

How would you shape Maine as our next Governor?

Page 1: Help us understand your position on topics important to all Mainers.

Q1 Please state your name.

Terry Hayes

Page 2: PLANNING

Q2 What will you do to encourage towns to plan proactively and for the long term, understanding that the environment and rural character are fragile and can be damaged before people take notice?

My vision for Maine's future is one where people are welcomed and connected, skilled and productive, healthy and well. It's a vision that unites us around shared values and a blueprint, based on "Measures of Growth," to strategically grow Maine's economy and improve the quality of life for all Maine people. In 2012, while serving in the Maine House, I organized the "Measures of Growth" Caucus and brought together Republican, Democratic, and independent lawmakers to review data, discuss challenges and opportunities, and build consensus around focus areas and policy directions. As Maine's State Treasurer, I have championed the "Measures of Growth" and passionately advocated for greater civility in politics and government because how we do things matters. The time is now to work across party lines and with community and business leaders – with public input - to develop a broadly supported and broadly communicated economic development plan accompanied by the measurable benchmarks we've already identified. I will be Maine's "Measures of Growth" Governor. This non-partisan annual report - known as the Measures of Growth - tracks Maine's performance on fundamental economic indicators and identifies key leverage points. As Maine's "Measures of Growth" Governor, I will work with the legislature to charge the Maine Economic Growth Council, representing diverse and nonpartisan stakeholders including business leaders, educators, labor leaders, state legislators, and those with community, health, and environmental interests to develop a shared vision for Maine's future. A cohesive vision, with measurable long-term goals, based on the priorities identified in the Measures of Growth, will enable us to optimize return on public investments, guide resource allocation, and ensure that our development strategies complement and are coordinated with the efforts of others. Likewise, consistency at the state level will allow local and regional development agencies and officials to work within their communities knowing where they fit into the overall plan and to plan proactively and for the long term. Maine needs a focused, long-range strategic plan for economic improvement that builds on our assets and strengths and avoids fragmented and scattershot strategies that ignore the impact on our natural resources and rural character and take into account regional challenges and opportunities.

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Q3 What could you, as Governor, do to support and encourage the kind of community level localism and ruralism that is succeeding in some Maine communities today? (Generally, localism supports local production and consumption of goods, local control of government, and promotion of local culture and local identity. Ruralism is the rural equivalent of new urbanism: creating walkable communities with a range of housing and job types.)

To encourage community level localism and ruralism, a Hayes Administration will partner with communities to: Keep People Connected. People remain in or move to rural areas for many reasons: to seek an active lifestyle, to take advantage of lower costs of living, to encounter less congestion, to enjoy a slower pace of life, to more closely connect to nature and recreational opportunities, and to raise children and reconnect with family and friends. Drawing and retaining people and businesses in rural areas depends on preserving the quality of life, including the assurance that community schools, health services and access to high speed and reliable internet. All of these components are required to either train productive workers from the local population or to attract employees and their families from other places. Preserve Local Schools. In rural Maine communities, the local school is central to the community's shared identity and its long-term economic viability, and school buildings serve as the primary public meeting space. My Administration will look for opportunities to preserve and re-envision our community schools – helping communities collaborate with local businesses, libraries and cultural organizations to meet the demands for high quality offerings, redesigning the schools in cost-effective ways that will improve educational outcomes for our children and young adults, and enhancing the central role that the school plays in community life. Residents will decide how best to do this for their community, with the state helping explore options and identifying resources. Build the Maine Brand and Cultivate Pride in Community-Based Products. Relationships formed through our thriving local food movement at farmers' markets and CSAs, and locally-sourced food at Maine restaurants and schools are but two examples of keeping our communities vibrant and connected. To do this, the next governor must grow demand for Maine products by developing a recognizable and consistent umbrella brand that builds on the many unique qualities associated with our state. Products from our natural resources - like high quality foods from year-round agriculture and aquaculture; kelp, seaweed, mussels and lobster products, - will command higher prices because they possess unique qualities that can't be duplicated elsewhere and will support our local communities. Whether it is our paper and wood products, our lobster, our blueberries, our native-raised and spun wool and wool products, or our Maine-built boats we should aggressively build and promote a single unified Maine brand and strategically seek markets—an audience—for products that are authentically and indisputably Maine-made, grown or produced.

Page 3: THE RURAL ECONOMY

Q4 How will your policies support regrowth of Maine's downtowns so that their heritage, unique rural character and economic value is safeguarded?

Maine is a beautiful, friendly and safe place to live. While Maine's natural environment and quality of life can be a powerful recruiting tool, so can our vibrant downtowns be powerful economic growth engines. They attract young people, cultural amenities, and creative economic ventures. They provide spaces for socializing and nurture relationships. They mitigate sprawl, reuse existing infrastructure and preserve built and natural amenities and working landscapes. There are existing programs that have contributed to successful downtown revitalization efforts across Maine. We will support these programs, learning from prior experiences to replicate success.

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Q5 How will your policy/action support a shift in focus for growth in our rural areas, such as the recent example in the Katahdin Region?

This is a tough challenge because not everyone truly wants to shift the focus to growth in rural areas. Sustainable natural resources – including Maine’s forests and rivers – are critical to Maine’s future growth and prosperity. They represent a key competitive advantage over other states and a strong foundation for creating jobs and reviving the economy. I believe we can strike a balance between protecting these assets, and encouraging multiple uses of our forest and lands, such as sustainable wood harvesting and recreation. We should be identifying – with the landowners, the affected communities, wildlife watchers, hikers, hunters, fishermen and other recreationists in the State – the optimum balance of preservation and use and the best mechanism to achieve it. Where we have thriving businesses in rural areas, we will investigate the opportunities to grow these and strategies that the state can use to encourage and support that growth.

Page 4: TRANSPORTATION

Q6 Maine is a rural state, which makes efficient public transportation challenging. However, the lack of it makes it more difficult for many people to find and keep jobs and access affordable housing. What will you do to encourage funding and development of more transit solutions both in our rural and urban areas?

We need to maintain the transportation infrastructure we have, and build the one we need for the future. If Maine fails do so, we are not only leaving a huge debt to our children and grandchildren, but also missing an opportunity to expand our markets and grow our economy. As part of this effort, a Hayes Administration will: Target Service Center Communities. More than half of Maine people reside in “service center communities” located in all regions of the state, from Kittery to Fort Kent. Service centers such as Saco/Biddeford; Portland/South Portland/Westbrook; Lewiston/Auburn; Augusta/Waterville; and Presque Isle should be priorities for modernization of Maine’s transportation infrastructure. Properly served by infrastructure improvements, these service center communities can be economic game changers for all the communities in the area that each serve. Close the Digital Divide: Broadband is the highway of Maine’s next economy and will have a profound effect on Maine’s future. By connecting all of Maine with broadband infrastructure, we will once and for all obliterate the “end of the line” perception of Maine and allow Maine people and businesses to compete with anyone, anywhere in the world, and attract highly skilled and educated workers. Multiple efforts are underway to extend high speed internet to rural and urban areas - allowing Maine people to work remotely and reduce our carbon footprint. To do this, Maine needs a comprehensive, statewide plan to innovate and coordinate high speed internet access by taking advantage of alternatives best suited to regional considerations - taking into account population density, geography and existing wired and wireless networks.

Q7 What is your plan for sustainable funding to maintain/repair our transportation system to shift away from the current over-reliance on gas tax and general fund bonds each year?

Achieving long term, sustained improvements to our transportation infrastructure necessitates a comprehensive statewide and regional strategy that identifies fair and sustainable financing to meet our funding needs. As our vehicles become more and more fuel-efficient, Maine drivers are contributing less and less per mile to the maintenance and modernization of our roads and bridges; moreover, low-income Mainers -- who cannot afford more fuel-efficient vehicles and who often must drive longer distances -- are paying a greater portion of the gas tax revenues that flow to the highway fund, Maine will ultimately have to identify new revenue streams to maintain an effective, efficient, and safe roadway network. The Hayes Administration will work with the Legislature and other Maine leaders to evaluate potential revenue streams tied to our transportation goals. Well-run businesses and other states have capital budgeting processes and have adopted consistent borrowing guidelines, and so should the State of Maine. This will make it more likely that the decisions about which infrastructure investments to make are less political and more strategic and will ensure that selected projects are that ones that will yield the most return over a period of time and general obligation bond authorizations sent out for voter approval will align with smart and affordable borrowing. Capital budgeting will allow us to rank our transportation and communications infrastructure projects in terms of financial reward.

Page 5: COMMUNITY DEVELOPMENT

Q8 People-to-people connections are increasingly identified as a key determinant of individual health as well as successful community engagement. How would you encourage both our aging population and other Mainers to create connections within their community?

We need to take advantage of the skills that an aging population bring to the table and encourage our communities to adjust our attitude toward aging from treating aging as a separate phase of life but to an extension of the same life. I support the principles outlined by the Maine Council of Aging regarding access to aging friendly communities that include safe and affordable housing, transportation and access to services. One such model to explore is the village-to-village model, in which a grass-roots public-private partnership coordinates services including transportation, home repair, wellness and social programs using vetted, discounted providers, and emphasizes neighbors caring for neighbors. A Hayes Administration will also place a high priority on helping Mainers “age in place” by keeping our aging population active into their advanced years and by working with municipal leaders to create options for seniors to live in their communities of choice as long as possible. I will encourage employers to adopt flexible approaches that facilitate and encourage greater workforce participation and promote productivity among our older residents. These strategies may include more flexible human resource practices, support for families, and transportation strategies.

Q9 Broadband infrastructure is critical to Maine's economic future and the personal well being of Mainers. Who should determine access to the internet – communities or companies?

Making affordable, reliable high-speed internet accessible to everyone in the state, like other essential infrastructure, such as roads, electricity and telephone service, is a great equalizer and will require leadership from the Blaine House and input from both communities and providers. We need to build a neutral, fact-based, non-partisan analysis of our current broadband gaps. In addition, we need to model the efforts of Vermont and Massachusetts that have a strong, well-funded broadband agency to motivate private companies to expand to leverage private and public resources, and make sure our regulatory regime minimizes the cost of building the needed infrastructure.

Page 6: ENERGY

Q10 What are the pillars of your energy policy? How will you prioritize energy efficiency? How do you define renewable energy and what role will it play in your energy policy? Please touch on transmission as well as production and usage of energy.

We have an enormous basket of resource opportunities available in Maine. Properly placed, with local input, renewable energy – including wind, tidal, and solar power - presents an opportunity to spark job creation and new investment in Maine. Also, improving energy efficiency is the smartest way to reduce energy costs. The cheapest kilowatt of power is the one that is not used. To encourage the development of distributed generation of electricity from renewable resources and diversification, we need to start with a comprehensive review of existing and new incentives including an enhanced renewable portfolio standard requiring clean-power generation that is carefully tailored to increase the percentage of Maine’s energy obtained from renewable resources without unsupportable price increases for Maine families and businesses. To make Maine more energy efficient and encourage investment in renewables, the Hayes Administration’s energy policy will be part of our long term economic development plan, taking into account not only economic returns but also social and equity benefits and positive environmental impacts.

Page 7: SCHOOL FUNDING AND TAXATION

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Q11 What are your thoughts on the pros and cons of using property tax dollars as a basis for school funding. What are other options and how would they shape Maine's development patterns and our economy?

Property taxes are collected locally and spent locally, allowing for community input and tethering the success of local schools to the communities they serve. Maine's tax system badly needs a reboot. Our people and our state suffer because the system we have is neither smart nor fair. This need is not an "us vs. them" challenge; our outdated tax system creates barriers throughout our economy, negatively impacting communities, business, employees, investors, and government. Maine's tax structure hasn't received a major overhaul since Gov. Kenneth Curtis reformed it more than 40 years ago. A successful rebalance of Maine's tax system should be informed by our long term economic development plan and structured with these goals in mind: (1) property tax relief for Maine residents, particularly those who shoulder the highest individual burdens and ensuring that educational opportunity is not defined by zip code; (2) a competitive and fair income tax formula; (3) a more stable sales, excise and transfer tax base; (4) exporting more of Maine's taxes to nonresidents; and (5) removing market-distorting loopholes.

Page 8: GOVERNANCE

Q12 GrowSmart Maine facilitates people working together to reach better solutions for their communities. What will your administration do to build an effective relationship with the Legislature that listens and responds to the differing voices of Maine communities?

Together we can do better for Maine. I see myself as a uniter, a leader who will work tirelessly to find the intersections of interest that can serve as starting points for moving forward collaboratively. How we do our public policy work matters. The Hayes Administration will be civil and respectful to all who are brave enough and who love Maine enough to participate in the public policy arena. We will stop campaigning on Election Night and begin the transition to governing. We will not engage in a war with another branch of government. We will consistently invite our legislative colleagues to the table by reminding them that together we can do better for Maine.

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Q13 Thanks for taking GrowSmart Maine's survey! We'll be sure to get your answers out to our members and friends right away. If you have anything more you'd like to tell us, feel free to send us a file as shown below. Thanks again.

Respondent skipped this question
