

1. Agenda

Documents: [HCDPACKET 01 22 2014.PDF](#)

2. Additional Staff Memo

Documents: [MEMO HCDC RE PARKING CHANGES AMENDMENT.PDF](#)

3. HCD Packet

Documents: [HCDPACKET 01 22 2014.PDF](#)



HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE

DATE: January 22, 2014 (Wednesday)
TIME: 5:30-6:00 pm (reduced schedule)
LOCATION: Room 24, Basement Conference Room
Portland City Hall

A G E N D A

1. Review and accept Minutes of previous meeting held on January 4, 2014.
2. Review and possible Recommendation to City Council (Public Comment will be accepted as time allows.)

Presentation on Proposed Amendments to Parking Requirements and the Sustainable Transportation Fund – Jeff Levine

3. Review and Recommendation for forwarding to City Council as a Communication (Public Comment will be accepted as time allows.)

Economic Development Vision and Plan – Work Plan Update for 2014-2015 – Greg Mitchell

4. Review and Discussion (Public Comment will be accepted as time allows.)

2014 HCDC Work Plan for review and discussion – Mary Davis, Jeff Levine, Greg Mitchell

Next Meeting: February 12, 2014

Councilor Kevin Donoghue
Chair



Housing & Community Development Committee

January 8, 2014

A meeting of Portland City Council's Housing and Community Development Committee (HCDC) was held on Wednesday January 8, 2014 at 5:30pm in room 209 on the second floor of City Hall. Present from the HCDC was its Chair, Councilor Kevin Donoghue and member Councilors John Coyne and Jon Hinck. Committee member Councilor Nicholas Mavodones could not be present. City staff present included Planning & Urban Development Director Jeff Levine, Housing & Community Development Division Director Mary Davis, Economic Development Director Greg Mitchell, Corporation Counsel Danielle West-Chuhta, Housing & Community Development Program Manager Amy Grommes Pulaski, and Housing & Community Development Assistant Maeve Pistrang (note taker).

Agenda Item 7: Executive Session: Pursuant to 1 M.R.S.A. 405(6)(C) and (F) the Committee will go into executive session to: Review possible reacquisition of a portion of Wilmot Street

Councilor Donoghue suggested addressing this item first, for the benefit of staff present for the item. On motion made and seconded, the Committee voted unanimously at approximately 5:30pm to go into executive session pursuant to 1 M.R.S.A. 405(6)(C) and (F) to review possible reacquisition of a portion of Wilmot Street. At approximately 5:45pm, the Committee came out of executive session.

Agenda Item 1: Minutes from previous meeting held on November 13, 2013

On motion made and seconded, the Committee voted unanimously to accept the minutes as published.

Agenda Item 2: Pearl Place TIF Amendments

Ms. Davis presented the proposed amendment, which would not change the set aside for the developer, but would use 1/3 (approximately \$11,000/year) of the remaining captured TIF revenue for public schools, and 2/3 (approximately \$22,000/year) for a housing development revolving loan or investment fund. There was no public comment. On motion made and seconded, the Committee voted unanimously to approve and recommend the amendment to Council.

Agenda Item 3: Tenant Based Rental Assistance

Ms. Davis presented an update to the Committee on the status of the new Tenant Based Rental Assistance (TBRA) program. The 2014 budget allocated \$135,662 of federal HOME funds for TBRA, and Ms. Davis said she is working with the Social Services division to establish protocols for program administration, and they plan to launch the program in February.

There was no public comment. Councilor Hinck asked how this program might add to the case manager load in Social Services and Ms. Davis commented that this program would act as an additional resource to supplement work they are already performing, but that she would inquire further about caseloads.

Agenda Item 4: Housing First Pre-Development RFP

Ms. Davis presented the draft of the RFP, which solicits proposals for locating sites, financing, and other preliminary work for Housing First Developments. This RFP stemmed from tasks identified by the Homelessness Task Force to create permanent supportive housing projects for the homeless. Ms. Davis explained that HOME funds are not eligible for providing a pre-

development resources. The Mayor suggested utilizing the Housing Replacement Fund for this purpose.

Ms. Davis passed out new copies of the RFP to the Committee that included edits after receiving additional comments from City staff. She said both Mr. Levine and Health and Human Services Director Doug Gardner have expressed concerns about including site control in the RFP, so she is looking for guidance from the Committee on that topic. There was no public comment. On motion made and seconded, the Committee voted unanimously to approve the revised draft RFP passed out at the meeting and recommend that Council allocate \$50,000 from the Housing Replacement Fund.

Agenda Item 5: CDBG Employment Development Program

Ms. Grommes Pulaski provided an update on the new CDBG Employment Development program, which came out of the 2012 Task Force and the 2013 Working Group that set priorities for funding workforce development projects. The goal of the program is to create employment opportunities through job creation and microenterprise assistance, along with supportive services to workers. This program combines \$300,000 of CDBG Development funds and \$100,000 of Social Service funds. Staff held an outreach informational meeting January 7th, with a mandatory applicants' meeting scheduled for January 28th and applications due February 12th.

Councilor Donoghue asked how many proposals staff expects to see and if the selection criteria will be similar to that of the normal CDBG process. Ms. Grommes Pulaski responded that the program is following more of an RFP format than the normal process, and the proposals will not go to the Allocation Committee. Instead there will be staff review and a separate Committee composed of past Task Force members and others with economic development

experience, and while there are scoring categories, the scoring will not be as strictly defined as the normal CDBG process. Councilor Donoghue also asked how much discretion City Council would have in the process and Ms. Grommes Pulaski responded that, as always, Council will have final say over funding, but the recommendations probably will not come to them in the same ranked format as other CDBG recommendations, but as more of a narrative.

Councilor Coyne asked about microenterprises and how individuals might apply for funds. Ms. Grommes Pulaski clarified that individual microenterprises would not apply, but organizations that assist them. Under the program microenterprises are defined as businesses with five or fewer employees where the owner is a low to moderate income person.

Agenda Item 6: 2014 HCDC Work Plan & Calendar

Mr. Mitchell provided a brief overview of the work plan, which includes HUD program deadlines and a two-meeting-per-month schedule. Mr. Mitchell noted that the January 22nd Council meeting will conflict with the next regularly scheduled HCDC meeting. Councilor Donoghue proposed holding a 30 minute HCDC meeting on that day, before the Council meeting.

Councilor Donoghue asked when the Committee can expect to address zoning and TIFs this year. Mr. Levine said the items regarding the R6 and R7 zones are currently scheduled for April because there have been recent staff changes and he would prefer having more time to ensure there is substantive information to bring to the Committee.

Mr. Mitchell said the Downtown TIF would be addressed at the February and March meetings as there is some urgency to move forward because of the impending tax year and

developments. Councilor Donoghue also confirmed that the transit-oriented TIF discussion would begin in February as well.

The meeting was then adjourned at approximately 6:15pm.



Jeff Levine, AICP
Director, Planning & Urban Development Department

Memorandum

To: Housing and Community Development Committee
Mark Rees, City Manager
Sheila Hill-Christian, Deputy City Manager

cc: Transportation, Sustainability & Energy Committee

From: Jeff Levine, Director

Date: January 17, 2014

Re: Changes to the Sustainable Transportation Fund & Parking Requirements

As per our earlier discussions, staff has been working to draft some changes to the parking portion of the Land Use Ordinance to clarify and tighten the requirements for contributing to the Sustainable Transportation Fund. As part of that work, we are also seeking to clean up some other parking-related issues that have come to our attention.

Based on internal discussion, we are bringing forward the following possible amendments. Based on your feedback, we will finalize some or all of these proposals for submission to the Planning Board and City Council:

1. *Section 14-332 (a) 3. b. (Car Sharing)*- Lower the credit from 8 spaces per Car Sharing Vehicle to 4-5.
2. *Section 14-332 (a) 3. c. (may lower the requirement on the Peninsula)* – Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required. In other words, you can't "study" your way out of spaces and then say you don't have to pay into the fund because your study made the spaces "not required." One concern is that this change may increase the incentive to provide the required parking on site or via lease rather than just go for a reduction.
3. *Section 14-332.2. (b) Incentives for affordable housing* - When the Planning Board allows less than one space per unit in an affordable development, specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required, but at a 50% reduction for those reduced spaces.
4. *Section 14-332.2. (c) Site Plans over 50,000 may have their requirement lowered*- Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required.

5. *Section 14-345 (c) Adjustment method* - Delete or simplify.

6. *Section 14-332.1.(d) Change of use in the B2B zone* - This section essentially grandfathers nonconformity with respect to parking in the B2B zone only. I propose expanding this grandfathering to the B1 zone so small retail spaces in neighborhood business districts can be retenanted without getting parking relief. This will encourage vibrant and adaptable commercial districts in the City.

In addition, there are few items that are more conceptual at this point. If there is support for these items, we can figure out where in the Land Use Ordinance they belong and add them to a submission:

1. Should the option to pay into the fund to be available by right or subject to the approval of the PB?
2. When on-street parking spaces are removed as a result of a development, should they will be required to be replaced debited off of a development's parking requirement
9. Should we add a clause that states that the first two units in R-6 or R-7 zones do not require any parking, but that additional units do.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Housing and Community Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: January 16, 2014

SUBJECT: 2014-2015 Work Plan Associated with the Portland Economic Development Plan

I. SUMMARY OF THE ISSUE

In the Fall of 2011, the Portland City Council endorsed the Portland Economic Development Plan and associated Work Plan. Mayor Brennan then formed a stakeholder group to oversee implementation of the Work Plan. Since that time, many components of the original Work Plan have been completed. Therefore, the stakeholder group worked to update the Work Plan for 2014-2015. Please see attached memorandum from the stakeholder group to "Portland Business and Community Leaders" of January 3, 2014 which summarizes the accomplishments to date, as well as includes an updated 2014-2015 Work Plan.

The stakeholder group is now in the process of presenting the updated Work Plan to their constituencies, including the Portland City Council, through a recommendation by this Committee to forward to the Council as a communication.

II. REASON FOR SUBMISSION

This is being submitted to the HCDC for its review and recommendation to the City Council.

III. INTENDED RESULT

The intended result would be for the Portland City Council to receive the updated 2014-2015 Work Plan as a communication to be aware of the list of activities to be undertaken to support Portland's economic growth. The updated Work Plan places increased emphasis on workforce development activities to support workforce entry, adds a number of tourism activities, and prioritizes attention to important Portland waterfront and transportation investments.

IV. FINANCIAL IMPACT

By forwarding this to the City Council, there is no financial impact. There are public infrastructure/transportation projects in the Work Plan which will require a mix of Federal, State, and City funding. This funding will be gathered as the projects move forward.

V. STAFF ANALYSIS AND RECOMMENDATION

Staff recommends the Committee vote to forward the updated Work Plan to the City Council as a communication.



MEMORANDUM

TO: Portland Business and Community Leaders

FROM: Portland Economic Development Plan Stakeholders

DATE: January 3, 2014

SUBJECT: 2014-2015 Work Plan associated with the Portland Economic Development Plan

Portland Economic Development Plan

The City's first Economic Development Plan was endorsed, during 2011/2012, by the following partners:

- Creative Portland,
- Portland City Council,
- Portland Community Chamber,
- Portland Convention and Visitor Bureau,
- Portland Development Corporation, and
- Portland's Downtown District.

Following Portland City Council endorsement of the Economic Development Plan, Mayor Brennan and City Manager Mark Rees established a stakeholder group, including the above organizations and others, which meets regularly to oversee implementation of Portland's Economic Development Plan.

Portland Economic Development Plan Accomplishments

Noteworthy accomplishments of the Economic Development Plan, to date, include:

- ***New Portland Marketing Branding Program.*** The new brand "Portland, Maine Yes. Life's good here." was created and endorsed by the Plan partners. This program includes "Why Portland" videos featuring individual business owners who talk about enjoying the region's great lifestyle while working from Maine.
- ***Business Visitation Program.*** The Mayor, City Economic Development staff, and members of the Chamber of Commerce meet monthly with area businesses



year round to determine their needs to support business retention and growth. A total of twenty-five businesses have been visited to date.

- ***Mayor Brennan's Growing Portland Collaboration*** was established, funded, and staff hired to align post secondary education institutional activities with private sector growth opportunities, and institutions involved in research and development.
- ***The Portland Chamber created an Economic Scorecard*** to annually measure and compare Portland's economic performance against several similarly sized U.S. cities. Creative Portland added to this work by creating several "Livability" indicators.
- ***Updated a guide for "Doing Business in Portland"*** to create a single source of information about City business licensing and development regulatory requirements, along with promoting City commercial loan and grant programs.
- ***Streamlined Portland's development regulatory process and requirements, including permits and inspections.***

2014-2015 Work Plan and Partner Commitments

The Portland Economic Development Plan stakeholders prepared the attached 2014-2015 Work Plan to continue the work of the Economic Development Plan. The attached Work Plan includes a listing of each activity, responsible organizations - including lead organization, along with activity status. All organizations listed in the Work Plan are committing time and financial resources to implement assigned activities. This Work Plan sets forth a clear road map for a short list of activities to support Portland's economic growth. The Work Plan places increased emphasis on workforce development activities to support workforce entry, adds a number of tourism activities, and prioritizes attention to important Portland waterfront and transportation investments. The power and importance of this effort is that it coordinates the economic development work among many organizations with City government and harnesses their combined energy. Mayor Brennan and other stakeholders will be contacting your organization to arrange meetings with you to discuss the importance of the activities included in this Work Plan.

Also attached is the Portland Economic Development Vision and Plan dated August, 2011, along with overviews of Creative Portland's work plan, Growing Portland's focus areas commencing in 2014, and Portland ConnectED.

cc: Portland City Council
Mark H. Rees, City Manager

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN
2014 & 2015 WORK PLAN

GROW THE ECONOMY

Principle and Vision Statement: *The City is committed to creating economic prosperity through growing its tax and employment base.*

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business, higher education, and research and development needs to support regional workforce development.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Business Retention and Attraction		
- Business Visitation Program	City, Chamber, GPEDC	Ongoing/Retention, wkforce dev. & expansion, grow global exports, incl. food sector
- Growing Portland Initiative	GP, City, Chamber, CP, GPEDC	Ongoing/"Research Triangle" rollout & sector work groups deployment
- Industry Sector Research	Chamber, GP, City, GPEDC	Ongoing/Growth Strategy for specific industries in Portland Region
- Portland Technology Park	City, Chamber, GPEDC	Ongoing/Market park to businesses and plan for future phase
- PDC Commercial Loan and Grant Programs	City, PDC	Ongoing/Assistance to new and growing businesses
- Minority and Women-Owned Business Development	City, Chamber, CEI, and USSBA	Proposed /Inventory businesses, clarify growth challenges, incl. creative eco.; business forums incl workforce dev/industry-sector partnership opportunities; promote current financial and business development offerings; provide managerial, technical, and business consulting assistance; create connections to entrepreneurial and vocational training.
Workforce Development		
- Overcoming Barriers to Employment: Develop strategies, programs, and services to support workforce entry	GP, CVB, Chamber, City, PAEd	Proposed /Convene working groups to coordinate specific strategies.
- Utilize CDBG resources for workforce development	City, Chamber	Implement new CDBG program
Tourism		
- Raise Tourism Awareness	CVB, City, PDD, ME Office of Tourism	Proposed /Jetport; Cruise Portland, ME; cultural heritage; global mkts
-Create a cultural heritage tourism initiative	CVB, City, ME Office of Tourism	Proposed /Inventory and market cultural heritage projects, sites, and educational programs; identify cultural heritage tourism projects ready for marketing; include the cultural history of Portland on City website with links to CVB/tourism opportunities.
- Summit on Convention Center and Funding Sources	CVB, Civic Ctr., City, Hospitality Ind., Chamber	Proposed /
- Collaboration on People and Business Relocation Package(s)	CVB, Chamber, CP, City	Proposed /To assist businesses and individuals moving to Portland
Public Infrastructure/Transportation		
- Re-Establish Ferry Between Portland & Yarmouth, NS	City, State, MITC	Ongoing
- Extend Rail to Support Eimskip & Growth of Int'l Cargo Shipping	ME Port Authority, MEDOT, City	Ongoing/Strenthen partnership with Eimskip; State Bond Issue support
- Intermodal Planning and Infrastructure at Thompson's Point	MEDOT, EDA, City	Ongoing/State Bond Issue support
- Harbor Dredging	City, MEDOT, Wharf Owners	Ongoing/State Bond Issue support
- Establish a TIF strategy for transportation and downtown public infrastructure	City	Proposed /Discuss establishment of a downtown transportation oriented TIF district.
Metrics		
- Portland's Economic Scorecard	Chamber, City, CP, PDD, CVB	Ongoing/Enhance Integration with ED Plan

* Lead organization has primary responsibility for resources and implementation.

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

- Goals:**
1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
 2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
 3. Create incentives to establish and grow Portland's creative enterprises.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Portland Marketing & Branding Program: Advance Implementation	CP, City, Chamber, PDD, CVB, WAC	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Refine Recruitment Strategies & Programs for Creative Entrepreneurs	CP, City, Chamber	Ongoing/
Creative Space Development	CP	Ongoing/Inventory, database, additional space dev.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

- Goals:**
1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
 2. The Department Review process will be clear, consistent, predictable and timely.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Update City Website as Customer Service Portal.	City	Ongoing/December 2014
Review 2010 Site Plan Standards Effectiveness	City & Chamber	Ongoing/Chamber and City staff meet annually
Streamlining Permitting	City	Ongoing

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
EDA = U.S. Department of Commerce/Economic Development Admin.
GP = Growing Portland
GPEDC = Greater Portland Economic Development Corporation
MEDOT = Maine Department of Transportation
MITC = Maine International Trade Center
PAEd = Portland Adult Ed.
PDC = Portland Development Corporation
PDD = Portland's Downtown District
SMCC = Southern Maine Community College
USM = University of Southern Maine
USSBA = U.S. Small Business Administration
WAC = World Affairs Council

ECONOMIC
DEVELOPMENT
VISION + PLAN
PORTLAND MAINE

August, 2011

Contents

1 Introduction

Core economic development focus

3 Grow the economy

7 Enrich the creative economy

9 Support business

11 Appendices

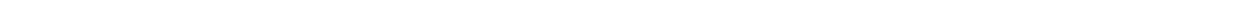
12 Appendix A: Task Force Members + Support

13 Appendix B: Listing of Past Reports Reviewed

14 Appendix C: Outreach Meetings + Presentations Completed

15 Appendix D: Description of Economic Development Plan Components

16 2011 + 2012 Work Plan



ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND, MAINE

The following is an economic development vision and plan for the City of Portland, Maine. It has been created in acknowledgement that economic development in general, and business retention, expansion, and attraction in particular, are vital to the growing prosperity and improvement in the quality of life of Portland's citizens.

This vision and plan provides a roadmap for success in Portland's future economic development. It draws on the previous and current work of the City, its citizens, businesses, and stakeholders. The vision and plan was accomplished through a collaboration of the City of Portland, Portland Community Chamber, and the Creative Portland Corporation. To guide the process and compile the results, the City and Chamber engaged the Economic Development Plan Task Force. A list of Task Force members is provided in Appendix A.

Rather than recreate the many recent efforts regarding components of the City's economic development, this plan draws from several recent reports that provide information relating to the economic development process. A listing of these reports is provided in Appendix B. The plan is also based on input obtained through outreach to citizens, workers, and stakeholders through a coordinated social media strategy including a project web page, Facebook page, and Twitter updates. Finally, it incorporates input received through outreach meetings and presentations, a listing of which is provided in Appendix C.

Using information gathered from these resources, an economic development vision and strategy has been developed that consists of the following components:

- Guiding Principles + Vision Statements
- Goal Statements
- Implementation Strategies

A description of these components is provided in Appendix D.

The vision and plan presents three primary areas critical to long-term success in Portland's economic development. These core areas of focus include:

1. Grow the economy
2. Enrich the creative economy
3. Support Business

To support these core areas of focus the City must take action to coordinate, communicate, and measure progress. Additionally, as part of this plan and vision and to enable its success:

Portland will work in collaboration with the communities and stakeholders of the Greater Portland Region to not only grow the City's economy, but also the economy of the region; together we will work to make the Greater Portland Region a great place to work, live, and grow a business.

Portland will participate in regional efforts at industry tradeshows and through external advertising, including specifically working with the Greater Portland Convention and Visitors Bureau and Greater Portland Economic Development Corporation

Portland will adhere to the regional economic development protocol agreed to by the Greater Portland Communities, and will participate in a collaborative marketing and business attraction program for the region

Portland is committed to regular and systematic economic development strategic planning and evaluation, including monitoring progress of its plan and activities, measuring progress and impacts, and making strategic changes as warranted. This includes maintaining and reporting through the Chamber's annual Economic Scorecard. The process will engage key stakeholders and include regular communications with the businesses, citizens and taxpayers of the City.

Portland will utilize the latest technologies, including web and social media, to communicate and market Portland both inside and outside the region, and to deliver its economic and business development services and communications.

By adhering to this vision and plan, Portland will achieve its economic development goals, creating economic prosperity through growth of the City's tax and employment base.

Portland's greatest strength is its underlying quality of life and unique character, contributing to its continuing national recognition as a highly desirable community in which to live and work. It is especially important for Portland to recognize, support, and enhance the fundamental qualities of place that make Portland unique and desirable for investment and growth; these include education, parks, waterfront, downtown, neighborhoods, cultural diversity, and the geographic and architectural heritage of the City. These assets enable Portland's economic development efforts to attract and grow businesses and support residents and workers. In turn, a strong economic environment enables the City to support and sustain these quality of life assets.

Economic development planning is an integral part of Portland's Comprehensive Plan, so this strategy document can be seen as a guiding policy and action plan in concert with other planning initiatives. The inter-relatedness of all elements of the plan are exemplified by the Sustainable Portland plan, which recognizes that the future health and prosperity of Portland depends on stewardship of our environment, our community, and our economy, the three fundamental components of future sustainable communities. For example, the City has adopted a Housing Plan that sets forth policies that will ensure that we can house a growing population, critical to building a workforce to engage in the jobs that will be created. Another example would be the Community Vision, which emphasizes the importance of quality education to ensure that the population possesses the skills needed to succeed in the modern economy – from skilled labor to high tech and innovation industries. It is understood that this Economic Development Vision and Plan for Portland does not itself address every component needed for future prosperity, but depends on the coordinated and comprehensive plans and policies that function together to secure our future well being.

This vision and plan is meant to be a living document to guide policies, programs, and actions within the City. It should be stressed that this is not a "City Government" only plan. It was developed by a collaborative effort between the City, the Portland Community Chamber, and the Creative Portland Corporation, with significant engagement from the Task Force; input from the public, private and not-for-profit sectors; and guidance from many past collaborative efforts. It is therefore a "community-wide" economic vision and plan to be utilized and implemented by those willing to participate and move forward into the future. Rather than being the sole document or effort related to economic and community development, this vision and plan is meant to provide a specific focus on the City's economic development vision, goals, and strategies. Other efforts and documents address closely related issues such as housing, infrastructure, services, and neighborhoods. Some of these issues are referenced in this vision and plan, but this document is not meant to cover those issues in detail.

Throughout the plan the term "business community" is used to represent the private sector. For this plan the "business community" is meant to mean all businesses in Portland, large or small, as well as any other stakeholders who have a vested interest in the economic growth and well being of the City of Portland.

Why a vision and plan? The purpose is best summarized in the following statement: "Creating economic prosperity through growing the City's tax and employment base."

The economic recession has called out for the City to start considering "what's next" in terms of how we can grow wealth. Portland, along with other partner communities in South Portland, Scarborough, Falmouth, Cape Elizabeth, and Westbrook, plus the Portland Regional Chamber and a regional education alliance, have incorporated a private/public non-profit organization to support regional approaches to economic development, including marketing/branding. This vision and plan for Portland will help ensure that these regional efforts reflect the City's needs and strategies for economic development.

Strategies are the economic development priorities (or work plan) over the next 6-12 months starting in the summer of 2011. Appendix E outlines the assignment of work plan activities, budget resources and timeline.

The Plan's implementation will be monitored by the existing Task Force which has agreed to meet periodically to make sure the Plan is implemented and to recommend Plan revisions.

CORE ECONOMIC DEVELOPMENT FOCUS GROW THE ECONOMY

Guiding Principles + Vision

The City is committed to creating economic prosperity through growing its tax and employment base.

Goals + Implementation Strategies

Understand the needs and concerns of existing businesses to support their retention and expansion

(Relevant Scorecard Indicators: none)

Work Plan:

Develop and sustain a visitation program to obtain regular feedback from the business community with areas of concern addressed in a timely manner. To implement this, the City should follow the detailed steps outlined in the MIT Report, with the major steps of the program being business outreach, information gathering, and most importantly, follow-up. The Mayor shall be involved and be the face of this program.

Action | Measurement:

- A business visitation pilot program will be established
- Feedback from the pilot visitation program will be used to adjust economic strategies and activities, and results of the visitation program will be communicated to the City's business community
- The results of the pilot program will be used to refine and implement an ongoing program
- Business will be better informed of economic development resources and opportunities in the City, and will feel that their concerns are being heard and acted upon

Develop non-visitation methods to enable additional communication and feedback from business by utilizing social media, surveys, and events

Utilize marketing and communication to promote, maintain and expand commercial loan and other business financial incentive programs that leverage and support business retention, expansion, and attraction

Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development (Relevant Scorecard Indicators: S&E Occupations, Private Sector Employment Growth, Regional Earnings per Employee, Value of City Imports & Exports per Capita, Regional Venture Capital Investment, Regional Patents Issued). Added to these Scorecard Indicators will be employment growth and earnings per worker in targeted sectors.

This goal shall be accomplished through business retention and expansion efforts, as well as through a regional attraction effort coordinated with the Greater Portland Economic Development Corporation and Maine and Company. Based on past analyses and current data, sectors to target include:

- Finance and insurance
- Life science – including bioscience, healthcare, and medical
- Food production/food service – including fishing and seafood
- Marine and marine related – working waterfront, port related, and cargo
- Arts and culture
- Creative enterprise
- Visitation, tourism, and entertainment
- Support redevelopment of the Civic Center as a destination for visitors and residents alike
- Professional, technical services and business services
- Information Technology (IT) and IT-related services
- Manufacturing in niche areas including but not limited to food, chemical/biological, and nano-electronics

Work Plan:

Form working groups to develop specific strategies for each targeted sector, and for life sciences and food production services include in those strategies the recommendations from the MIT report.

Work Plan:

Produce additional analysis to further prioritize and develop sector/cluster strategies based on opportunity and analysis.

Action | Measurement:

- Form at least 3 working groups to develop strategies in three of the targeted sectors
- Identify and conduct further analysis to support strategy development in the three initial targeted sectors
- Develop implementation strategies in the three targeted sectors

In addition to the above targeted sectors, the City will value, support, and market green initiatives and businesses that operate in “green” markets

Work Plan:

Coordinate business and higher education needs to support regional workforce development

(Relevant Scorecard Indicators: Educational Attainment)

Advocate for workforce training and the education needs of Portland businesses to service providers and the regional higher education coalition

Participate through the Greater Portland Alliance of Colleges and Universities to strengthen alliances and opportunities for workforce education, training and development with the organization's regional institutes of higher education

Expand and encourage the availability of higher education scholarships provided by private businesses within the community

Action | Measurement:

- Conduct initial meeting between Greater Portland businesses, economic development representatives and representatives of the Greater Portland Alliance of Colleges and Universities; develop an ongoing process to increase advocacy, planning, and programming in support of workforce development

Increase awareness among businesses, workers, and residents regarding the benefits to the local economy of supporting Portland businesses

(Relevant Scorecard Indicators: None)

- Bring together Portland businesses and residents through marketing, communication and networking to increase sales at those businesses

Sustain economically vibrant neighborhoods

(Relevant Scorecard Indicators: None)

- Work with the City's neighborhood liaison to regularly engage businesses and residents in the environment and culture of Portland's neighborhoods
- Support the growth of local neighborhood business and promote the benefits they provide to the neighborhood's residents

Support efforts for a vibrant and attractive downtown

(Relevant Scorecard Indicators: Downtown Vacancy indicator)

- Recognize the Portland Downtown District as the entity to lead Downtown economic development efforts

Support a working waterfront, recognizing the Central Waterfront as an urban maritime district promoting traditional and emerging waterfront uses – a careful balance of mixed uses to help finance the marine infrastructure; the State Pier and Ocean Gateway, dedicated to passenger ferries, cruise ships and facilities; and the Western Waterfront, Portland's essential deep water port edge and acreage.

(Relevant Scorecard Indicators: Value of City Imports & Exports)

- Provide continued support for Ocean Gateway's use as an international passenger cruise ship terminal.
- Provide continued support for the International Marine Terminal (cargo shipping)
- Continue to monitor the effect of recent changes to zoning ordinances – allowing non-marine businesses on the waterfront – on the growth and development of marine industries and quality of marine infrastructure in the zone.

- Provide continued support for the Portland Fish Pier and the infrastructure to support the fisheries industry.
- Prioritize attention and funding to dredge Portland's harbor (federal channel and private shores), and encourage investment in other marine infrastructure as a mean to provide continued access to and functional utility of private and publically owned piers.

Support and market Portland's distinct urban commercial targeted growth districts, encouraging a mix of housing and commercial development to create 24/7 activity and vitality. Each district will capitalize on its unique strengths to maximize the employment and tax base, channeling growth into emerging districts and established employment areas. These districts include: Bayside, an extension of downtown, featuring transit-oriented, high density modern mixed use along the new Bayside trail and a new front face to the city; Downtown, an historic main street, Arts District and Old Port, the center of finance, law, and commerce that capitalizes on its historic fabric and cosmopolitan feel; and Eastern Waterfront, an urban redevelopment district in a new street block grid on the scenic waterfront, situated at the hub of ferry terminals, the Eastern Prom Trail, and flanked by the charm of India Street and Munjoy Hill neighborhoods.

(Relevant Scorecard Indicators: None)

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Continue to develop and promote Portland's commercial and industrial districts, including Riverside Street, the Rand Road Technology Park, and other locations suited for cutting edge business and industry.

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Attract and support entrepreneurs as a means of growing and diversifying the local economy (Relevant Scorecard Indicators: Regional Venture Capital Investment) Add to Scorecard Indicators: Business

Start-ups and Business Churn

- Coordinate entrepreneurship services to ensure Portland entrepreneurs are supported for start-up, retention, and growth
- Support efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce
- Develop a "Portland Host" program to have existing businesses and professionals welcome new business to the City and be available to help recruit new businesses. This program will include representatives of the Portland Community Chamber, the City and others as appropriate.

Recognize that infrastructure – be it roads, sewer, water, energy, communication networks or transportation – is the underpinning of economic growth and development. It must be maintained and improved to support the goals and strategies contained in this plan.

(Relevant Scorecard Indicators: Visitors to Region, Enplanement, Value of City Imports and Exports Per Capita)

- Portland will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe, in order to support economic development and growth
- Portland will provide a transportation system which encompasses all modes, balances competing objectives, and promotes the economic vitality and quality of life in the Portland community
- Portland will support a network of airport, rail, ports (cargo and passenger) and highway infrastructure to compete in the global economy
- Portland will continue to attract passenger airline carriers to the Jetport in an effort to lower ticket prices and offer greater choices for travelers

- Portland will encourage the development and maintenance of telecommunications infrastructure, including broadband service, to support opportunities arising from digital technologies
- Portland will support improvements and maintenance of environmental infrastructure (i.e. combined sewer overflow infrastructure to support a healthy harbor) to foster further growth

CORE ECONOMIC DEVELOPMENT FOCUS ENRICH THE CREATIVE ECONOMY

A great growth potential for Portland's creative economy lies within the creative enterprise cluster. The creative enterprise cluster includes trades and professions that are built upon the translation of creative expression and talent along with application of innovation into profitable products and services. Examples of the creative enterprise cluster include the design arts, the culinary arts, textiles and furnishings, media, fashion, writing and publishing, advertising, music, innovation and knowledge based enterprises, and other such enterprises. Entrepreneurs building creative enterprises are attracted to cities like Portland, Maine that have the magnetic qualities of a vibrant and well known creative spirit, and a rich physical, social and cultural environment. Therefore, to foster growth of creative enterprises first requires maintaining and enhancing the presence of arts and cultural organizations and individual artists, and the protection and enhancement of the community cultural, environmental, architectural and natural assets. The affirmative action required to attract, nurture, and grow creative enterprises is to get the word out nationwide through community branding and marketing that Portland has what it takes to sustain and support these enterprises to capitalize on this growth industry for Portland.

Guiding Principles + Vision

Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity

Goals + Implementation Strategies

Increase collaboration, coordination, and communication among those involved in the arts, cultural, creative and innovation sectors

(Relevant Scorecard Indicators: None)

Work Plan:

Recognize and utilize the Creative Portland Corporation ("Creative Portland") as the lead organization to drive strategies and implementation for Portland's creative economy efforts

Work Plan:

Inform the public on what the creative economy encompasses and its importance to the local cultural and economic environment

Action | Measurement:

- The Creative Portland Corporation will develop an operative definition and baseline metric of the existing creative enterprise economy in Portland, and periodically update this metric to assess progress in order to revise strategic initiatives and grow this sector.

Market Portland to increase recognition nationally and internationally that this is a City where arts, culture and entertainment, innovation, and creativity thrive

(Relevant Scorecard Indicators: Visitors to Greater Portland/Casco Bay Region and Regional Food Services & Drinking Places Sales Growth)

Work Plan:

Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation, determine roles and responsibilities, adopt a common brand and related sub-messages, and adopt a process for moving forward and implementing the strategy

Work Plan:

Take Creative Portland's web platform, LiveWorkPortland, and develop a web and social media plan on a national level; make sure that all related organizations' (City, Chamber, Greater Portland Economic Development Corporation, Portland Downtown District, Convention and Visitors Bureau, and Creative Portland Corporation) marketing and messaging align

Action | Measurement:

- Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation and determine roles and responsibilities
- A marketing strategy with a common brand and related sub-messages and a process for moving forward and implementing will be developed
- Citizens, businesses, and those involved in economic development services will easily recognize and utilize a united brand and messaging to promote business and economic development

Include within business attraction efforts a targeted strategy to attract creative and entrepreneurial individuals and businesses

Include in attraction efforts targeting visitors to Portland

Create incentives to establish and grow Portland's creative enterprises

(Relevant Scorecard Indicators: Venture Capital Investment indicator); add Business and Employment Growth in Creative Sectors

Work Plan:

Provide assistance to secure funding for organizations that support creativity, entrepreneurship, and innovation

Develop creative financing mechanisms, such as tax increment financing, which can help support major new, expanded, or rehabilitated cultural facilities

Work Plan:

Propose revisions to the City's creative economy revolving loan fund program to meet market demand

Work Plan:

Create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing

Action | Measurement:

- Creative Portland to assess City loan and assistance programs and propose revisions
- CP will assess the feasibility of establishing a facility to house artists

Support individuals, workers, and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy

(Relevant Scorecard Indicators: None); add Business and Employment Growth in Creative Sectors

Research best practices among cities nationally to support the arts, entertainment, creativity, entrepreneurship, and innovation, and incorporate into Portland's strategy for creativity, entrepreneurship, and innovation

Obtain additional research/information regarding what drives creative persons and entrepreneurs to choose Portland by interviewing recent in-migrants

Survey creative economy businesses and ask what they need to grow their businesses, then develop action steps

Action | Measurement:

- Conduct initial research
- Track inputs, outputs and outcomes on specific programs and services established, including dollars spent to support, entities supported, dollars leveraged, satisfaction with the programs, and impact of funding

Recognize and support individual artists, and arts and cultural-related venues and organizations

(Relevant Scorecard Indicators: None)

Develop a "how to" online city resource to get events approved by the city

Feature one creative economy business per month on the City's eco-development web platform

Coordinate entrepreneurship services to ensure that Portland entrepreneurs are being supported for start-up, retention, and growth

CORE ECONOMIC DEVELOPMENT FOCUS SUPPORT BUSINESS

Guiding Principles + Vision

Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior “customer service”

The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses in Portland

Goals + Implementation Strategies

Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.

(Relevant Scorecard Indicators: None)

Work Plan:

The City will produce an updated “Doing Business Guide” to assist businesses with obtaining services, including, for example, a timeline describing the process for approval and associated fees when licenses and permits are needed.

Work Plan:

The City will maintain a “Hotline” and focused web services/pages for business assistance, to connect businesses with needed services.

Work Plan:

Computer software will be implemented to improve communication, tracking, and follow-through among City departments and those seeking planning, development, licensing, codes, and permitting

Work Plan:

High level of accessibility will be maintained through all aspects of communications, included web and social media

Work Plan:

City staff that are interfacing with business will be provided additional customer service training

Action | Measurement:

- The City will put in place by July 1, 2012 a customer service feedback system to obtain feedback from those clients served by the City's business and development-related programs and services.

Work Plan:

The Development Review process will be clear, consistent, predictable and timely.

(Relevant Scorecard Indicators: None)

Action | Measurement:

- The 2010 updates to the City's Development Review process are intended to fulfill the goal expressed above. The Chamber and the City will undertake an annual review of development applications to verify that the updates are achieving their intended purpose, and will make recommendations for further refinement if so warranted.

The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.

(Relevant Scorecard Indicators: Private Sector Employment Growth, Regional Earnings per Employee, Gross Metro Product Growth)

Specific assistance to be offered includes:

- Workforce Development – Align education and trade skills with business needs
- Visitation – Support visitation programs
- Marketing – Promote Portland as a place to work, play, shop and conduct business
- Networking – Support Portland business-to-business interactions
- Advocacy – Through regular briefings of elected officials, strengthen the voice of Portland businesses at all government levels, including those that have a regulatory impact and those that affect resource allocation

Utilize Federal, State and Local support to help Portland businesses of all sizes grow, add employment, and generate new net tax revenue as well as attract new businesses

(Relevant Scorecard Indicators: Employment Growth, Property Tax Rate, and Property Valuation)

- The City will review and revise its Tax Increment Financing Policy, as needed, to support the goal of expanding jobs and the municipal tax base associated with targeted economic and business development
- Maintain adequate funding for City-sponsored commercial and industrial loan and grant programs, and market the availability of such programs to the business community
- Monitor State and Federal business assistance programs and communicate with Portland businesses about those programs, advocating for program changes as needed
- Promote availability of all tax credit programs (Federal and State), including use of Historic tax credits for building rehabilitation in Portland's historic commercial districts

Appendices

APPENDIX A: TASK FORCE MEMBERS + SUPPORT

Members

Richard Aronson
Century Tire Co.

Ed Bradley
Vessel Services, Inc.

Roxane Cole
Roxane Cole Commercial Real Estate

Corson Ellis
Kepware Technologies

Fred Forsley
Shipyards Brewery

Brenda Garrand
Garrand Marketing

Gary Goodrich
BioProcessing, Inc.

Andy Graham
Portland Color & Creative Portland

Joseph Gray
City of Portland

Chip Harris
Kilbride & Harris Insurance

Gerard Kiladjiian
Portland Harbor Hotel

Gary Koocher
Applicator Sales & Services

Jack Lufkin
Gorham Savings Bank & Portland Community Chamber

Gregory Mitchell
City of Portland

Paul Peck
Drummond & Drummond

Brian Petrovek
Portland Pirates & Portland's Downtown District

Charles Poole
Proprietors of Union Wharf

Nathan Smith
Bernstein Shur

Paul Stevens
SMRT

Support

Greg Mitchell and Nelle Hanig
City of Portland Economic Development Division

Alex Jaegerman
City of Portland Planning Department

Jack Lufkin
Portland Community Chamber

Jim Damicis
Project Consultant, Camoin Associates

Jeff Breece
Project Consultant, Camoin Associates

Jennifer S. Muller
Graphic Designer

Andy Graham
Portland Color

Laurie Banks
Perry & Banks

APPENDIX B: LISTING OF PAST REPORTS REVIEWED

"Knowledge in Cities" by Todd Gabe, University of Maine, et al, September 2010 - Portland has a "thinking" economy.

Memorandum from the Metro Coalition Subcommittee regarding the Greater Portland Economic Development Corporation Formation - June 22, 2010

MIT Master's Class in Economic Development Planning
Spring 2010 Report Portland in Focus – a Demographic/
Economic Profile

Portland's Downtown District (PDD) Strategic Plan –
March 2010 (Portland's Downtown District)

Portland's Economic Scorecard 2010 (Portland Community
Chamber in partnership with Portland Regional Chamber)

Development of a Regional Economic Development
Organization for the Greater Portland Region – October
2009 (PolicyOne Research, Inc.)

Creative Economy Steering Committee – Report of
Recommendations to the Portland City Council -
October 2008

Looking Out for Portland and the Region 2007
(Portland Community Chamber)

Portland's Creative Economy Summit Report –
May 31, 2006 (City of Portland)

A New Vision for Bayside, Book One: The Plan –
April 2000 (City of Portland)

A New Vision for Bayside, Book Two: Implementation –
April 2000 (City of Portland)

A Plan for Portland's Arts District – Executive Summary
Prepared by the City of Portland Planning Division January
1996 (from the November 1995 Report just below)

A Plan for Portland's Arts District – November 1995 (Herbert
Sprouse Consulting and The Wolf Organization, Inc.)

Downtown Vision – March 11, 1991 (City of Portland)
Vision 2000 – A Vision for the Future of the Greater Portland
Region, c1989.

City of Portland's Comprehensive Plan

APPENDIX C: OUTREACH MEETINGS + PRESENTATIONS COMPLETED

MIT Graduate Class stakeholder meetings and business interviews held during January to April 2010.

December 1, 2010 Creative Portland Corporation Board meeting – Reviewed the Draft Creative Economy Section.

January 20, 2011 Downtown Portland Corporation Board public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

January 26, 2011 Community Development Committee public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

February 9, 2011 Creative Portland Corporation Board public meeting - Reviewed February 8, 2011 Draft Portland Economic Development Plan for input with emphasis on the Creative Economy Chapter.

March 8, 2011 Portland Business Advisory Council meeting – Reviewed February 14, 2011 Draft Portland Economic Development Plan for input.

March 10, 2011 Portland Mayor's Local Cable TV Call-in Program – Greg Mitchell, Jack Lufkin and Andy Graham were interviewed by Portland Mayor Mavodones to discuss the Draft Portland Economic Development Plan.

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles + Vision Statements

These are high level statements designed to guide policy, ordinances, and activity, by the City and stakeholders. They represent what Portland stands for and wants to achieve and/or become over the long term.

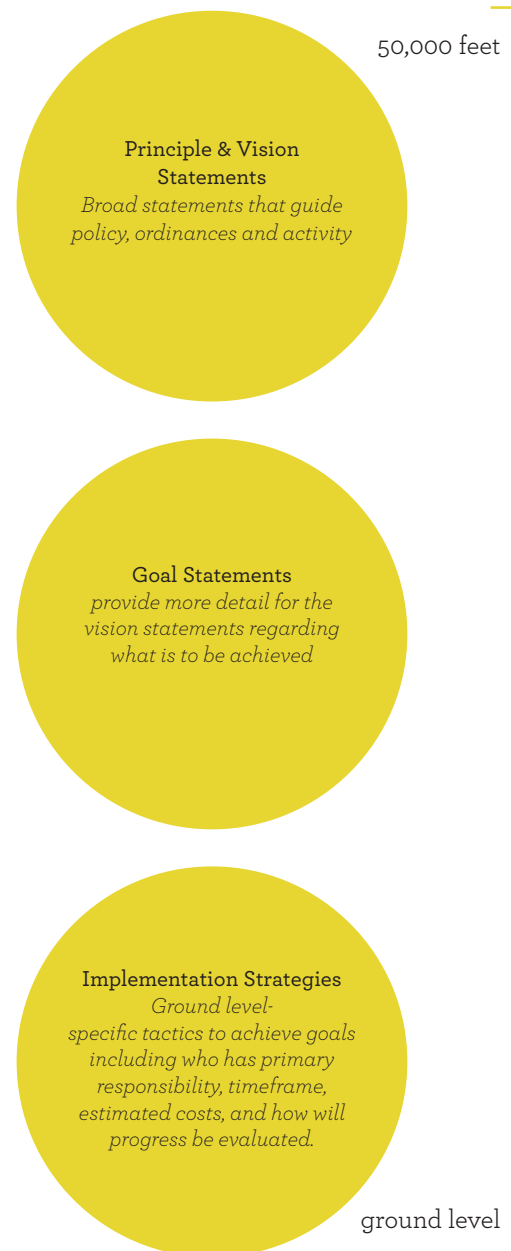
Goal Statements

These are primary economic development goals to be achieved over the next three years and beyond – They provide more detail for the vision statements. Multiple goals should be identified for each vision/principle and address specific subject areas such as: planning & development process, regional cooperation, targeted industries, infrastructure, and quality of place.

Implementation Strategies

These are specific tactics that will be undertaken to achieve goals, including who has primary responsibility, timeframe, estimated costs, and how progress will be evaluated.

Economic Development Plan Components



PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

The 2011 + 2012 WORK PLAN is the document which will guide the economic development activities to be undertaken over the next twelve to eighteen months. The full list of strategies and goals can be found in the ECONOMIC DEVELOPMENT VISION + PLAN for Portland Maine, August 2012. The WORK PLAN is intended to be revised annually as goals are accomplished and new priorities arise. The ECONOMIC DEVELOPMENT VISION + PLAN provides a shared vision for guiding Portland's future economic prosperity. It was prepared under the direction of the Portland Economic Development Task Force, and lead partners involved with its creation include the City of Portland Economic Development Office, Portland Community Chamber, Portland's Downtown District, Downtown Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

GROW THE ECONOMY

Principle and Vision Statement: The City is committed to creating economic prosperity through growing its tax and employment base.

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business and higher education needs to support regional workforce development.

Activities:	Budget/Resources:	Responsibilities:	Timeline/Measurement:
Business Visitation Program Development	\$8,000 direct expenses and in-kind.	City + Chamber	Design and complete program by Nov., 2012
Industry Sector Research	\$15,000-20,000 for consultant and in-kind.	City + Chamber	Form working groups, select industry sector focus and complete research by Dec., 2012.
Workforce Education Advocacy + Coordination	In-kind	City + Chamber	Work through the Greater Portland Economic Development Corporation.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

Goals:

1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
3. Create incentives to establish and grow Portland's creative enterprises.

Activities:

Creative economy education

Budget/Resources:

Annual TIF funding

Responsibilities:

Creative Portland

Timeline/Measurement:

On-going

Develop Portland Marketing + Branding Program

\$25,000

CP, City, PDD, Chamber and CVB

Convene meeting and complete by Dec., 2012.

Create incentives to retain and attract artists and entrepreneurs.

In-kind

CP, City and Chamber

Complete program evaluation and propose action by Jan., 2012.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service." The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

Goals:

1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
2. The Department Review process will be clear, consistent, predictable and timely.

Activities:

"Update Doing Business Guide", maintain business assistance services, improve use of web/social media and commit to customer service" training.

Budget/Resources:

Annual appropriations

Responsibilities:

City ED Staff

Timeline/Measurement:

Update Guide by Winter 2012.
Remainder activities are on-going.

Review 2010 Site Plan Standards effectiveness

In-kind

City + Chamber

Chamber and City staff to meet annually.



Creative Portland and the *Portland Economic Development and Vision* Work Plan (“Work Plan”)

As part of the 2014-2015 Work Plan, Creative Portland is the lead organization for “Enrich the Creative Economy” section. This includes the following goals:

1: Increase collaboration among creative and innovation sectors.

- Further develop and coordinate efforts to attract the “creative occupations”
Programs: LiveWork Portland; 2 Degrees Portland

2. Promote Portland as a city where innovation and creativity thrive.

- Further develop and implement new Portland brand system (Portland, Maine Yes. Life’s Good Here)
- Increase promotion and use talent attraction strategies
- Work with partners to integrate into business and visitor attraction efforts
Programs: Branding Portland; LiveWork Portland; 2 Degrees Portland

3. Creative incentives for Portland’s creative enterprises

- Provide assistance to artists and entrepreneurs in securing work space
- Pursue development of work space for artists and creative entrepreneurs
Program: Creative Space

4. Support individuals/businesses that are innovative, creative, and entrepreneurial as a means of growing and diversifying the local economy

- Conduct additional research on Portland’s creative occupations to identify needs and possible supports.
Programs: Professional Development; Research and Outreach; First Friday Art Walk



Focus Areas Commencing in 2014

On December 3rd, 2013, the Founding Partners met to review the research and conclusions of the document, “Proposed Core and Community Projects Commencing in 2014.” Based on the discussion and endorsements at that meeting, the collaborative will initially focus on:

1) “Building a Center of Excellence in Health Informatics”

At the intersection of health care, computer science, and information science, health informatics employs data to improve patient and population outcomes. Portland is home to innovative companies and organizations achieving groundbreaking work in this field. Blending health care and IT, health informatics aggregates many potential players including, of course, our local health care providers. Developing this cluster can bring new jobs and investments to the region, while improving patient care and reducing costs.

2) “Optimizing the Marine Economy through Science and Education”

Among many recent factors affecting our local marine economy are the Eimskip opening to Iceland and Europe; the realignment of significant waterfront properties; and the City’s appointment of a Waterfront Director. There is enormous potential in building out the science and learning capabilities associated with the marine economy, with participation by GMRI, the universities, CIEE, and others. With a harbor that encompasses multiple uses and advantages, Portland can become a global center for understanding and improving all aspects of the marine economy and marine science. A regular conference of national or global scope, highlighting marine science/economy innovations, can be a highlight of this initiative.

3) “Coordinating Opportunities to Access the Economy”

Certain key populations – single mothers, recent immigrants/refugees, the unemployed – face barriers to employment. The Growing Portland collaborative can play two key roles: 1) helping to knit together the key social service agencies and funding resources working to bridge the gap between unemployment and meaningful jobs in the city and region; and 2) connecting to members of the business community, particularly in the above two sectors, who can provide specific pathways to meaningful, lasting employment. Portland grows to the degree that the business community sees these programs not as charity, but as opportunities.

In early 2014, through our existing work groups and the resources of the Founding Partner organizations, we’ll investigate how each of these proposals can be manifested and sustained. In addition, the collaborative will continue to engage in other projects, including:

- Attracting IT talent to Greater Portland
- Helping to connect and network the life science community
- Promoting Portland as a city of education
- Developing a region-wide internship system
- Strengthening college-business relations
- Connecting City Hall to Portland’s entrepreneur/start-up community

In support of the City of Portland’s Economic Development Plan, our emphasis is on attracting jobs, investments, and young people to the region.

For more information, please contact John Spritz, Manager of Growing Portland
jspritz@maine.rr.com Or visit www.Facebook.com/GrowingPortland



Portland ConnectED

From Cradle to Career

Portland ConnectED aims to build and sustain a citywide culture dedicated to supporting highly effective education for Portland's youth, for Portland families, and for the Portland community at large.

We are coordinating efforts, aligning resources, and harnessing expertise of organizations and leaders throughout the city and the country to prepare our citizens to meet the challenges of the future.

Assets, Challenges, and Opportunities

There is much to be proud of for those of us who live, learn, and work in Portland. Portland's vital economy, exceptional quality of life, and strong sense of community have all garnered national recognition. We have one of the best-educated populations in the region, and a long and proud history of supporting and educating all members of our community.

Portland has been named one of the ten best places to live, one of the ten best markets for job prospects, and one of the top three cities in the nation for education and for raising a family (*Parenting* and *Women's Health*).

At the same time, we know that the economic and socio-political landscapes of the future will increasingly call for enhanced global awareness, job skills, and academic credentials. Local and regional businesses are growing and hiring, but they too often have to look outside our area for qualified people with the needed skills. Economic trends predict that the new, global economy will offer high-wage, high-growth jobs, but these opportunities will also demand highly developed skills and education levels.

Nationwide, it is predicted that over a half million lower-skill jobs will be eliminated due to automation and outsourcing. Meanwhile, here in Maine, forecasts predict the creation of 26,000 new high-wage jobs in high-growth sectors. But these jobs will require more highly skilled workers and entrepreneurs with post-secondary training and credentials.

We are poised to capitalize on these trends, but we will need to rise to the occasion and work with concerted effort like never before, holding each other mutually accountable as we strive to achieve common goals.

Getting ConnectED

Portland ConnectED unites leaders of organizations from our education, business, non-profit, civic, and philanthropic sectors in a sustained, coordinated effort that spans the educational continuum from cradle to college, career, and citizenship.

What We Know

- **Early Childhood**

Early childhood development sets the foundation for a student's future academic success.

- **Grade Level Reading**

Reading at grade level by third grade is a key determinant for future achievement.

- **High School Graduation**

Graduation from high school is a critical threshold on the path to economic success and civic engagement.

- **The New Economy**

Success in the new, more global economy will increasingly require highly skilled workers and entrepreneurs with a college degree or other level of post-secondary education.

What We Believe

- **From Good to Great**

It takes the concerted effort of an entire community, harnessing local and national expertise, to ensure success for all students, and to make good schools great.

- **Challenge & Support**

Communities are successful when they actively challenge and support every student, every step of the way.

- **To go far, go together**

Our efforts must be coordinated, fostering improved communication and shared accountability across multiple organizations for greater collective impact.

Portland ConnectED's initial efforts and resources are focused on the following overarching goals:

- To coordinate independent and collective action, expertise, advocacy, and funding in key areas of development, learning, and career connection, including but not limited to:
 - School readiness from the start
 - Grade-level reading proficiency by the end of third grade
 - High school graduation
 - Post-secondary enrollment, persistence, and completion;

With these general goals in mind, we strive together:

- To measure the success of the partnership by setting benchmarks towards targeted outcomes in the key areas and tracking progress and reporting regularly to the public, beginning with:
 - Meeting or exceeding the state goal of 90% high school graduation rate by 2016 and continuing to improve from there;
 - Creating and endowing a fund dedicated to supporting enrollment, persistence, and completion for those Portland high school graduates who pursue post-secondary studies at public institutions in the Greater Portland area;

To achieve these goals, we plan:

- To maintain and model shared accountability among partner organizations
- To provide leadership, advocacy, and counsel for the on-the-ground work in each of the key areas
- To champion and model data-informed decision-making and effective use of meaningful data to measure baselines and progress;
- To align our partnership's work with the efforts, expertise, and resources of local, regional, and national networks engaged in similar or complementary initiatives.

As with any realistic new venture, our work deliberately leaves room for learning and recalibration, with an initial focus on setting baselines and benchmarks for measuring progress and reporting back to the public. With steady persistence, we will build a durable infrastructure for continuous improvement in educational and economic outcomes.

“ We know that early childhood development is a fundamental factor in future success. We also know that early grade level literacy is a key determinant for high school graduation and achievement, and post-secondary training and credentials are increasingly necessary for success in today's modern global society. Portland ConnectED will connect the dots between these stages and put all Portland children on a pathway to a satisfying and promising career. ”

Michael F. Brennan
Mayor, City of Portland

Founding Partners

City of Portland

Creative Portland

Sam L. Cohen Foundation

John T. Gorman Foundation

Opportunity Alliance

Portland Public Library

Portland Public Schools

Portland Regional Chamber

Southern Maine Community College

United Way of Greater Portland

University of Southern Maine

Portland ConnectED will expand and deepen its connections with additional partner programs and organizations both nationwide and closer to home, to ensure Portland's continued resurgence as a city that values quality of life and place alongside economic vitality.

Contact Us

For more information or to get involved in Portland ConnectED, please contact Mike Dixon, Executive Director, by phone at (207) 653-9854 or by email: mdixon@portlandmaine.gov



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Chair and Members of the Housing and Community Development Committee
Mark Rees, City Manager

FROM: Greg Mitchell, Economic Development Director
Jeff Levine, Planning and Urban Development Director
Mary Davis, Housing and Community Development Division Director

DATE: January 17, 2014

SUBJECT: **2014 HCDC Updated Committee Calendar; Work Plan for 2014**

Attached, as a standing communication on your agenda, is the updated Committee Calendar – in a clean format and a marked revision format - from the version presented at your January 8 meeting.

The Work Plan, also attached, has not changed.

DRAFT 2014 HOUSING & COMMUNITY DEVELOPMENT COMMITTEE CALENDAR
- With Committee Meetings the 2nd and 4th Weds. Of Each Month
As of January 17, 2014

January

Jan. 8 Meeting:

2014 Draft HCDC Work Plan for preliminary discussion subject to change after January 13 City Council goal setting workshop.

For Review and Recommendation to Council - Pearl Place TIF district amendments

Wilmot Street – Possible Reacquiring – Executive Session

Tenant Based Rental Assistance Program update

Housing First Pre-Development RFP – Review Draft

Communication: Update on CDBG Workforce Development Program

Jan. 22 Meeting:

Presentation on proposed amendments to parking requirements and the Sustainable Transportation Fund for possible action

Economic Development Vision and Plan – Work Plan Update for 2014-2015

February

For Review and Comment: Annual Housing Program Budget

Nova Scotia Ferry Service Operator Lease

Review City sites for residential development or sale including former Adams School property

Start Downtown TIF District discussion

Presentation on proposed amendments to the B2 zones for possible action

Tugboat Lease Renewal at Portland Ocean Terminal

Possible City acquisition of property for City Department Consolidation/Forward to Council – Tentative Executive Session

Creative Portland PACE Project in Bayside for Review and Direction

Somerset Street Grade Adjustment Project – Tentative Executive Session

March

Communication: CDBG funding recommendations from Committee & City Manager. CDBG recommendations to Council for final approval, typically during the end of March/ beginning of April

Housing Program Budget Recommendation to City Council

Review of Affordable Housing RFP Draft

Downtown TIF District – Continue Discussion

April

Downtown TIF District – Forward Recommendation to Council

Review and approval of Annual Housing RFP

Presentation on proposed amendments to R-6/R-7 zones for feedback

May

Communication: Annual Action Plan, due to HUD May 15
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.

June

For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Housing Liaison Program Update
Presentation on proposed amendments to R-6/R-7 zones for possible action

July

August

Housing Development RFP – review of proposals received

September

For Review and Comment: Consolidated Annual Performance Evaluation Report (CAPER) due to HUD September 30.

October

Communication: CDBG Application is available/Process Update.

November

Annual City wide TIF District Activity Report/review and recommendation to City Council
HCDC Annual Accomplishment Report/review and recommendation to City Council

December

DRAFT 2014 HOUSING & COMMUNITY DEVELOPMENT COMMITTEE CALENDAR
- **With Committee Meetings the 2nd and 4th Weds. Of Each Month**
As of January 17², 2014

January

Jan. 8 Meeting:

2014 Draft HCDC Work Plan for preliminary discussion subject to change after January 13 City Council goal setting workshop.

For Review and Recommendation to Council - Pearl Place TIF district amendments

Wilmot Street – Possible Reacquiring – Executive Session

Tenant Based Rental Assistance Program update

Housing First Pre-Development RFP – Review Draft

Communication: Update on CDBG Workforce Development Program

Jan. 22 Meeting:

~~Possible City acquisition of property for City Department Consolidation/Forward to Council – Tentative Executive Session~~

~~Creative Portland PACE Project in Bayside for Review and Direction~~

~~Somerset Street Grade Adjustment Project – Tentative Executive Session~~

Presentation on proposed amendments to parking requirements and the Sustainable Transportation Fund for possible action

Economic Development Vision and Plan – Work Plan Update for 2014-2015

February

For Review and Comment: Annual Housing Program Budget

Nova Scotia Ferry Service Operator Lease

Review City sites for residential development or sale including former Adams School property

Start Downtown TIF District discussion

Presentation on proposed amendments to the B2 zones for possible action

Tugboat Lease Renewal at Portland Ocean Terminal

~~Possible City acquisition of property for City Department Consolidation/Forward to Council – Tentative Executive Session~~

~~Creative Portland PACE Project in Bayside for Review and Direction~~

~~Somerset Street Grade Adjustment Project – Tentative Executive Session~~

March

Communication: CDBG funding recommendations from Committee & City Manager. CDBG recommendations to Council for final approval, typically during the end of March/ beginning of April

Housing Program Budget Recommendation to City Council

Review of Affordable Housing RFP Draft

Downtown TIF District – Continue Discussion

April

Downtown TIF District – Forward Recommendation to Council

Review and approval of Annual Housing RFP

Presentation on proposed amendments to R-6/R-7 zones for feedback

May

Communication: Annual Action Plan, due to HUD May 15
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.

June

For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Housing Liaison Program Update
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HCDC Annual Accomplishment Report/review and recommendation to City Council

December



Economic Development Department
Gregory A. Mitchell, Director

Housing and Community Development Committee (HCDC)

Draft Work Plan for 2014

January 2, 2014

A. Planning Department Work Plan

CDBG Priority Review

- Review effectiveness of new sustainable workforce development initiative approved by Council.

Housing Investment Policy

- Review and improve annual RFP process.
- Adams School – Remaining Property – Determine best approach to sell/develop remaining property.
- Sale of City property, i.e., parking lots, for residential use.
- Affordable Housing TIF Implementation strategy

Develop Strategy for Homelessness Task Force “Rapid Rehousing” Recommendations referred to HCDC

- Housing Liaison System
- Housing First Developments

Zoning issues.

- **R-6 Zone**

R-6 and R-7 zones should be examined to see if some R-6 areas should be rezoned R-7, such as at Danforth and York Street, High Street, and in Bayside. Some other changes to the R-6 and R-7 zones should also be considered to permit increased densities. Alternative solutions to accomplish the same goals more universally should also be explored.

- **B-1 and B-2 Map Amendments**

B-1 and B-2 zones on the peninsula have been updated so the R-7 density applies (435 square feet of land area per dwelling unit is required). HCDC will work with staff to look at whether similar changes make sense elsewhere.

- **B-6, B-7 and B-3 Residential Parking Requirements**

There are no specific parking requirements for B-6 and B-7; determined by Planning Board based on a parking analysis. B-3 requires one space per unit. Parking exceptions for historic structures and affordable housing applies in all 3 zones. These requirements should be examined in the larger context of the Sustainable Transportation Fund as an option for developers in these and other districts.

Review of the Condominium Conversion Fee

Review a possible change that would tie the fees to the number of units lost.

B. Economic Development Work Plan

City Real Estate Sale or Lease

- Adams School – Remaining Property – Determine best approach to sell/develop remaining property.
- Riverside Property – Remaining developable property includes 7+ acres. Decide whether or not to market for sale.
- Thames Street Property – Hold property to support Portland East End future development and road/utility extensions.
- Sale of City property, Determine best approach to possibly sell/develop parking lots for residential use.
- Plan for reuse options of the former Reed School – work with the School Dept.

TIF Districts

- Pearl Place TIF for TIF amendments.
- Thompson Point TIF – need to prepare plan for use of future Transit Oriented Development (TOD) TIF tax revenue – Responsibility rests with the Transportation, Sustainability, and Energy Committee. Transit planning scope of work being prepared under direction of the Transportation & Energy Sustainable Committee.
- Create a Downtown Transit Oriented TIF District

- Discuss establishment of Affordable Housing TIF Districts

City TIF Policy

Annually present and discuss a report of TIF district activity including an assessment of TIF district capacity related State acreage and value limitations.

Wilmot Street Property Disposition – Need to resolve City ownership.

Riverside Street Commercial Area – Review needed infrastructure improvements.

Stormwater Regulations and Development – Review possible effects of regulations on development.

Houses of Worship – Review of re-use of houses of worship that may be closing.

Open Space Process – Review of the process of determining where open space should be for what use.

Portland Economic Development Plan Implementation

Mayor leading implementation having monthly meetings with stakeholders of the Portland Economic Development Plan. Provide accomplishment update to the City Council.

Nova Scotia Ferry Service Operator Lease

Tugboat Lease Renewal at Portland Ocean Terminal



Jeff Levine, AICP
Director, Planning & Urban Development Department

Memorandum

To: Housing and Community Development Committee
Mark Rees, City Manager
Sheila Hill-Christian, Deputy City Manager

cc: Transportation, Sustainability & Energy Committee

From: Jeff Levine, Director

Date: January 21, 2014

Re: Changes to the Sustainable Transportation Fund & Parking Requirements
Additional Information

After completing my previous memo, I have had some followup comments and questions regarding these proposals. In order to make most efficient use of the Committee's time, I am attaching some comments I received from Christian MilNeil of the Portland Housing Authority. In addition, Councilor Leeman submitted some questions to our office. One of her questions was the locations of B-1 districts in the City. Attached is a map that shows locations of those zones.

In response to Mr. MilNeil's comments, I have taken another look at these initial recommendations. He raises some valid questions about the City's policies with respect to affordable housing development, and the increasingly competitive nature of the state process for supporting projects. In addition, as the City is a funding agency for most public and affordable housing projects, we have an additional ability to influence their parking strategies that we do not have with many other developments. For these reasons, I am recommending that #3 in the initial memorandum be removed from consideration at this time. In addition, I would like to take a look at items #2 and #4 in the context of how they might impact affordable housing developments.

For your convenience, I repeat these items below:

2. *Section 14-332 (a) 3. c. (may lower the requirement on the Peninsula)* – Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required. In other words, you can't "study" your way out of spaces and then say you don't have to pay into the fund because your study made the spaces "not required." One concern is that this change may increase the incentive to provide the required parking on site or via lease rather than just go for a reduction.

3. *Section 14-332.2. (b) Incentives for affordable housing* - When the Planning Board allows less than one space per unit in an affordable development, specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required, but at a 50% reduction for those reduced spaces.

4. *Section 14-332.2. (c) Site Plans over 50,000 may have their requirement lowered-* Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required.

Jeff Levine - Proposed amendments to "parking in lieu" fee requirements

From: Christian MilNeil <c.neal.milneil@gmail.com>
To: Jeff Levine <jlevine@portlandmaine.gov>
Date: 1/20/2014 1:48 PM
Subject: Proposed amendments to "parking in lieu" fee requirements

Hi Jeff,

I have some concerns about the revisions to the city's parking code that are being discussed in this week's Housing and Community Development agenda.

While I was supportive of the "Sustainable Transportation Fund" when we passed it a few years ago, I'm growing more suspicious of its intents and effects. The "in lieu" fee an impact fee, right? But if the impact we're compensating for, is lack of parking, why do we need to charge an impact fee for households that don't own cars?

The Portland Housing Authority is trying to build a car-free apartment complex in East Bayside. Even with the proposed 50% discount the amendment would add substantially to the cost of each unit — enough to jeopardize our chances of winning competitive tax credits from the state. And this is a project that takes a radical, award-winning approach to lowering development costs.

So this change — like any change that further raises the cost of affordable development — would pose a serious challenge to developing not just the Bayside Anchor, but any new affordable housing on the peninsula in the future. Given the city's housing shortage, and the precedent of dozens of parking studies that consistently tell us that low-income families own fewer cars, and the precedents of other low-parking housing projects fitting in perfectly well with their neighborhoods — can't we please just do away with parking requirements for affordable housing? In the rare instances where neighbors complain about new low-parking affordable housing developments, is their problem really about the parking, or something else? And if it really is about the management of the on-street parking resource, why are you holding affordable housing developers and their tenants responsible for a problem ultimately caused by the city's lackadaisical approach to parking management? I don't see any reforms to the residential permit system being discussed — why not?

The also seems perilously close to being a "taking" under the Supreme Court's recent Koontz decision. How are you going to argue that car-free households need to pay an impact fee in lieu of parking spaces they wouldn't have used in the first place?

Anyhow, I'm hoping to bring this proposal to the attention of the PHA finance committee. To help us better understand the potential implications of this, would you mind sending me the text of the current "fee in lieu" ordinance as it currently stands?

Thanks,
 C

Jeff Levine - Re: Proposed amendments to "parking in lieu" fee requirements

From: Christian MilNeil <c.neal.milneil@gmail.com>
To: Jeff Levine <jlevine@portlandmaine.gov>
Date: 1/21/2014 4:20 PM
Subject: Re: Proposed amendments to "parking in lieu" fee requirements
CC: Mary Davis <mpd@portlandmaine.gov>
Attachments: Parking Amp 2 September 2013.xls

Thanks, Jeff.

Mark Adelson had his staff compile the statistics on parking permits in the PHA's East Bayside properties this September (attached). These are all family units, so they're the tenants most likely to own a car (utilization of the lot across the street at Franklin Towers is much lower, though there are more dwelling units there). The price for parking permits is \$0, so it's 100% subsidized for drivers, and that's something we'll be changing in the near future. Still, even though we're giving away free in-town real estate, 26% of households have no cars, and parking supply exceeds demand even when the price is zero.

The PHA is developing a TDM plan by which we hope to locate more car-free tenants to walkable developments like East Bayside and Harbor Terrace, while encouraging our car-owning tenants to locate in places like Riverton and Sagamore Village, where land costs are lower. Maine has plenty of housing for people who can drive; there's precious little affordable housing for the 39,200-and-counting Maine households [US Census, American Community Survey] who don't drive but would still like to have access to a decent quality of life by living in a walkable, transit-accessible neighborhood.

Our TDM strategy will likely entail a carrot-and-stick approach, raising the price for parking permits to cover our maintenance costs (thus phasing out our parking subsidies), while using some of the parking revenue to give our residents bus pass subsidies instead. Based on the experiences of other housing authorities, once we phase out parking subsidies I expect that most of our tenants will be car-free — especially once, or if, we start adding new housing like Bayside Anchor that's not designed to be car-oriented. If we can encourage more households to go car-free by giving them more access to neighborhoods where that's possible, all the better, right?

The bulk of our construction funds come from a very limited stream of federal subsidies granted through the state housing authority, HOME funds from the city, and from the future rents paid by our tenants. Any money we spend on parking or parking in-lieu fees — even if it's merely for a 'parking study' under the current zoning requirements — ultimately comes at the expense of those affordable housing budgets. I say this as one of the city's most committed advocates for bike/ped/transit projects — it's just not worth it for us to put cash into the 'Sustainable Transportation Fund' if it's at the expense of people who are wrestling with the threat of homelessness.

Ultimately, any impact fees or parking requirements that the Council imposes on nonprofit affordable housing developers like the PHA and Avesta ultimately get passed on to the people who can afford it the least — our tenants, and the people who would like to be our tenants if only we had an apartment for them.

The other big wrinkle in the proposed amendment is the specification that our fee-in-lieu ordinance only applies "in a non-residential zone on the Portland Peninsula".

By my reading, this change would mean that affordable projects located off the peninsula or in an on-peninsula residential zone would lose their ability to negotiate more reasonable parking requirements altogether. Unless you're also planning to expand the fee-in-lieu option off the peninsula and into residential neighborhoods, but I don't see that discussion on the agenda.

More generally, I'd like to point out that the Transit Study suggested the fee-in-lieu ordinance as only one small part in a suite of proposed parking reforms, the most crucial of which were supposed to be a rationalization of the city's on-street parking management by phasing in demand-responsive pricing and ending the free-for-all for residential permits. Do you mind my asking where we stand on those initiatives?

I may not be able to attend tomorrow's meeting but I hope you can relay these concerns to the Council, and I'm hoping that either Mark or someone from Avesta will weigh in as well.

Thanks,
-Christian

<http://christianmilneil.com>

The Vigorous North:
A field guide to the wilderness areas of American cities.
<http://www.vigorousnorth.com>

On Mon, Jan 20, 2014 at 11:20 PM, Jeff Levine <jlevine@portlandmaine.gov> wrote:
Christian-

Thanks for your thoughtful comments.

We should certainly discuss further whether to simply exempt all affordable housing - or perhaps simply PHA housing - from any new sustainable transportation fund requirements. I am also open to a discussion about best practices for parking requirements for affordable housing, having worked on some large affordable projects in my last position.

We have supported Bayside Anchor, both financially and policy-wise, and would not want to cause issues for it as a result of this discussion. While I am not sure I would characterize this as an impact fee of the sort that might be affected by the Koontz decision, that's not as much of a concern for me as the other concerns you raise.

The text you requested is attached. The formatting is a little funny, but it's the best I can do on my home computer. Let me know if you want anything else.

In the meantime, if you have any data that suggests what car ownership is in existing PHA properties, that would be very helpful.

We will also provide your comments to the HCDC so they are aware of them.

best,

Jeff

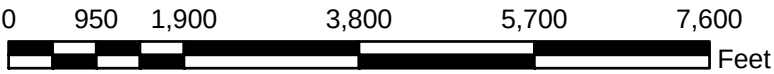
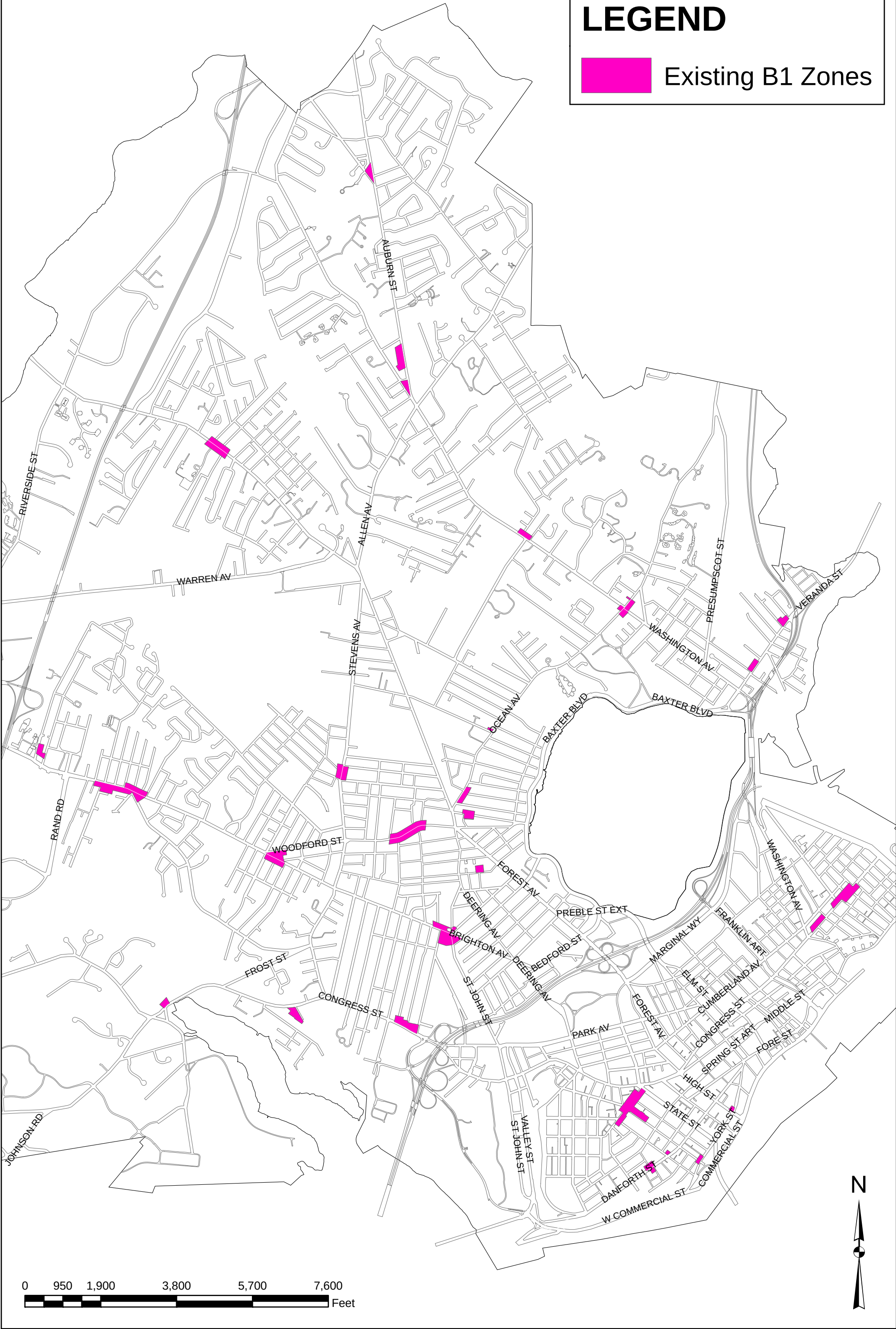
Jeff Levine, AICP
Director

Portland Housing Authority
Parking Analysis PHA Housing in East Bayside Area September 2013

[illegible]

LEGEND

Existing B1 Zones





HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE

DATE: January 22, 2014 (Wednesday)
TIME: 5:30-6:00 pm (reduced schedule)
LOCATION: Room 24, Basement Conference Room
Portland City Hall

A G E N D A

1. Review and accept Minutes of previous meeting held on January 4, 2014.
2. Review and possible Recommendation to City Council (Public Comment will be accepted as time allows.)

Presentation on Proposed Amendments to Parking Requirements and the Sustainable Transportation Fund – Jeff Levine

3. Review and Recommendation for forwarding to City Council as a Communication (Public Comment will be accepted as time allows.)

Economic Development Vision and Plan – Work Plan Update for 2014-2015 – Greg Mitchell

4. Review and Discussion (Public Comment will be accepted as time allows.)

2014 HCDC Work Plan for review and discussion – Mary Davis, Jeff Levine, Greg Mitchell

Next Meeting: February 12, 2014

Councilor Kevin Donoghue
Chair



Housing & Community Development Committee

January 8, 2014

A meeting of Portland City Council's Housing and Community Development Committee (HCDC) was held on Wednesday January 8, 2014 at 5:30pm in room 209 on the second floor of City Hall. Present from the HCDC was its Chair, Councilor Kevin Donoghue and member Councilors John Coyne and Jon Hinck. Committee member Councilor Nicholas Mavodones could not be present. City staff present included Planning & Urban Development Director Jeff Levine, Housing & Community Development Division Director Mary Davis, Economic Development Director Greg Mitchell, Corporation Counsel Danielle West-Chuhta, Housing & Community Development Program Manager Amy Grommes Pulaski, and Housing & Community Development Assistant Maeve Pistrang (note taker).

Agenda Item 7: Executive Session: Pursuant to 1 M.R.S.A. 405(6)(C) and (F) the Committee will go into executive session to: Review possible reacquisition of a portion of Wilmot Street

Councilor Donoghue suggested addressing this item first, for the benefit of staff present for the item. On motion made and seconded, the Committee voted unanimously at approximately 5:30pm to go into executive session pursuant to 1 M.R.S.A. 405(6)(C) and (F) to review possible reacquisition of a portion of Wilmot Street. At approximately 5:45pm, the Committee came out of executive session.

Agenda Item 1: Minutes from previous meeting held on November 13, 2013

On motion made and seconded, the Committee voted unanimously to accept the minutes as published.

Agenda Item 2: Pearl Place TIF Amendments

Ms. Davis presented the proposed amendment, which would not change the set aside for the developer, but would use 1/3 (approximately \$11,000/year) of the remaining captured TIF revenue for public schools, and 2/3 (approximately \$22,000/year) for a housing development revolving loan or investment fund. There was no public comment. On motion made and seconded, the Committee voted unanimously to approve and recommend the amendment to Council.

Agenda Item 3: Tenant Based Rental Assistance

Ms. Davis presented an update to the Committee on the status of the new Tenant Based Rental Assistance (TBRA) program. The 2014 budget allocated \$135,662 of federal HOME funds for TBRA, and Ms. Davis said she is working with the Social Services division to establish protocols for program administration, and they plan to launch the program in February.

There was no public comment. Councilor Hinck asked how this program might add to the case manager load in Social Services and Ms. Davis commented that this program would act as an additional resource to supplement work they are already performing, but that she would inquire further about caseloads.

Agenda Item 4: Housing First Pre-Development RFP

Ms. Davis presented the draft of the RFP, which solicits proposals for locating sites, financing, and other preliminary work for Housing First Developments. This RFP stemmed from tasks identified by the Homelessness Task Force to create permanent supportive housing projects for the homeless. Ms. Davis explained that HOME funds are not eligible for providing a pre-

development resources. The Mayor suggested utilizing the Housing Replacement Fund for this purpose.

Ms. Davis passed out new copies of the RFP to the Committee that included edits after receiving additional comments from City staff. She said both Mr. Levine and Health and Human Services Director Doug Gardner have expressed concerns about including site control in the RFP, so she is looking for guidance from the Committee on that topic. There was no public comment. On motion made and seconded, the Committee voted unanimously to approve the revised draft RFP passed out at the meeting and recommend that Council allocate \$50,000 from the Housing Replacement Fund.

Agenda Item 5: CDBG Employment Development Program

Ms. Grommes Pulaski provided an update on the new CDBG Employment Development program, which came out of the 2012 Task Force and the 2013 Working Group that set priorities for funding workforce development projects. The goal of the program is to create employment opportunities through job creation and microenterprise assistance, along with supportive services to workers. This program combines \$300,000 of CDBG Development funds and \$100,000 of Social Service funds. Staff held an outreach informational meeting January 7th, with a mandatory applicants' meeting scheduled for January 28th and applications due February 12th.

Councilor Donoghue asked how many proposals staff expects to see and if the selection criteria will be similar to that of the normal CDBG process. Ms. Grommes Pulaski responded that the program is following more of an RFP format than the normal process, and the proposals will not go to the Allocation Committee. Instead there will be staff review and a separate Committee composed of past Task Force members and others with economic development

experience, and while there are scoring categories, the scoring will not be as strictly defined as the normal CDBG process. Councilor Donoghue also asked how much discretion City Council would have in the process and Ms. Grommes Pulaski responded that, as always, Council will have final say over funding, but the recommendations probably will not come to them in the same ranked format as other CDBG recommendations, but as more of a narrative.

Councilor Coyne asked about microenterprises and how individuals might apply for funds. Ms. Grommes Pulaski clarified that individual microenterprises would not apply, but organizations that assist them. Under the program microenterprises are defined as businesses with five or fewer employees where the owner is a low to moderate income person.

Agenda Item 6: 2014 HCDC Work Plan & Calendar

Mr. Mitchell provided a brief overview of the work plan, which includes HUD program deadlines and a two-meeting-per-month schedule. Mr. Mitchell noted that the January 22nd Council meeting will conflict with the next regularly scheduled HCDC meeting. Councilor Donoghue proposed holding a 30 minute HCDC meeting on that day, before the Council meeting.

Councilor Donoghue asked when the Committee can expect to address zoning and TIFs this year. Mr. Levine said the items regarding the R6 and R7 zones are currently scheduled for April because there have been recent staff changes and he would prefer having more time to ensure there is substantive information to bring to the Committee.

Mr. Mitchell said the Downtown TIF would be addressed at the February and March meetings as there is some urgency to move forward because of the impending tax year and

developments. Councilor Donoghue also confirmed that the transit-oriented TIF discussion would begin in February as well.

The meeting was then adjourned at approximately 6:15pm.



Jeff Levine, AICP
Director, Planning & Urban Development Department

Memorandum

To: Housing and Community Development Committee
Mark Rees, City Manager
Sheila Hill-Christian, Deputy City Manager

cc: Transportation, Sustainability & Energy Committee

From: Jeff Levine, Director

Date: January 17, 2014

Re: Changes to the Sustainable Transportation Fund & Parking Requirements

As per our earlier discussions, staff has been working to draft some changes to the parking portion of the Land Use Ordinance to clarify and tighten the requirements for contributing to the Sustainable Transportation Fund. As part of that work, we are also seeking to clean up some other parking-related issues that have come to our attention.

Based on internal discussion, we are bringing forward the following possible amendments. Based on your feedback, we will finalize some or all of these proposals for submission to the Planning Board and City Council:

1. *Section 14-332 (a) 3. b. (Car Sharing)*- Lower the credit from 8 spaces per Car Sharing Vehicle to 4-5.
2. *Section 14-332 (a) 3. c. (may lower the requirement on the Peninsula)* – Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required. In other words, you can't "study" your way out of spaces and then say you don't have to pay into the fund because your study made the spaces "not required." One concern is that this change may increase the incentive to provide the required parking on site or via lease rather than just go for a reduction.
3. *Section 14-332.2. (b) Incentives for affordable housing* - When the Planning Board allows less than one space per unit in an affordable development, specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required, but at a 50% reduction for those reduced spaces.
4. *Section 14-332.2. (c) Site Plans over 50,000 may have their requirement lowered*- Specify that the amount lowered still requires contribution to the Sustainable Transportation Fund if would otherwise be required.

5. *Section 14-345 (c) Adjustment method* - Delete or simplify.

6. *Section 14-332.1.(d) Change of use in the B2B zone* - This section essentially grandfathers nonconformity with respect to parking in the B2B zone only. I propose expanding this grandfathering to the B1 zone so small retail spaces in neighborhood business districts can be retenanted without getting parking relief. This will encourage vibrant and adaptable commercial districts in the City.

In addition, there are few items that are more conceptual at this point. If there is support for these items, we can figure out where in the Land Use Ordinance they belong and add them to a submission:

1. Should the option to pay into the fund to be available by right or subject to the approval of the PB?
2. When on-street parking spaces are removed as a result of a development, should they will be required to be replaced debited off of a development's parking requirement
9. Should we add a clause that states that the first two units in R-6 or R-7 zones do not require any parking, but that additional units do.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Housing and Community Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: January 16, 2014

SUBJECT: 2014-2015 Work Plan Associated with the Portland Economic Development Plan

I. SUMMARY OF THE ISSUE

In the Fall of 2011, the Portland City Council endorsed the Portland Economic Development Plan and associated Work Plan. Mayor Brennan then formed a stakeholder group to oversee implementation of the Work Plan. Since that time, many components of the original Work Plan have been completed. Therefore, the stakeholder group worked to update the Work Plan for 2014-2015. Please see attached memorandum from the stakeholder group to "Portland Business and Community Leaders" of January 3, 2014 which summarizes the accomplishments to date, as well as includes an updated 2014-2015 Work Plan.

The stakeholder group is now in the process of presenting the updated Work Plan to their constituencies, including the Portland City Council, through a recommendation by this Committee to forward to the Council as a communication.

II. REASON FOR SUBMISSION

This is being submitted to the HCDC for its review and recommendation to the City Council.

III. INTENDED RESULT

The intended result would be for the Portland City Council to receive the updated 2014-2015 Work Plan as a communication to be aware of the list of activities to be undertaken to support Portland's economic growth. The updated Work Plan places increased emphasis on workforce development activities to support workforce entry, adds a number of tourism activities, and prioritizes attention to important Portland waterfront and transportation investments.

IV. FINANCIAL IMPACT

By forwarding this to the City Council, there is no financial impact. There are public infrastructure/transportation projects in the Work Plan which will require a mix of Federal, State, and City funding. This funding will be gathered as the projects move forward.

V. STAFF ANALYSIS AND RECOMMENDATION

Staff recommends the Committee vote to forward the updated Work Plan to the City Council as a communication.



MEMORANDUM

TO: Portland Business and Community Leaders

FROM: Portland Economic Development Plan Stakeholders

DATE: January 3, 2014

SUBJECT: 2014-2015 Work Plan associated with the Portland Economic Development Plan

Portland Economic Development Plan

The City's first Economic Development Plan was endorsed, during 2011/2012, by the following partners:

- Creative Portland,
- Portland City Council,
- Portland Community Chamber,
- Portland Convention and Visitor Bureau,
- Portland Development Corporation, and
- Portland's Downtown District.

Following Portland City Council endorsement of the Economic Development Plan, Mayor Brennan and City Manager Mark Rees established a stakeholder group, including the above organizations and others, which meets regularly to oversee implementation of Portland's Economic Development Plan.

Portland Economic Development Plan Accomplishments

Noteworthy accomplishments of the Economic Development Plan, to date, include:

- ***New Portland Marketing Branding Program.*** The new brand "Portland, Maine Yes. Life's good here." was created and endorsed by the Plan partners. This program includes "Why Portland" videos featuring individual business owners who talk about enjoying the region's great lifestyle while working from Maine.
- ***Business Visitation Program.*** The Mayor, City Economic Development staff, and members of the Chamber of Commerce meet monthly with area businesses



year round to determine their needs to support business retention and growth. A total of twenty-five businesses have been visited to date.

- ***Mayor Brennan's Growing Portland Collaboration*** was established, funded, and staff hired to align post secondary education institutional activities with private sector growth opportunities, and institutions involved in research and development.
- ***The Portland Chamber created an Economic Scorecard*** to annually measure and compare Portland's economic performance against several similarly sized U.S. cities. Creative Portland added to this work by creating several "Livability" indicators.
- ***Updated a guide for "Doing Business in Portland"*** to create a single source of information about City business licensing and development regulatory requirements, along with promoting City commercial loan and grant programs.
- ***Streamlined Portland's development regulatory process and requirements, including permits and inspections.***

2014-2015 Work Plan and Partner Commitments

The Portland Economic Development Plan stakeholders prepared the attached 2014-2015 Work Plan to continue the work of the Economic Development Plan. The attached Work Plan includes a listing of each activity, responsible organizations - including lead organization, along with activity status. All organizations listed in the Work Plan are committing time and financial resources to implement assigned activities. This Work Plan sets forth a clear road map for a short list of activities to support Portland's economic growth. The Work Plan places increased emphasis on workforce development activities to support workforce entry, adds a number of tourism activities, and prioritizes attention to important Portland waterfront and transportation investments. The power and importance of this effort is that it coordinates the economic development work among many organizations with City government and harnesses their combined energy. Mayor Brennan and other stakeholders will be contacting your organization to arrange meetings with you to discuss the importance of the activities included in this Work Plan.

Also attached is the Portland Economic Development Vision and Plan dated August, 2011, along with overviews of Creative Portland's work plan, Growing Portland's focus areas commencing in 2014, and Portland ConnectED.

cc: Portland City Council
Mark H. Rees, City Manager

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN
2014 & 2015 WORK PLAN

GROW THE ECONOMY

Principle and Vision Statement: *The City is committed to creating economic prosperity through growing its tax and employment base.*

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business, higher education, and research and development needs to support regional workforce development.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Business Retention and Attraction		
- Business Visitation Program	City, Chamber, GPEDC	Ongoing/Retention, wkforce dev. & expansion, grow global exports, incl. food sector
- Growing Portland Initiative	GP, City, Chamber, CP, GPEDC	Ongoing/"Research Triangle" rollout & sector work groups deployment
- Industry Sector Research	Chamber, GP, City, GPEDC	Ongoing/Growth Strategy for specific industries in Portland Region
- Portland Technology Park	City, Chamber, GPEDC	Ongoing/Market park to businesses and plan for future phase
- PDC Commercial Loan and Grant Programs	City, PDC	Ongoing/Assistance to new and growing businesses
- Minority and Women-Owned Business Development	City, Chamber, CEI, and USSBA	Proposed /Inventory businesses, clarify growth challenges, incl. creative eco.; business forums incl workforce dev/industry-sector partnership opportunities; promote current financial and business development offerings; provide managerial, technical, and business consulting assistance; create connections to entrepreneurial and vocational training.
Workforce Development		
- Overcoming Barriers to Employment: Develop strategies, programs, and services to support workforce entry	GP, CVB, Chamber, City, PAEd	Proposed /Convene working groups to coordinate specific strategies.
- Utilize CDBG resources for workforce development	City, Chamber	Implement new CDBG program
Tourism		
- Raise Tourism Awareness	CVB, City, PDD, ME Office of Tourism	Proposed /Jetport; Cruise Portland, ME; cultural heritage; global mkts
-Create a cultural heritage tourism initiative	CVB, City, ME Office of Tourism	Proposed /Inventory and market cultural heritage projects, sites, and educational programs; identify cultural heritage tourism projects ready for marketing; include the cultural history of Portland on City website with links to CVB/tourism opportunities.
- Summit on Convention Center and Funding Sources	CVB, Civic Ctr., City, Hospitality Ind., Chamber	Proposed /
- Collaboration on People and Business Relocation Package(s)	CVB, Chamber, CP, City	Proposed /To assist businesses and individuals moving to Portland
Public Infrastructure/Transportation		
- Re-Establish Ferry Between Portland & Yarmouth, NS	City, State, MITC	Ongoing
- Extend Rail to Support Eimskip & Growth of Int'l Cargo Shipping	ME Port Authority, MEDOT, City	Ongoing/Strenthen partnership with Eimskip; State Bond Issue support
- Intermodal Planning and Infrastructure at Thompson's Point	MEDOT, EDA, City	Ongoing/State Bond Issue support
- Harbor Dredging	City, MEDOT, Wharf Owners	Ongoing/State Bond Issue support
- Establish a TIF strategy for transportation and downtown public infrastructure	City	Proposed /Discuss establishment of a downtown transportation oriented TIF district.
Metrics		
- Portland's Economic Scorecard	Chamber, City, CP, PDD, CVB	Ongoing/Enhance Integration with ED Plan

* Lead organization has primary responsibility for resources and implementation.

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

- Goals:**
1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
 2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
 3. Create incentives to establish and grow Portland's creative enterprises.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Portland Marketing & Branding Program: Advance Implementation	CP, City, Chamber, PDD, CVB, WAC	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Refine Recruitment Strategies & Programs for Creative Entrepreneurs	CP, City, Chamber	Ongoing/
Creative Space Development	CP	Ongoing/Inventory, database, additional space dev.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

- Goals:**
1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
 2. The Department Review process will be clear, consistent, predictable and timely.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Update City Website as Customer Service Portal.	City	Ongoing/December 2014
Review 2010 Site Plan Standards Effectiveness	City & Chamber	Ongoing/Chamber and City staff meet annually
Streamlining Permitting	City	Ongoing

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
EDA = U.S. Department of Commerce/Economic Development Admin.
GP = Growing Portland
GPEDC = Greater Portland Economic Development Corporation
MEDOT = Maine Department of Transportation
MITC = Maine International Trade Center
PAEd = Portland Adult Ed.
PDC = Portland Development Corporation
PDD = Portland's Downtown District
SMCC = Southern Maine Community College
USM = University of Southern Maine
USSBA = U.S. Small Business Administration
WAC = World Affairs Council

ECONOMIC
DEVELOPMENT
VISION + PLAN
PORTLAND MAINE

August, 2011

Contents

1 Introduction

Core economic development focus

3 Grow the economy

7 Enrich the creative economy

9 Support business

11 Appendices

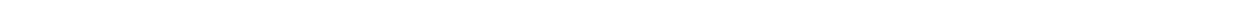
12 Appendix A: Task Force Members + Support

13 Appendix B: Listing of Past Reports Reviewed

14 Appendix C: Outreach Meetings + Presentations Completed

15 Appendix D: Description of Economic Development Plan Components

16 2011 + 2012 Work Plan



ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND, MAINE

The following is an economic development vision and plan for the City of Portland, Maine. It has been created in acknowledgement that economic development in general, and business retention, expansion, and attraction in particular, are vital to the growing prosperity and improvement in the quality of life of Portland's citizens.

This vision and plan provides a roadmap for success in Portland's future economic development. It draws on the previous and current work of the City, its citizens, businesses, and stakeholders. The vision and plan was accomplished through a collaboration of the City of Portland, Portland Community Chamber, and the Creative Portland Corporation. To guide the process and compile the results, the City and Chamber engaged the Economic Development Plan Task Force. A list of Task Force members is provided in Appendix A.

Rather than recreate the many recent efforts regarding components of the City's economic development, this plan draws from several recent reports that provide information relating to the economic development process. A listing of these reports is provided in Appendix B. The plan is also based on input obtained through outreach to citizens, workers, and stakeholders through a coordinated social media strategy including a project web page, Facebook page, and Twitter updates. Finally, it incorporates input received through outreach meetings and presentations, a listing of which is provided in Appendix C.

Using information gathered from these resources, an economic development vision and strategy has been developed that consists of the following components:

- Guiding Principles + Vision Statements
- Goal Statements
- Implementation Strategies

A description of these components is provided in Appendix D.

The vision and plan presents three primary areas critical to long-term success in Portland's economic development. These core areas of focus include:

1. Grow the economy
2. Enrich the creative economy
3. Support Business

To support these core areas of focus the City must take action to coordinate, communicate, and measure progress. Additionally, as part of this plan and vision and to enable its success:

Portland will work in collaboration with the communities and stakeholders of the Greater Portland Region to not only grow the City's economy, but also the economy of the region; together we will work to make the Greater Portland Region a great place to work, live, and grow a business.

Portland will participate in regional efforts at industry tradeshows and through external advertising, including specifically working with the Greater Portland Convention and Visitors Bureau and Greater Portland Economic Development Corporation

Portland will adhere to the regional economic development protocol agreed to by the Greater Portland Communities, and will participate in a collaborative marketing and business attraction program for the region

Portland is committed to regular and systematic economic development strategic planning and evaluation, including monitoring progress of its plan and activities, measuring progress and impacts, and making strategic changes as warranted. This includes maintaining and reporting through the Chamber's annual Economic Scorecard. The process will engage key stakeholders and include regular communications with the businesses, citizens and taxpayers of the City.

Portland will utilize the latest technologies, including web and social media, to communicate and market Portland both inside and outside the region, and to deliver its economic and business development services and communications.

By adhering to this vision and plan, Portland will achieve its economic development goals, creating economic prosperity through growth of the City's tax and employment base.

Portland's greatest strength is its underlying quality of life and unique character, contributing to its continuing national recognition as a highly desirable community in which to live and work. It is especially important for Portland to recognize, support, and enhance the fundamental qualities of place that make Portland unique and desirable for investment and growth; these include education, parks, waterfront, downtown, neighborhoods, cultural diversity, and the geographic and architectural heritage of the City. These assets enable Portland's economic development efforts to attract and grow businesses and support residents and workers. In turn, a strong economic environment enables the City to support and sustain these quality of life assets.

Economic development planning is an integral part of Portland's Comprehensive Plan, so this strategy document can be seen as a guiding policy and action plan in concert with other planning initiatives. The inter-relatedness of all elements of the plan are exemplified by the Sustainable Portland plan, which recognizes that the future health and prosperity of Portland depends on stewardship of our environment, our community, and our economy, the three fundamental components of future sustainable communities. For example, the City has adopted a Housing Plan that sets forth policies that will ensure that we can house a growing population, critical to building a workforce to engage in the jobs that will be created. Another example would be the Community Vision, which emphasizes the importance of quality education to ensure that the population possesses the skills needed to succeed in the modern economy – from skilled labor to high tech and innovation industries. It is understood that this Economic Development Vision and Plan for Portland does not itself address every component needed for future prosperity, but depends on the coordinated and comprehensive plans and policies that function together to secure our future well being.

This vision and plan is meant to be a living document to guide policies, programs, and actions within the City. It should be stressed that this is not a "City Government" only plan. It was developed by a collaborative effort between the City, the Portland Community Chamber, and the Creative Portland Corporation, with significant engagement from the Task Force; input from the public, private and not-for-profit sectors; and guidance from many past collaborative efforts. It is therefore a "community-wide" economic vision and plan to be utilized and implemented by those willing to participate and move forward into the future. Rather than being the sole document or effort related to economic and community development, this vision and plan is meant to provide a specific focus on the City's economic development vision, goals, and strategies. Other efforts and documents address closely related issues such as housing, infrastructure, services, and neighborhoods. Some of these issues are referenced in this vision and plan, but this document is not meant to cover those issues in detail.

Throughout the plan the term "business community" is used to represent the private sector. For this plan the "business community" is meant to mean all businesses in Portland, large or small, as well as any other stakeholders who have a vested interest in the economic growth and well being of the City of Portland.

Why a vision and plan? The purpose is best summarized in the following statement: "Creating economic prosperity through growing the City's tax and employment base."

The economic recession has called out for the City to start considering "what's next" in terms of how we can grow wealth. Portland, along with other partner communities in South Portland, Scarborough, Falmouth, Cape Elizabeth, and Westbrook, plus the Portland Regional Chamber and a regional education alliance, have incorporated a private/public non-profit organization to support regional approaches to economic development, including marketing/branding. This vision and plan for Portland will help ensure that these regional efforts reflect the City's needs and strategies for economic development.

Strategies are the economic development priorities (or work plan) over the next 6-12 months starting in the summer of 2011. Appendix E outlines the assignment of work plan activities, budget resources and timeline.

The Plan's implementation will be monitored by the existing Task Force which has agreed to meet periodically to make sure the Plan is implemented and to recommend Plan revisions.

CORE ECONOMIC DEVELOPMENT FOCUS GROW THE ECONOMY

Guiding Principles + Vision

The City is committed to creating economic prosperity through growing its tax and employment base.

Goals + Implementation Strategies

Understand the needs and concerns of existing businesses to support their retention and expansion

(Relevant Scorecard Indicators: none)

Work Plan:

Develop and sustain a visitation program to obtain regular feedback from the business community with areas of concern addressed in a timely manner. To implement this, the City should follow the detailed steps outlined in the MIT Report, with the major steps of the program being business outreach, information gathering, and most importantly, follow-up. The Mayor shall be involved and be the face of this program.

Action | Measurement:

- A business visitation pilot program will be established
- Feedback from the pilot visitation program will be used to adjust economic strategies and activities, and results of the visitation program will be communicated to the City's business community
- The results of the pilot program will be used to refine and implement an ongoing program
- Business will be better informed of economic development resources and opportunities in the City, and will feel that their concerns are being heard and acted upon

Develop non-visitation methods to enable additional communication and feedback from business by utilizing social media, surveys, and events

Utilize marketing and communication to promote, maintain and expand commercial loan and other business financial incentive programs that leverage and support business retention, expansion, and attraction

Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development (Relevant Scorecard Indicators: S&E Occupations, Private Sector Employment Growth, Regional Earnings per Employee, Value of City Imports & Exports per Capita, Regional Venture Capital Investment, Regional Patents Issued). Added to these Scorecard Indicators will be employment growth and earnings per worker in targeted sectors.

This goal shall be accomplished through business retention and expansion efforts, as well as through a regional attraction effort coordinated with the Greater Portland Economic Development Corporation and Maine and Company. Based on past analyses and current data, sectors to target include:

- Finance and insurance
- Life science – including bioscience, healthcare, and medical
- Food production/food service – including fishing and seafood
- Marine and marine related – working waterfront, port related, and cargo
- Arts and culture
- Creative enterprise
- Visitation, tourism, and entertainment
- Support redevelopment of the Civic Center as a destination for visitors and residents alike
- Professional, technical services and business services
- Information Technology (IT) and IT-related services
- Manufacturing in niche areas including but not limited to food, chemical/biological, and nano-electronics

Work Plan:

Form working groups to develop specific strategies for each targeted sector, and for life sciences and food production services include in those strategies the recommendations from the MIT report.

Work Plan:

Produce additional analysis to further prioritize and develop sector/cluster strategies based on opportunity and analysis.

Action | Measurement:

- Form at least 3 working groups to develop strategies in three of the targeted sectors
- Identify and conduct further analysis to support strategy development in the three initial targeted sectors
- Develop implementation strategies in the three targeted sectors

In addition to the above targeted sectors, the City will value, support, and market green initiatives and businesses that operate in “green” markets

Work Plan:

Coordinate business and higher education needs to support regional workforce development

(Relevant Scorecard Indicators: Educational Attainment)

Advocate for workforce training and the education needs of Portland businesses to service providers and the regional higher education coalition

Participate through the Greater Portland Alliance of Colleges and Universities to strengthen alliances and opportunities for workforce education, training and development with the organization's regional institutes of higher education

Expand and encourage the availability of higher education scholarships provided by private businesses within the community

Action | Measurement:

- Conduct initial meeting between Greater Portland businesses, economic development representatives and representatives of the Greater Portland Alliance of Colleges and Universities; develop an ongoing process to increase advocacy, planning, and programming in support of workforce development

Increase awareness among businesses, workers, and residents regarding the benefits to the local economy of supporting Portland businesses

(Relevant Scorecard Indicators: None)

- Bring together Portland businesses and residents through marketing, communication and networking to increase sales at those businesses

Sustain economically vibrant neighborhoods

(Relevant Scorecard Indicators: None)

- Work with the City's neighborhood liaison to regularly engage businesses and residents in the environment and culture of Portland's neighborhoods
- Support the growth of local neighborhood business and promote the benefits they provide to the neighborhood's residents

Support efforts for a vibrant and attractive downtown

(Relevant Scorecard Indicators: Downtown Vacancy indicator)

- Recognize the Portland Downtown District as the entity to lead Downtown economic development efforts

Support a working waterfront, recognizing the Central Waterfront as an urban maritime district promoting traditional and emerging waterfront uses – a careful balance of mixed uses to help finance the marine infrastructure; the State Pier and Ocean Gateway, dedicated to passenger ferries, cruise ships and facilities; and the Western Waterfront, Portland's essential deep water port edge and acreage.

(Relevant Scorecard Indicators: Value of City Imports & Exports)

- Provide continued support for Ocean Gateway's use as an international passenger cruise ship terminal.
- Provide continued support for the International Marine Terminal (cargo shipping)
- Continue to monitor the effect of recent changes to zoning ordinances – allowing non-marine businesses on the waterfront – on the growth and development of marine industries and quality of marine infrastructure in the zone.

- Provide continued support for the Portland Fish Pier and the infrastructure to support the fisheries industry.
- Prioritize attention and funding to dredge Portland's harbor (federal channel and private shores), and encourage investment in other marine infrastructure as a mean to provide continued access to and functional utility of private and publically owned piers.

Support and market Portland's distinct urban commercial targeted growth districts, encouraging a mix of housing and commercial development to create 24/7 activity and vitality. Each district will capitalize on its unique strengths to maximize the employment and tax base, channeling growth into emerging districts and established employment areas. These districts include: Bayside, an extension of downtown, featuring transit-oriented, high density modern mixed use along the new Bayside trail and a new front face to the city; Downtown, an historic main street, Arts District and Old Port, the center of finance, law, and commerce that capitalizes on its historic fabric and cosmopolitan feel; and Eastern Waterfront, an urban redevelopment district in a new street block grid on the scenic waterfront, situated at the hub of ferry terminals, the Eastern Prom Trail, and flanked by the charm of India Street and Munjoy Hill neighborhoods.

(Relevant Scorecard Indicators: None)

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Continue to develop and promote Portland's commercial and industrial districts, including Riverside Street, the Rand Road Technology Park, and other locations suited for cutting edge business and industry.

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Attract and support entrepreneurs as a means of growing and diversifying the local economy (Relevant Scorecard Indicators: Regional Venture Capital Investment) Add to Scorecard Indicators: Business

Start-ups and Business Churn

- Coordinate entrepreneurship services to ensure Portland entrepreneurs are supported for start-up, retention, and growth
- Support efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce
- Develop a "Portland Host" program to have existing businesses and professionals welcome new business to the City and be available to help recruit new businesses. This program will include representatives of the Portland Community Chamber, the City and others as appropriate.

Recognize that infrastructure – be it roads, sewer, water, energy, communication networks or transportation – is the underpinning of economic growth and development. It must be maintained and improved to support the goals and strategies contained in this plan.

(Relevant Scorecard Indicators: Visitors to Region, Enplanement, Value of City Imports and Exports Per Capita)

- Portland will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe, in order to support economic development and growth
- Portland will provide a transportation system which encompasses all modes, balances competing objectives, and promotes the economic vitality and quality of life in the Portland community
- Portland will support a network of airport, rail, ports (cargo and passenger) and highway infrastructure to compete in the global economy
- Portland will continue to attract passenger airline carriers to the Jetport in an effort to lower ticket prices and offer greater choices for travelers

- Portland will encourage the development and maintenance of telecommunications infrastructure, including broadband service, to support opportunities arising from digital technologies
- Portland will support improvements and maintenance of environmental infrastructure (i.e. combined sewer overflow infrastructure to support a healthy harbor) to foster further growth

CORE ECONOMIC DEVELOPMENT FOCUS

ENRICH THE CREATIVE ECONOMY

A great growth potential for Portland's creative economy lies within the creative enterprise cluster. The creative enterprise cluster includes trades and professions that are built upon the translation of creative expression and talent along with application of innovation into profitable products and services. Examples of the creative enterprise cluster include the design arts, the culinary arts, textiles and furnishings, media, fashion, writing and publishing, advertising, music, innovation and knowledge based enterprises, and other such enterprises. Entrepreneurs building creative enterprises are attracted to cities like Portland, Maine that have the magnetic qualities of a vibrant and well known creative spirit, and a rich physical, social and cultural environment. Therefore, to foster growth of creative enterprises first requires maintaining and enhancing the presence of arts and cultural organizations and individual artists, and the protection and enhancement of the community cultural, environmental, architectural and natural assets. The affirmative action required to attract, nurture, and grow creative enterprises is to get the word out nationwide through community branding and marketing that Portland has what it takes to sustain and support these enterprises to capitalize on this growth industry for Portland.

Guiding Principles + Vision

Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity

Goals + Implementation Strategies

Increase collaboration, coordination, and communication among those involved in the arts, cultural, creative and innovation sectors

(Relevant Scorecard Indicators: None)

Work Plan:

Recognize and utilize the Creative Portland Corporation ("Creative Portland") as the lead organization to drive strategies and implementation for Portland's creative economy efforts

Work Plan:

Inform the public on what the creative economy encompasses and its importance to the local cultural and economic environment

Action | Measurement:

- The Creative Portland Corporation will develop an operative definition and baseline metric of the existing creative enterprise economy in Portland, and periodically update this metric to assess progress in order to revise strategic initiatives and grow this sector.

Market Portland to increase recognition nationally and internationally that this is a City where arts, culture and entertainment, innovation, and creativity thrive

(Relevant Scorecard Indicators: Visitors to Greater Portland/Casco Bay Region and Regional Food Services & Drinking Places Sales Growth)

Work Plan:

Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation, determine roles and responsibilities, adopt a common brand and related sub-messages, and adopt a process for moving forward and implementing the strategy

Work Plan:

Take Creative Portland's web platform, LiveWorkPortland, and develop a web and social media plan on a national level; make sure that all related organizations' (City, Chamber, Greater Portland Economic Development Corporation, Portland Downtown District, Convention and Visitors Bureau, and Creative Portland Corporation) marketing and messaging align

Action | Measurement:

- Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation and determine roles and responsibilities
- A marketing strategy with a common brand and related sub-messages and a process for moving forward and implementing will be developed
- Citizens, businesses, and those involved in economic development services will easily recognize and utilize a united brand and messaging to promote business and economic development

Include within business attraction efforts a targeted strategy to attract creative and entrepreneurial individuals and businesses

Include in attraction efforts targeting visitors to Portland

Create incentives to establish and grow Portland's creative enterprises

(Relevant Scorecard Indicators: Venture Capital Investment indicator); add Business and Employment Growth in Creative Sectors

Work Plan:

Provide assistance to secure funding for organizations that support creativity, entrepreneurship, and innovation

Develop creative financing mechanisms, such as tax increment financing, which can help support major new, expanded, or rehabilitated cultural facilities

Work Plan:

Propose revisions to the City's creative economy revolving loan fund program to meet market demand

Work Plan:

Create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing

Action | Measurement:

- Creative Portland to assess City loan and assistance programs and propose revisions
- CP will assess the feasibility of establishing a facility to house artists

Support individuals, workers, and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy

(Relevant Scorecard Indicators: None); add Business and Employment Growth in Creative Sectors

Research best practices among cities nationally to support the arts, entertainment, creativity, entrepreneurship, and innovation, and incorporate into Portland's strategy for creativity, entrepreneurship, and innovation

Obtain additional research/information regarding what drives creative persons and entrepreneurs to choose Portland by interviewing recent in-migrants

Survey creative economy businesses and ask what they need to grow their businesses, then develop action steps

Action | Measurement:

- Conduct initial research
- Track inputs, outputs and outcomes on specific programs and services established, including dollars spent to support, entities supported, dollars leveraged, satisfaction with the programs, and impact of funding

Recognize and support individual artists, and arts and cultural-related venues and organizations

(Relevant Scorecard Indicators: None)

Develop a "how to" online city resource to get events approved by the city

Feature one creative economy business per month on the City's eco-development web platform

Coordinate entrepreneurship services to ensure that Portland entrepreneurs are being supported for start-up, retention, and growth

CORE ECONOMIC DEVELOPMENT FOCUS SUPPORT BUSINESS

Guiding Principles + Vision

Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior “customer service”

The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses in Portland

Goals + Implementation Strategies

Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.

(Relevant Scorecard Indicators: None)

Work Plan:

The City will produce an updated “Doing Business Guide” to assist businesses with obtaining services, including, for example, a timeline describing the process for approval and associated fees when licenses and permits are needed.

Work Plan:

The City will maintain a “Hotline” and focused web services/pages for business assistance, to connect businesses with needed services.

Work Plan:

Computer software will be implemented to improve communication, tracking, and follow-through among City departments and those seeking planning, development, licensing, codes, and permitting

Work Plan:

High level of accessibility will be maintained through all aspects of communications, included web and social media

Work Plan:

City staff that are interfacing with business will be provided additional customer service training

Action | Measurement:

- The City will put in place by July 1, 2012 a customer service feedback system to obtain feedback from those clients served by the City's business and development-related programs and services.

Work Plan:

The Development Review process will be clear, consistent, predictable and timely.

(Relevant Scorecard Indicators: None)

Action | Measurement:

- The 2010 updates to the City's Development Review process are intended to fulfill the goal expressed above. The Chamber and the City will undertake an annual review of development applications to verify that the updates are achieving their intended purpose, and will make recommendations for further refinement if so warranted.

The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.

(Relevant Scorecard Indicators: Private Sector Employment Growth, Regional Earnings per Employee, Gross Metro Product Growth)

Specific assistance to be offered includes:

- Workforce Development – Align education and trade skills with business needs
- Visitation – Support visitation programs
- Marketing – Promote Portland as a place to work, play, shop and conduct business
- Networking – Support Portland business-to-business interactions
- Advocacy – Through regular briefings of elected officials, strengthen the voice of Portland businesses at all government levels, including those that have a regulatory impact and those that affect resource allocation

Utilize Federal, State and Local support to help Portland businesses of all sizes grow, add employment, and generate new net tax revenue as well as attract new businesses

(Relevant Scorecard Indicators: Employment Growth, Property Tax Rate, and Property Valuation)

- The City will review and revise its Tax Increment Financing Policy, as needed, to support the goal of expanding jobs and the municipal tax base associated with targeted economic and business development
- Maintain adequate funding for City-sponsored commercial and industrial loan and grant programs, and market the availability of such programs to the business community
- Monitor State and Federal business assistance programs and communicate with Portland businesses about those programs, advocating for program changes as needed
- Promote availability of all tax credit programs (Federal and State), including use of Historic tax credits for building rehabilitation in Portland's historic commercial districts

Appendices

APPENDIX A: TASK FORCE MEMBERS + SUPPORT

Members

Richard Aronson
Century Tire Co.

Ed Bradley
Vessel Services, Inc.

Roxane Cole
Roxane Cole Commercial Real Estate

Corson Ellis
Kepware Technologies

Fred Forsley
Shipyards Brewery

Brenda Garrand
Garrand Marketing

Gary Goodrich
BioProcessing, Inc.

Andy Graham
Portland Color & Creative Portland

Joseph Gray
City of Portland

Chip Harris
Kilbride & Harris Insurance

Gerard Kiladjiian
Portland Harbor Hotel

Gary Koocher
Applicator Sales & Services

Jack Lufkin
Gorham Savings Bank & Portland Community Chamber

Gregory Mitchell
City of Portland

Paul Peck
Drummond & Drummond

Brian Petrovek
Portland Pirates & Portland's Downtown District

Charles Poole
Proprietors of Union Wharf

Nathan Smith
Bernstein Shur

Paul Stevens
SMRT

Support

Greg Mitchell and Nelle Hanig
City of Portland Economic Development Division

Alex Jaegerman
City of Portland Planning Department

Jack Lufkin
Portland Community Chamber

Jim Damicis
Project Consultant, Camoin Associates

Jeff Breece
Project Consultant, Camoin Associates

Jennifer S. Muller
Graphic Designer

Andy Graham
Portland Color

Laurie Banks
Perry & Banks

APPENDIX B: LISTING OF PAST REPORTS REVIEWED

“Knowledge in Cities” by Todd Gabe, University of Maine, et al, September 2010 - Portland has a “thinking” economy.

Memorandum from the Metro Coalition Subcommittee regarding the Greater Portland Economic Development Corporation Formation - June 22, 2010

MIT Master’s Class in Economic Development Planning
Spring 2010 Report Portland in Focus – a Demographic/
Economic Profile

Portland’s Downtown District (PDD) Strategic Plan –
March 2010 (Portland’s Downtown District)

Portland’s Economic Scorecard 2010 (Portland Community
Chamber in partnership with Portland Regional Chamber)

Development of a Regional Economic Development
Organization for the Greater Portland Region – October
2009 (PolicyOne Research, Inc.)

Creative Economy Steering Committee – Report of
Recommendations to the Portland City Council -
October 2008

Looking Out for Portland and the Region 2007
(Portland Community Chamber)

Portland’s Creative Economy Summit Report –
May 31, 2006 (City of Portland)

A New Vision for Bayside, Book One: The Plan –
April 2000 (City of Portland)

A New Vision for Bayside, Book Two: Implementation –
April 2000 (City of Portland)

A Plan for Portland’s Arts District – Executive Summary
Prepared by the City of Portland Planning Division January
1996 (from the November 1995 Report just below)

A Plan for Portland’s Arts District – November 1995 (Herbert
Sprouse Consulting and The Wolf Organization, Inc.)

Downtown Vision – March 11, 1991 (City of Portland)
Vision 2000 – A Vision for the Future of the Greater Portland
Region, c1989.

City of Portland’s Comprehensive Plan

APPENDIX C: OUTREACH MEETINGS + PRESENTATIONS COMPLETED

MIT Graduate Class stakeholder meetings and business interviews held during January to April 2010.

December 1, 2010 Creative Portland Corporation Board meeting – Reviewed the Draft Creative Economy Section.

January 20, 2011 Downtown Portland Corporation Board public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

January 26, 2011 Community Development Committee public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

February 9, 2011 Creative Portland Corporation Board public meeting - Reviewed February 8, 2011 Draft Portland Economic Development Plan for input with emphasis on the Creative Economy Chapter.

March 8, 2011 Portland Business Advisory Council meeting – Reviewed February 14, 2011 Draft Portland Economic Development Plan for input.

March 10, 2011 Portland Mayor's Local Cable TV Call-in Program – Greg Mitchell, Jack Lufkin and Andy Graham were interviewed by Portland Mayor Mavodones to discuss the Draft Portland Economic Development Plan.

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles + Vision Statements

These are high level statements designed to guide policy, ordinances, and activity, by the City and stakeholders. They represent what Portland stands for and wants to achieve and/or become over the long term.

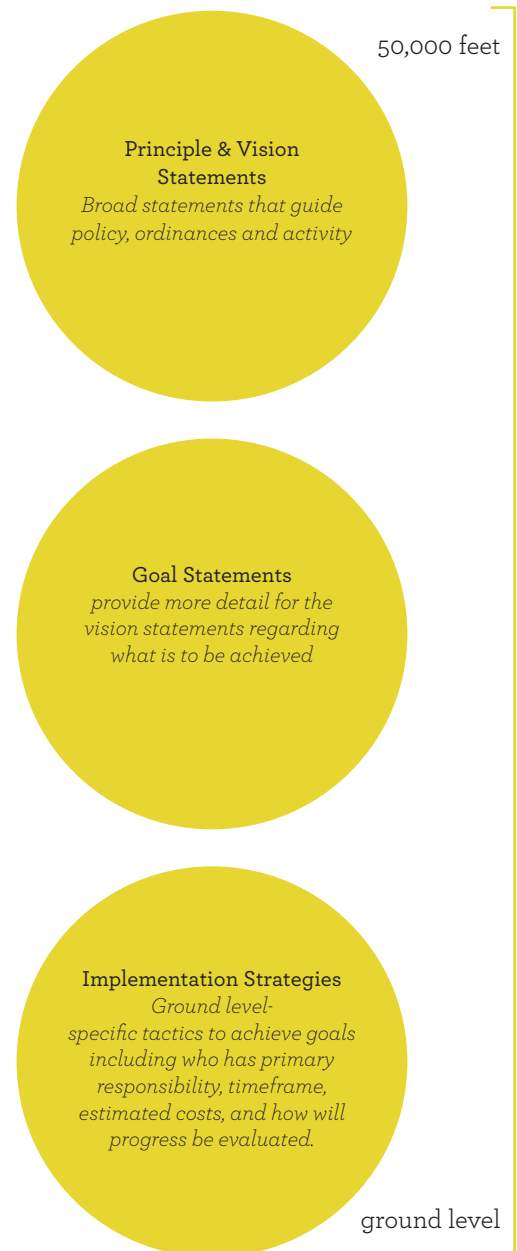
Goal Statements

These are primary economic development goals to be achieved over the next three years and beyond – They provide more detail for the vision statements. Multiple goals should be identified for each vision/principle and address specific subject areas such as: planning & development process, regional cooperation, targeted industries, infrastructure, and quality of place.

Implementation Strategies

These are specific tactics that will be undertaken to achieve goals, including who has primary responsibility, timeframe, estimated costs, and how progress will be evaluated.

Economic Development Plan Components



PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

The 2011 + 2012 WORK PLAN is the document which will guide the economic development activities to be undertaken over the next twelve to eighteen months. The full list of strategies and goals can be found in the ECONOMIC DEVELOPMENT VISION + PLAN for Portland Maine, August 2012. The WORK PLAN is intended to be revised annually as goals are accomplished and new priorities arise. The ECONOMIC DEVELOPMENT VISION + PLAN provides a shared vision for guiding Portland's future economic prosperity. It was prepared under the direction of the Portland Economic Development Task Force, and lead partners involved with its creation include the City of Portland Economic Development Office, Portland Community Chamber, Portland's Downtown District, Downtown Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

GROW THE ECONOMY

Principle and Vision Statement: The City is committed to creating economic prosperity through growing its tax and employment base.

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business and higher education needs to support regional workforce development.

Activities:	Budget/Resources:	Responsibilities:	Timeline/Measurement:
Business Visitation Program Development	\$8,000 direct expenses and in-kind.	City + Chamber	Design and complete program by Nov., 2012
Industry Sector Research	\$15,000-20,000 for consultant and in-kind.	City + Chamber	Form working groups, select industry sector focus and complete research by Dec., 2012.
Workforce Education Advocacy + Coordination	In-kind	City + Chamber	Work through the Greater Portland Economic Development Corporation.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

Goals:

1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
3. Create incentives to establish and grow Portland's creative enterprises.

Activities:

Creative economy education

Develop Portland Marketing + Branding Program

Create incentives to retain and attract artists and entrepreneurs.

Budget/Resources:

Annual TIF funding

\$25,000

In-kind

Responsibilities:

Creative Portland

CP, City, PDD, Chamber and CVB

CP, City and Chamber

Timeline/Measurement:

On-going

Convene meeting and complete by Dec., 2012.

Complete program evaluation and propose action by Jan., 2012.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service." The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

Goals:

1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
2. The Department Review process will be clear, consistent, predictable and timely.

Activities:

"Update Doing Business Guide", maintain business assistance services, improve use of web/social media and commit to customer service" training.

Review 2010 Site Plan Standards effectiveness

Budget/Resources:

Annual appropriations

In-kind

Responsibilities:

City ED Staff

City + Chamber

Timeline/Measurement:

Update Guide by Winter 2012.
Remainder activities are on-going.

Chamber and City staff to meet annually.



Creative Portland and the *Portland Economic Development and Vision* Work Plan (“Work Plan”)

As part of the 2014-2015 Work Plan, Creative Portland is the lead organization for “Enrich the Creative Economy” section. This includes the following goals:

1: Increase collaboration among creative and innovation sectors.

- Further develop and coordinate efforts to attract the “creative occupations”
Programs: LiveWork Portland; 2 Degrees Portland

2. Promote Portland as a city where innovation and creativity thrive.

- Further develop and implement new Portland brand system (Portland, Maine Yes. Life’s Good Here)
- Increase promotion and use talent attraction strategies
- Work with partners to integrate into business and visitor attraction efforts
Programs: Branding Portland; LiveWork Portland; 2 Degrees Portland

3. Creative incentives for Portland’s creative enterprises

- Provide assistance to artists and entrepreneurs in securing work space
- Pursue development of work space for artists and creative entrepreneurs
Program: Creative Space

4. Support individuals/businesses that are innovative, creative, and entrepreneurial as a means of growing and diversifying the local economy

- Conduct additional research on Portland’s creative occupations to identify needs and possible supports.
Programs: Professional Development; Research and Outreach; First Friday Art Walk



Focus Areas Commencing in 2014

On December 3rd, 2013, the Founding Partners met to review the research and conclusions of the document, “Proposed Core and Community Projects Commencing in 2014.” Based on the discussion and endorsements at that meeting, the collaborative will initially focus on:

1) “Building a Center of Excellence in Health Informatics”

At the intersection of health care, computer science, and information science, health informatics employs data to improve patient and population outcomes. Portland is home to innovative companies and organizations achieving groundbreaking work in this field. Blending health care and IT, health informatics aggregates many potential players including, of course, our local health care providers. Developing this cluster can bring new jobs and investments to the region, while improving patient care and reducing costs.

2) “Optimizing the Marine Economy through Science and Education”

Among many recent factors affecting our local marine economy are the Eimskip opening to Iceland and Europe; the realignment of significant waterfront properties; and the City’s appointment of a Waterfront Director. There is enormous potential in building out the science and learning capabilities associated with the marine economy, with participation by GMRI, the universities, CIEE, and others. With a harbor that encompasses multiple uses and advantages, Portland can become a global center for understanding and improving all aspects of the marine economy and marine science. A regular conference of national or global scope, highlighting marine science/economy innovations, can be a highlight of this initiative.

3) “Coordinating Opportunities to Access the Economy”

Certain key populations – single mothers, recent immigrants/refugees, the unemployed – face barriers to employment. The Growing Portland collaborative can play two key roles: 1) helping to knit together the key social service agencies and funding resources working to bridge the gap between unemployment and meaningful jobs in the city and region; and 2) connecting to members of the business community, particularly in the above two sectors, who can provide specific pathways to meaningful, lasting employment. Portland grows to the degree that the business community sees these programs not as charity, but as opportunities.

In early 2014, through our existing work groups and the resources of the Founding Partner organizations, we’ll investigate how each of these proposals can be manifested and sustained. In addition, the collaborative will continue to engage in other projects, including:

- Attracting IT talent to Greater Portland
- Helping to connect and network the life science community
- Promoting Portland as a city of education
- Developing a region-wide internship system
- Strengthening college-business relations
- Connecting City Hall to Portland’s entrepreneur/start-up community

In support of the City of Portland’s Economic Development Plan, our emphasis is on attracting jobs, investments, and young people to the region.

For more information, please contact John Spritz, Manager of Growing Portland
jspritz@maine.rr.com Or visit www.Facebook.com/GrowingPortland



Portland ConnectED

From Cradle to Career

Portland ConnectED aims to build and sustain a citywide culture dedicated to supporting highly effective education for Portland's youth, for Portland families, and for the Portland community at large.

We are coordinating efforts, aligning resources, and harnessing expertise of organizations and leaders throughout the city and the country to prepare our citizens to meet the challenges of the future.

Assets, Challenges, and Opportunities

There is much to be proud of for those of us who live, learn, and work in Portland. Portland's vital economy, exceptional quality of life, and strong sense of community have all garnered national recognition. We have one of the best-educated populations in the region, and a long and proud history of supporting and educating all members of our community.

Portland has been named one of the ten best places to live, one of the ten best markets for job prospects, and one of the top three cities in the nation for education and for raising a family (*Parenting* and *Women's Health*).

At the same time, we know that the economic and socio-political landscapes of the future will increasingly call for enhanced global awareness, job skills, and academic credentials. Local and regional businesses are growing and hiring, but they too often have to look outside our area for qualified people with the needed skills. Economic trends predict that the new, global economy will offer high-wage, high-growth jobs, but these opportunities will also demand highly developed skills and education levels.

Nationwide, it is predicted that over a half million lower-skill jobs will be eliminated due to automation and outsourcing. Meanwhile, here in Maine, forecasts predict the creation of 26,000 new high-wage jobs in high-growth sectors. But these jobs will require more highly skilled workers and entrepreneurs with post-secondary training and credentials.

We are poised to capitalize on these trends, but we will need to rise to the occasion and work with concerted effort like never before, holding each other mutually accountable as we strive to achieve common goals.

Getting ConnectED

Portland ConnectED unites leaders of organizations from our education, business, non-profit, civic, and philanthropic sectors in a sustained, coordinated effort that spans the educational continuum from cradle to college, career, and citizenship.

What We Know

- **Early Childhood**

Early childhood development sets the foundation for a student's future academic success.

- **Grade Level Reading**

Reading at grade level by third grade is a key determinant for future achievement.

- **High School Graduation**

Graduation from high school is a critical threshold on the path to economic success and civic engagement.

- **The New Economy**

Success in the new, more global economy will increasingly require highly skilled workers and entrepreneurs with a college degree or other level of post-secondary education.

What We Believe

- **From Good to Great**

It takes the concerted effort of an entire community, harnessing local and national expertise, to ensure success for all students, and to make good schools great.

- **Challenge & Support**

Communities are successful when they actively challenge and support every student, every step of the way.

- **To go far, go together**

Our efforts must be coordinated, fostering improved communication and shared accountability across multiple organizations for greater collective impact.

Portland ConnectED's initial efforts and resources are focused on the following overarching goals:

- To coordinate independent and collective action, expertise, advocacy, and funding in key areas of development, learning, and career connection, including but not limited to:
 - School readiness from the start
 - Grade-level reading proficiency by the end of third grade
 - High school graduation
 - Post-secondary enrollment, persistence, and completion;

With these general goals in mind, we strive together:

- To measure the success of the partnership by setting benchmarks towards targeted outcomes in the key areas and tracking progress and reporting regularly to the public, beginning with:
 - Meeting or exceeding the state goal of 90% high school graduation rate by 2016 and continuing to improve from there;
 - Creating and endowing a fund dedicated to supporting enrollment, persistence, and completion for those Portland high school graduates who pursue post-secondary studies at public institutions in the Greater Portland area;

To achieve these goals, we plan:

- To maintain and model shared accountability among partner organizations
- To provide leadership, advocacy, and counsel for the on-the-ground work in each of the key areas
- To champion and model data-informed decision-making and effective use of meaningful data to measure baselines and progress;
- To align our partnership's work with the efforts, expertise, and resources of local, regional, and national networks engaged in similar or complementary initiatives.

As with any realistic new venture, our work deliberately leaves room for learning and recalibration, with an initial focus on setting baselines and benchmarks for measuring progress and reporting back to the public. With steady persistence, we will build a durable infrastructure for continuous improvement in educational and economic outcomes.

“ We know that early childhood development is a fundamental factor in future success. We also know that early grade level literacy is a key determinant for high school graduation and achievement, and post-secondary training and credentials are increasingly necessary for success in today's modern global society. Portland ConnectED will connect the dots between these stages and put all Portland children on a pathway to a satisfying and promising career. ”

Michael F. Brennan
Mayor, City of Portland

Founding Partners

City of Portland

Creative Portland

Sam L. Cohen Foundation

John T. Gorman Foundation

Opportunity Alliance

Portland Public Library

Portland Public Schools

Portland Regional Chamber

Southern Maine Community College

United Way of Greater Portland

University of Southern Maine

Portland ConnectED will expand and deepen its connections with additional partner programs and organizations both nationwide and closer to home, to ensure Portland's continued resurgence as a city that values quality of life and place alongside economic vitality.

Contact Us

For more information or to get involved in Portland ConnectED, please contact Mike Dixon, Executive Director, by phone at (207) 653-9854 or by email: mdixon@portlandmaine.gov



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Chair and Members of the Housing and Community Development Committee
Mark Rees, City Manager

FROM: Greg Mitchell, Economic Development Director
Jeff Levine, Planning and Urban Development Director
Mary Davis, Housing and Community Development Division Director

DATE: January 17, 2014

SUBJECT: **2014 HCDC Updated Committee Calendar; Work Plan for 2014**

Attached, as a standing communication on your agenda, is the updated Committee Calendar – in a clean format and a marked revision format - from the version presented at your January 8 meeting.

The Work Plan, also attached, has not changed.

DRAFT 2014 HOUSING & COMMUNITY DEVELOPMENT COMMITTEE CALENDAR
- With Committee Meetings the 2nd and 4th Weds. Of Each Month
As of January 17, 2014

January

Jan. 8 Meeting:

2014 Draft HCDC Work Plan for preliminary discussion subject to change after January 13 City Council goal setting workshop.

For Review and Recommendation to Council - Pearl Place TIF district amendments

Wilmot Street – Possible Reacquiring – Executive Session

Tenant Based Rental Assistance Program update

Housing First Pre-Development RFP – Review Draft

Communication: Update on CDBG Workforce Development Program

Jan. 22 Meeting:

Presentation on proposed amendments to parking requirements and the Sustainable Transportation Fund for possible action

Economic Development Vision and Plan – Work Plan Update for 2014-2015

February

For Review and Comment: Annual Housing Program Budget

Nova Scotia Ferry Service Operator Lease

Review City sites for residential development or sale including former Adams School property

Start Downtown TIF District discussion

Presentation on proposed amendments to the B2 zones for possible action

Tugboat Lease Renewal at Portland Ocean Terminal

Possible City acquisition of property for City Department Consolidation/Forward to Council – Tentative Executive Session

Creative Portland PACE Project in Bayside for Review and Direction

Somerset Street Grade Adjustment Project – Tentative Executive Session

March

Communication: CDBG funding recommendations from Committee & City Manager. CDBG recommendations to Council for final approval, typically during the end of March/ beginning of April

Housing Program Budget Recommendation to City Council

Review of Affordable Housing RFP Draft

Downtown TIF District – Continue Discussion

April

Downtown TIF District – Forward Recommendation to Council

Review and approval of Annual Housing RFP

Presentation on proposed amendments to R-6/R-7 zones for feedback

May

Communication: Annual Action Plan, due to HUD May 15
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.

June

For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Housing Liaison Program Update
Presentation on proposed amendments to R-6/R-7 zones for possible action

July

August

Housing Development RFP – review of proposals received

September

For Review and Comment: Consolidated Annual Performance Evaluation Report (CAPER) due to HUD September 30.

October

Communication: CDBG Application is available/Process Update.

November

Annual City wide TIF District Activity Report/review and recommendation to City Council
HCDC Annual Accomplishment Report/review and recommendation to City Council

December

DRAFT 2014 HOUSING & COMMUNITY DEVELOPMENT COMMITTEE CALENDAR
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Housing Program Budget Recommendation to City Council

Review of Affordable Housing RFP Draft

Downtown TIF District – Continue Discussion

April

Downtown TIF District – Forward Recommendation to Council

Review and approval of Annual Housing RFP

Presentation on proposed amendments to R-6/R-7 zones for feedback

May

Communication: Annual Action Plan, due to HUD May 15
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.

June

For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Housing Liaison Program Update
Presentation on proposed amendments to R-6/R-7 zones for possible action

July

August

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HCDC Annual Accomplishment Report/review and recommendation to City Council

December



Economic Development Department
Gregory A. Mitchell, Director

Housing and Community Development Committee (HCDC)

Draft Work Plan for 2014

January 2, 2014

A. Planning Department Work Plan

CDBG Priority Review

- Review effectiveness of new sustainable workforce development initiative approved by Council.

Housing Investment Policy

- Review and improve annual RFP process.
- Adams School – Remaining Property – Determine best approach to sell/develop remaining property.
- Sale of City property, i.e., parking lots, for residential use.
- Affordable Housing TIF Implementation strategy

Develop Strategy for Homelessness Task Force “Rapid Rehousing” Recommendations referred to HCDC

- Housing Liaison System
- Housing First Developments

Zoning issues.

- **R-6 Zone**

R-6 and R-7 zones should be examined to see if some R-6 areas should be rezoned R-7, such as at Danforth and York Street, High Street, and in Bayside. Some other changes to the R-6 and R-7 zones should also be considered to permit increased densities. Alternative solutions to accomplish the same goals more universally should also be explored.

- **B-1 and B-2 Map Amendments**

B-1 and B-2 zones on the peninsula have been updated so the R-7 density applies (435 square feet of land area per dwelling unit is required). HCDC will work with staff to look at whether similar changes make sense elsewhere.

- **B-6, B-7 and B-3 Residential Parking Requirements**

There are no specific parking requirements for B-6 and B-7; determined by Planning Board based on a parking analysis. B-3 requires one space per unit. Parking exceptions for historic structures and affordable housing applies in all 3 zones. These requirements should be examined in the larger context of the Sustainable Transportation Fund as an option for developers in these and other districts.

Review of the Condominium Conversion Fee

Review a possible change that would tie the fees to the number of units lost.

B. Economic Development Work Plan

City Real Estate Sale or Lease

- Adams School – Remaining Property – Determine best approach to sell/develop remaining property.
- Riverside Property – Remaining developable property includes 7+ acres. Decide whether or not to market for sale.
- Thames Street Property – Hold property to support Portland East End future development and road/utility extensions.
- Sale of City property, Determine best approach to possibly sell/develop parking lots for residential use.
- Plan for reuse options of the former Reed School – work with the School Dept.

TIF Districts

- Pearl Place TIF for TIF amendments.
- Thompson Point TIF – need to prepare plan for use of future Transit Oriented Development (TOD) TIF tax revenue – Responsibility rests with the Transportation, Sustainability, and Energy Committee. Transit planning scope of work being prepared under direction of the Transportation & Energy Sustainable Committee.
- Create a Downtown Transit Oriented TIF District

- Discuss establishment of Affordable Housing TIF Districts

City TIF Policy

Annually present and discuss a report of TIF district activity including an assessment of TIF district capacity related State acreage and value limitations.

Wilmot Street Property Disposition – Need to resolve City ownership.

Riverside Street Commercial Area – Review needed infrastructure improvements.

Stormwater Regulations and Development – Review possible effects of regulations on development.

Houses of Worship – Review of re-use of houses of worship that may be closing.

Open Space Process – Review of the process of determining where open space should be for what use.

Portland Economic Development Plan Implementation

Mayor leading implementation having monthly meetings with stakeholders of the Portland Economic Development Plan. Provide accomplishment update to the City Council.

Nova Scotia Ferry Service Operator Lease

Tugboat Lease Renewal at Portland Ocean Terminal