTS’ region’s federally funded planning priorities for CY24-25. The draft plan, totaling around \$3.75M focuses on implementing prior plans and getting projects ready for construction and funding. Of note, the draft plan includes two prominent new plans/studies - 1) U.S. Route 1 Corridor Study, evaluating transportation and land use opportunities and 2) Regional Trail Planning, focused on creating a comprehensive and shared vision for the region’s future trail network and how that network interfaces with the on-road active transportation system.

At its June 2023 meeting, the Policy Board approved a motion directing staff to develop a pilot program (replacing the fall 2023 “Call for Complex Projects”) for identifying and evaluating projects that would help position the region for discretionary funding. GPCOG staff held a meeting in each of the four PACTS

subregions to review project lists and discuss priorities and readiness. See the [10/3 Regional Transportation Advisory Committee \(RTAC\) agenda packet](#) (pages 16-20) for a summary of the meetings, as well as suggested next steps. The PACTS Policy Board will consider:

- Using Connect 2045 as the instrument for identifying projects for discretionary funding.
- Incorporate “readiness” into the Connect 2045 call for projects.
- Prioritizing the Route 1 corridor study and preparing a grant-ready project.
- Convening annual subregional meetings.

While the pilot project (above) focuses on advancing transportation projects in the PACTS region, the GPCOG Team is committed to cataloging and catalyzing other infrastructure needs/projects across the PACTS/GPCOG region, much like we’ve done with the [“Shovel-ready, Shovel-worthy” project list](#). Our team continues to update and reference this list when reviewing funding opportunities and discussing potential candidate projects with state partners.

- **In the News.** The Press Herald published an Oct. 9 [story about the Downeaster’s fare increase](#) that quoted Chris Chop about the importance of the Downeaster service and the great news that its ridership has rebounded from the pandemic. The Maine Monitor on Oct. 8 quoted Kristina Egan about [building a welcoming and resilient Maine ahead of the climate crisis](#). This Sept. 12 [Press Herald commentary](#) about asylum seekers noted the Safe in Maine project. The Forecaster on Aug. 15 [published a story](#) about towns donating to the Safe in Maine fund. A [Sept. 22 Forecaster story](#) focused on Falmouth’s contribution to the fund. In its last edition before it closed its doors, [the Portland Phoenix](#) published a comprehensive story about the rapid transit study. Clara McCool, Regional Broadband Program Manager at GPCOG, wrote a Press Herald op-ed about [closing the digital divide](#).

There were numerous stories [by TV, radio and newspapers](#) about our work with the Maine Coalition for Quality Housing to launch a home-share program to house asylum seekers who had been staying at the Portland Expo. The proposal to house asylum seekers on the Unity campus was covered heavily by most of Maine’s news outlets, including [Maine Public Radio](#) and [the Maine Wire](#).

- **Digital equity.** GPCOG is contracted by state government to create a digital inclusion plan for Cumberland County which ensures that everyone – individuals and communities – is able to fully benefit from high-speed internet. To achieve digital equity, people need affordable access to reliable, fast internet, affordable devices, and digital skills. GPCOG is working with a coalition of 15 organizations in the county to (1) outline the current state of digital equity, (2) identify and define any gaps that exist, and (3) list recommendations for digital inclusion programming that should be funded. We held four community workshops at the following libraries across the region to inform the public about this work and assess broadband needs: **Bridgton** Public Library, Curtis Memorial Library (Brunswick), Baxter Memorial Library (**Gorham**), and **Portland** Public Library.
- **Domestic Trade and/or New Business Recovery Grants** – Both these contracts with the state are ready to launch pending approvals from the Governor’s Office. Domestic Trade will provide over \$6 million dollars statewide to help Maine employers expand their economic activity, and New Business Recovery grants will deploy \$500,000 in Cumberland County to help businesses started during the pandemic receive compensation for pandemic-related losses that have not been reimbursed by other federal and state pandemic relief programs.

- **Let's Connect Greater Portland Radio.** We've continued our live shows every Thursday at 11:30 a.m. A video recording of the shows is broadcast on community access TV stations in Portland, South Portland and sometimes Gorham.

Since the last Executive Committee meeting, we've had the following guests on the show:

- Cape Elizabeth Town Councilor **Penny Jordan** discussed LD 2003 with GPCOG's Matt Panfil
- **Chris Lyon, Shana Cook Mueller, and Krystal Williams** shared what it means to be in a multiracial friendship
- Portland Press Herald reporter **Rachel Ohm** and **Amber Lesperance**, who lives in a homeless encampment on Marginal Way, discuss what it's like to be homeless and the factors causing an increase in the region's homeless population
- **Sen. Jill Duson** (D-Portland) and **Sen. Rick Bennett** (R-Oxford) discussed their efforts to work across the aisle in the Maine Legislature
- **Dean Klein** (a consultant on homelessness issues), **Bryan Townsend** (Executive Director of Amistad which is now called commonspace) and **Cullen Ryan** (Executive Director of Community Housing of Maine), discussed the region's growing population of homeless people and efforts to remove barriers to build more affordable housing
- **Neil Kiely** (Androscoggin Bank Chief Executive Officer), **Margo Walsh** (MaineWorks Founder & Owner), and **Fiona Wilson** (UNH Deputy Chief Sustainability Officer) discussed what B-Corps businesses are and what role businesses play in creating a more sustainable world
- **Sadie Donnell** (a blind Gorham resident) spoke with **Kevin Jensen** (Gorham Economic Development Director) talked about the challenges people with disabilities face when navigating our region's transportation system
- Portland City Manager **Danielle West** talked about Portland's most pressing issues, including housing
- **Christine Grimando** (Portland Director of Planning & Urban Development) and **Nell Donaldson** (Portland Director of Special Projects) discuss —an effort to update Portland's zoning to help build more housing and create more livable, walkable neighborhoods
- **Dave Reidmiller** (Director of the Climate Center at the Gulf of Maine Research Institute) shared how climate change will impact Maine and what efforts are underway to help coastal communities adapt to a changing climate
- Casco Selectboard member **Mary Fernandes** Portland City Councilor **Victoria Pelletier** shared their experiences serving their communities as Black women
- **Grier Miskell** (Housing Navigation Coordinator at Quality Housing Coalition) and **Aaron Geyer** (Director of Social Services for the City of Portland) discussed a new home-share program to provide housing for asylum seekers at the Portland Expo
- **Andrew Clark** (GPCOG Transit Program Manager) discussed plans to bring a rapid transit line connecting Gorham, Westbrook, and Portland

- **Siobhán Brett** (PPH Opinion Editor) shared her story of how she landed in Maine and talks about what issues are top of mind for Mainers
- **Rebecca Hatfield** (President & CEO of Avesta Housing) and **Kevin Bunker** (Founder & Principal of Developers Collaborative) discussed the barriers they face and opportunities they see as they work to create more affordable housing
- **Bob Greene** (former Associated Press journalist and Maine historian) and **Pedro Vazquez** (Chair of the South Portland Human Rights Commission) share their stories and discuss Black history, racial equity efforts in Maine, and Juneteenth
- **Eamonn Dundon** (Director of Advocacy at the Portland Regional Chamber of Commerce) and **Chris Hall** (Director of Regional Initiatives at the Greater Portland Council of Governments) discuss the Maine Legislature and efforts underway to address two of our region's biggest challenges—housing and transportation
- **Bill Nemitz** (former Portland Press Herald columnist) discusses the issue with **Krista Chappell** (Gray Town Council Vice Chair) and **Jarrod Maxfield** (Windham Town Councilor) talked about the importance of local journalism.

## Strategic Priority – Operate with Excellence

- **New Hires & Recruitment.** We are close to selecting a candidate for communications specialist and our new administrative support person, Margo Dittmer, starts on October 11. Two other searches are suspended: senior planner and sustainability professional. We had too few candidates for the planner position. To help with the planning workload, we have a temporary part-time contract with our intern from this past summer, Elyse Oliver, who will complete her master's program at MIT in the spring. The sustainability search was halted due to delays in anticipated funding announcements.
- **Budget Report.** Coming in November's agenda packet.
- **Grants.** Table 1 shows grants we have been awarded in the first two months of FY24, and Table 2 lists our pending applications.

Table 1.

Funder: Grant Name	Amount	Description
<b>ME Dept. of Marine Resources:</b> Shore and Harbor Planning Grant	\$22,483	Shoreline access planning; planning, feasibility, and design efforts for resilient waterfront infrastructure
<b>DECD:</b> Tech Hubs: Grants	\$522,000	Grants to distribute within region
<b>DECD:</b> Tech Hubs: TA	\$174,000	Funding to provide technical assistance
	<b>\$718,483</b>	

Table 2.

Funder: Grant Name	Amount	Description
<b>US Environmental Protection Agency:</b> Environmental Justice Government-to-Government Grant	\$886,014	Help communities create and implement action steps to respond to climate change. Special focus on addressing energy insecurity and climate adaptation for underserved, disadvantaged, and rural populations.
<b>US Department of Transportation:</b> 2023 Safe Streets and Roads for All	\$636,772	Use demonstration projects to test road safety tools and strategies and plan for permanent solutions; study roundabout feasibility; complete mobility and safety assessments in targeted locations.
<b>US Department of Transportation:</b> PROTECT	\$350,000	Create Regional Resilience Improvement Program to aid in maintaining and improving the resilience of surface transportation infrastructure and other key infrastructure systems (e.g., broadband, water, energy)
<b>National Fish &amp; Wildlife Foundation (NFWF):</b> National Coastal Resilience Fund Pre-proposal	\$350,000	Enhance protections for coastal communities from the impacts of storms, floods, and other natural coastal hazards and to improve habitats for fish and wildlife through planning, design, and implementation of natural and nature-based solutions.
<b>Maine Emergency Management Agency (MEMA):</b> Hazard Mitigation Grant Program DR-4522	\$153,945	The Nature Conservancy will lead this work. Develop and conduct up to 10 workshops for communities on natural hazard mitigation centering on the use of nature-based solutions.
<b>Maine Connectivity Authority:</b> Regional Broadband Partners Program	\$259,582	Renewal of previous year's contract to advance digital equity, support community driven broadband solutions, and create alignment between groups/orgs, communities, regions & state
	<b>\$2,636,313</b>	

## Attachment C

### DRAFT FY24 Performance Goals for Executive Director

**Connect members to resources and decision-makers.** Connect municipalities to grant opportunities and technical assistance, particularly for infrastructure investments and new housing. Connect members to decision-makers, with at least three opportunities per year to meet with federal and state partners.

**Deliver more services to more communities.** Launch new tracking system to identify communities that aren't fully utilizing GPCOG's member services, offer and deliver services to those communities, and provide a full accounting of GPCOG's value to every member at the end of the fiscal year.

**Align agency's work to expand housing choices.** With new resources coming online, align the work of GPCOG's planning, data, communications and engagement capacities to implement the adopted Regional Housing Strategy, which will help our member communities build more housing in the right places for all the people who need it and in ways each community wants.

**Align agency's work to support *Maine Won't Wait*.** To help the state meet its transportation emissions reduction goal, integrate the work of GPCOG's transportation and sustainability teams by developing a regional roadmap for reducing miles travelled and electrifying vehicles.

**Update the strategic plan.** Engage members, partners and staff to chart the agency's work through 2030, clarifying GPCOG's role in a rapidly changing world, setting goals, and positioning the agency to meet the needs of our members and the regional opportunities ahead of us.