



PORTLAND DEVELOPMENT CORPORATION

Board Meeting

DATE: Thursday, June 18, 2015
TIME: 4:00 p.m.
LOCATION: Room 209, Second Floor
Portland City Hall

A G E N D A

1. President's comments.
2. Review and accept Minutes of previous meeting held on May 18, 2015.
3. Review and vote on PEDPIP Grant requests:
 - a) Cooperative Development Institute
 - b) Mayor's Initiative for a Healthy and Sustainable Food System
4. Treasurer's Report – May 2015 – Drew Swenson
 - a) Monthly Administrative Budget Report
 - b) Loan Receivables Report
 - c) Cash Management Report
 - d) Delinquency Report (Note: Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session discussion any of the loans listed on the delinquency report.)
5. Other items to be discussed/brought up by Board Directors.
6. Next Meeting Date: July 16, 2015

Barry Sheff
President

Minutes

Portland Development Corporation

May 18, 2015

A meeting of the Board of Directors of the Portland Development Corporation was held on Monday, May 18, 2015 at 4:00 p.m. in Room 24, Basement Conference Room of Portland City Hall. Present from the Board was its President Barry Sheff and Directors Tim Agnew, Shelley Carvel, Chip Martin, Michael Sauschuck, and Drew Swenson. Director Mayor Michael Brennan joined the meeting as noted in the Minutes. Directors not able to attend were Neil Keily, Jess Knox, Heather Sanborn, and Jere Shaw. Present from the City staff were Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette. Underwriting Consultant Vin DiCara was also in attendance.

Item #1: President's Comments

President Sheff welcomed Acting City Manager Michael Sauschuck to the Board; introductions were then made.

President Sheff then noted that Nova Star Cruises was having an opening celebration at Ocean Gateway on June 1 from 10:30-2:00; the Board should be, or soon will be, receiving notices/invitations.

President Sheff also highlighted that the PDC has applied to GPCOG for a Brownfield Grant for the project at 65 Munjoy Street; this is being heard by GPCOG at 6:00 p.m. tonight.

Lastly, PDC Items that will be on the June 1 Council Agenda will include the PEDPIP Cap item; Business Assistance Grant Program Guidelines Amendment; and, Revolving Loan Fund Application to FAME for additional grant funding.

Item #2: Review and accept Minutes of previous meeting held on April 16, 2015.

On motion made and seconded, the Board voted 4-0-2 (Sauschuck and Swenson abstained) to accept the Minutes of the April 16, 2015 meeting as presented.

Item #3: Review and vote on Business Assistance Program (BAP) for Job

Creation Grant Request. Note: Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A.

13119-A, the Board may go into executive session to review proprietary information

for the Grant Request:

a) The Sunrise Guide, LLC, 80 Elm Street

Ms. Hanig introduced the item, noting that the applicant is applying for a \$10,000 BAP grant to assist with the creation of one full-time job to support the business's current expansion. This position will be for a full-time sales person, which will include salary and commissions. She then introduced the business owner Heather Chandler.

Ms. Chandler thanked the Board for their time and gave a history of the business – launched in 2006 - and its current products, including the Sunrise Guide – a discount coupon book at a cost of \$20.00; the Green & Health/Maine Visitor's Guide, and the current launching of Green & Healthy Maine Homes magazine. Her products help Maine businesses connect with the market of consumers looking for healthier, locally-sourced, and sustainable products and services. Ms. Chandler said that she currently works with over 750 businesses of all sizes. Just recently, the Sunrise Guide had a newly released mobile edition. She noted that she now has three full-time employees, plus herself. With the new employee through this BAP, she would then have more time to further expand and find new opportunities for the business.

Mr. Martin asked about the distribution, and Ms. Chandler described distribution including Whole Foods, Hannaford, Shaw's, Walgreens, to name a few, as well as a number of independents. She also noted that the Sunrise Guide is sold by schools and

other organizations as a fund raiser and the organizations get a percentage of what it sells.

President Sheff, noting no further questions, indicated to Ms. Chandler that the Board would be going into executive session to review proprietary information. After the executive session is over, the Board will come and out vote, at which time she could rejoin the meeting.

On motion then made and seconded, the Board voted unanimously to go into executive session at approximately 4:25 p.m. pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119-A to review proprietary information of The Sunrise Guide, LLC. At approximately 4:40, the Board came out of executive session.

On motion made and seconded, the Board voted unanimously to extend a BAP Grant of \$10,000 to the Sunrise Guide, LLC as the request is consistent with BAP guidelines.

Item #4: Review and recommendation to City Council on amendments to guidelines for Business Assistance Program for Job Creation

President Sheff noted that all guideline amendments go to the City Council for approval, and they are a one reading item. He then said the packet includes detailed information provided by Nelle Hanig, and he thanked the subcommittee of himself and Drew Swenson, together with Nelle Hanig and Greg Mitchell, in their efforts to move forward on these guideline amendments. He then highlighted the four major areas of amendments noted in the memo.

Mr. Martin asked major changes, and President Sheff noted that the equity match requirement would now allow a business to look back 12 months for equity investment to meet the match. The current guidelines provide that the equity match be in real time.

(Mayor Brennan joined the meeting at this time.)

President Sheff said that the subcommittee did discuss a needs test, but this did not

seem to be relevant, as it is grant program to create jobs.

Ms. Carvel suggested that the guidelines be looked at for a smoother/clearer read, and Mr. Mitchell agreed, noting that the introductory paragraph could be clarified.

There was discussion of the use of grant funds, particularly that they can be used for not only salaries but inventory, rent, insurance, to name a few.

The Board then discussed the “Reporting and Tracking” section, particularly the City retaining an interest in property improvements or equipment purchased with grant funds for up to five years. Ms. Hanig noted that this is a HUD requirement, so that the recipient does not then sell and make a profit from the grant funds.

Mr. Agnew suggested under “Program Requirements” adding verbiage to the third bullet, for example, noting that net new jobs “created/funded under this program are marketed to....”

Mr. Martin asked what would happen if a business went out of business, would it have to pay the grant back. Ms. Hanig said that only if the job did not last for one year (staff tracks the job, not the person), there is clawback provision.

President Sheff asked if the sense of the Board was to move forward to bring these guidelines to the City Council for approval, based on guidance given today, and the Board agreed.

On motion then made and seconded, the Board voted unanimously to forward these guidelines to the City Council for approval, with staff making the minor edits based on guidance today.

Item #5: Review and recommendation to City Council on PDC applying for additional FAME REDRLP funds.

Ms. Hanig said that FAME issued an RFP for these funds, based on a November referendum approved by the voters. There is a cap of \$3.5 Million total for both FAME

and SSBCI funds. With this application for an additional \$1 Million, this will put the PDC at \$2.2 Million, enabling the PDC to access an additional \$1.3 Million in SSBCI funds. Ms. Hanig then noted that the FAME REDRLP loan fund is now more flexible, allowing the maximum loan amount to be \$350,000, versus \$200,000 now. The deadline to apply for these additional grant funds was today, so staff received concurrence from FAME that the application is contingent on City Council approval, anticipated at the June 1 City Council meeting.

Mr. Mitchell said that this a great source of external funds for the PDC's programs, without relying on funding from the City.

Mr. Agnew asked about fees, and Ms. Hanig said that the PDC pays annual fees for both the REDRLP and the SSBCI, with these coming out of those sources of funds.

On motion made and seconded, the Board voted unanimously to forward this to the City Council with a recommendation of approval.

Item #6: Treasurer's Report – April 2015

Noting the time, there was then a motion made and seconded to go into executive session at approximately 5:25 p.m. pursuant to 405(6)(F) and 5 M.R.S.A. 13119-A to discuss loans on the delinquency report. At approximately 5:35 the Board came out of executive session.

Item #7: Communication: Portland Economic Development Plan, with updated Work Plan for 2014-2015.

Mayor Brennan requested that the Board be provided this item to keep it apprised of what projects it could fund through the PEDPIP program.

Item #8: Other items as raised by the Board.

Mr. Swenson asked about projections of Portland Trading and how it compares to what they are doing now. Ms. Hanig indicated that she would check into this.

Ms. Hanig then noted with the BAP Grant today, there is \$5,000 left in the fund.

A new round of funding in the amount of \$100,000 will be available July 1st.

There being no further business, the meeting was then adjourned at approximately 5:30 p.m.

Respectfully,

Lori Paulette



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: President and Members of the Portland Development Corporation Board
FROM: Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
DATE: June 15, 2015
SUBJECT: **\$15,000 PEDPIP Grant Request to Assist in The Development of an Institutional Food Service Management Plan**

Project Overview

The Cooperative Development Institute (CDI) is applying for a \$15,000 Portland Economic Development Plan Implementation Program (PEDPIP) grant. CDI is a non-profit organization that is the Northeast center for cooperative business education, training and technical assistance. The PEDPIP grant will assist CDI and a project steering committee with developing an implementation plan for institutional food service management and procurement. The implementation plan will build off the work that Ron Adams is doing in the Portland School System to reach 50% local food and will compliment other planning efforts (e.g., the Local Food Cluster Acceleration Project).

Background

CDI is currently facilitating the creation of the Maine Farm and Seafood Service Cooperative, a multi-sector cooperative business bringing together farmers, fisherman, value-added food producers, distributors, workers and consumers as member-owners. This cooperative business will build on the work of various organizations in Maine (e.g., Maine Organic Farmers and Gardners Assoc., Maine Farmland Trust, and Farm to Institution New England), that have been helping farmers to scale up to supply local foods to institutional entities. In November the University of Maine will issue a Request for Proposals (RFP) for food service management at six of its seven campuses, including the University of Southern Maine (USM). The Maine Farm and Seafood Service Cooperative will use the food service management and procurement plan developed with assistance of a PEDPIP grant to respond to the RFP. The Portland focus will be on providing food service management and procurement to USM.

Budget

This is a \$43,000 project, with the following sources:

- \$5,000 – Donors (raised)
- \$22,000 - John Merck Fund – (raised)
- \$1,000 – In Kind (projected)
- \$15,000 – PEDPIP (projected)

Consistency with PEDPIP Objectives and Work Plan

The Work Plan calls for industry sector research for the development of growth strategies for business retention and attraction. In the Economic Development Plan the food sector is among the targeted industries for future economic development opportunities, seeking working groups to develop specific strategies for food production. A plan for institutional food service management and procurement that would use local food producers, manufacturers and distributors is consistent with this focus of the Economic Development Plan.

The proposed project is consistent with at least three of PEDPIP's objectives:

- Facilitate the expansion of industry sectors with high value/high job growth potential;
- Support job creation and retention;
- Facilitate opportunities for start-ups and expansion of small businesses.

Staff Recommendation

Staff recommends approval of a \$15,000 PEDPIP grant to assist in funding the development of an institutional food service and procurement plan, that would then be used to respond to the University of Maine System RFP to provide these services to USM.

Attachment

PEDPIP Application

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 6/5/2015

1. APPLICANT INFORMATION

Organization Name: Cooperative Development Institute

Organizational Structure: ☐ Public ☒ Not-for-Profit

Address: Portland Address: 224 Anderson St. Portland, ME 04101

Mailing Address (if different from above): _____

Website: www.cdi.coop

Primary Contact Person at Organization: Jonah Fertig

Phone Numbers > Work: _____ Cell: 207-615-9970

Email Address: jfertig@cdi.coop

2. PROJECT INFORMATION

a. Project Description: Please see attached

- b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines (see attached)?

Please see attached

3. PROJECT FUNDING

Grant Amount Requested	<u>\$15,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$28,000</u>	Match Source(s) <u>John Merck Fund & Private Donation</u>
Total Cost of Project	<u>\$43,000</u>	

Application Attachments

- a) Verification of not for-profit status, if applicable;
- b) Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project;
- c) Consultant proposal with resume(s) of individuals conducting the project, if applicable;
- d) Project timeline;
- e) Project budget.

Provide completed application with attachments to: Economic Development Division, City of Portland, 389 Congress Street, Room 308, Portland, ME 04101.

Expenses

Title	Activity	Hours	\$/hr	Activity Total	Section Total	Notes
Operations	Food Service Management Planning	200	\$ 100.00	\$ 20,000.00		Ron Adams, Stuart Leckie & other FS Directors to develop the operational plan for the co-op Marada & Leah Cook (COMOC) & others to develop supply logistics
	Food and Supply Chain Planning	200	\$ 60.00	\$ 12,000.00		
	Farmer, fishermen, value-added producer organizing	100	\$ 60.00	\$ 6,000.00		
Meeting Expenses	For meeting space and food for 3 producer meetings			\$ 38,000.00		Jonah Fertig organizing meetings with partners
Administrative Overhead				\$ 1,000.00		
Total				\$ 3,900.00		10% of total budget
				\$ 42,900.00		

Income

Funding Source	Type of Funding	Amount	Status	Notes
PEDPIP Grant	Grant	\$ 15,000.00	Projected	
John Merck Fund	Grant	\$ 22,000.00	Projected	This grant will be decided on 6/11
Major Donors	Donations	\$ 5,000.00	Received	
In-Kind Donations	In-Kind	\$ 1,000.00	Projected	Volunteer labor from student, faculty and community volunteers and organizations
Total		\$ 43,000.00		

2. PROJECT INFORMATION

a. Project Description:

Maine Farm and Sea Food Service Cooperative:

Institutional Food Service and Procurement Implementation Plan

The goal of the Maine Farm and Sea Food Service Cooperative is to provide food management services to institutions, particularly schools and universities, in Maine and as a consequence build a local food system rooted in democratic ownership and economic equity. The Cooperative Development Institute is facilitating the creation of this innovative multi-sector cooperative business which will bring farmers, fishermen, value-added food producers, distributors, workers, and eaters together as member-owners.

This Fall the University of Maine System will be issuing a Request for Proposals (RFP) for food service management contracts at six of its seven campuses. Groups including Real Food Challenge, MOFGA, Farm to Institution New England, and Maine Farmland Trust have been organizing farmers to scale up to supply local foods to institutional customers and to ensure the RFP includes specified local food procurement targets. The Maine Farm and Sea Food Service Cooperative builds on this organizing effort to formalize the relationships among local food stakeholders so that they are capable of meeting procurement targets and able to present a credible proposal to provide locally-owned food service at the University of Southern Maine and other UMaine Campuses.

The Portland Economic Development Plan Implementation Program will support an implementation plan for institutional food service and procurement. The plan will build off of the work that Ron Adams has done in the Portland School system to reach 50% local food and will compliment other planning efforts by the Maine Food Strategy, Farm to Institution New England, Greater Portland Council of Government and the Local Food Cluster Acceleration Project. This project will also work closely with the Mayor's Initiative for a Healthy and Sustainable Food System and two of the key staff on the project, Ron Adams and Jonah Fertig are members of the Initiative's Farm and Sea to Institution sub-committee.

Outcomes from PEDPIP funding include:

1. Facilitating procurement and supply of local foods from farmers, fishermen, and value-added food producers to USM, other UMaine Campuses and other institutions in the Portland area.
2. Positioning the food service management cooperative as a potential contractor for the UMaine System to manage USM or additional campus food service operations and/or to supply the local food targets for USM or additional campuses.
3. Bring institutions in the Portland area together to explore cooperative purchasing of seafood and farm products from Maine.
4. Expand Portland's Leadership role in farm and sea to institution work.
5. Identify and review software and technology solutions for food traceability and supply chain and distribution logistics.

Deliverables from PEDPIP funding include:

1. **Food Service Management & Food Procurement Plan:** The Cooperative will create a Food Service Management Plan and a Food Procurement Plan which will detail how local foods including vegetables, meats and seafood can be supplied to the kitchens, prepared and served in the dining halls of USM and other UMaine Campuses. Building on the feasibility study that will be funded by the John Merck Fund, this plan will examine aggregation, distribution and supply logistics and determine collaborative ways to organize and expand existing distributions systems in Maine. This work will be guided by Ron Adams, current Director of Portland Public Schools Food Program, and Stuart Leckie, Dining Director at St. Joseph's College, along with additional input from Food Service Managers in Maine and from our partners including Marada and Leah Cook of Crown O'Maine Organic Cooperative, FINE, Rosemont and Real Food Challenge. While the focus of this plan will be USM and the UMaine system, the same networks and plans could be applied to other institutions in the greater Portland area. The Food Service Management Plan and Food Procurement Plan will begin in July and be completed by October 2015.
2. **Meetings of institutional food purchasers in the Portland area:** CDI will work with the Mayor's Initiative for a Healthy and Sustainable Food System, GPCOG, the Local Food Cluster Acceleration Project and Grow Portland to convene three meetings over the next 9 months with other institutional purchasers in the greater Portland area. Already one meeting was convened on April 14th by Mayor Brennan and Growing Portland focused on seafood that brought together seafood processors, institutional purchasers, organizers and others to explore how to get more seafood into local institutions. These meetings will work to identify opportunities for cooperative purchasing of local foods, improved supply logistics and develop a shared goal for local food procurement. This effort will be coordinated with work that Farm to Institution New England is doing to organize farmers to supply institutions in Maine. Jonah Fertig, Ron Adams, Marada Cook and Leah Cook will organize these meetings with collaborative organizations.
3. **Explore Technology Options for Traceability and Supply Chain Logistics:** Technology systems are being developed to improve local sourcing, ordering and traceability. The Maine Farm and Sea Food Service Cooperative will examine these different options through the development of the food procurement and food service management plan to see which options could be implemented in Maine to improve institutional purchasing of local foods. This research will result in a recommendations for an existing technology system or will identify the programming needs for new technology.

b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines

The Maine Farm and Sea Food Service Cooperative's Institutional Food Service Management and Food Procurement plan will bring together multiple stakeholders including the University of Southern Maine, the University of Maine System and the City of Portland to grow the City's economy. With the full implementation of the plan, the Cooperative will add jobs, increase local ownership, expand equitable economic development, provide healthy food and put Portland and Maine in a leadership position on local food procurement for its area institutions.

This proposal connects with the Portland Economic Development Plan's goal to Grow the Economy. CDI will bring together a working group of different partners in the food sector to implement a plan to expand the market for local foods from farms and fishermen to institutions in Maine. This in turn will increase community wealth building and economic stability for people in Portland and rural areas of Maine. By bringing together strong food sector partners in the planning phases we are creating a dynamic strategy to overcome existing barriers and develop innovative solutions.

The PEDPIP will fund an implementation plan for how the food sector can increase its access to institutional markets in the Portland area and throughout Maine. To implement the plan, the Cooperative will work with existing infrastructure in farming and fisheries and develop ways to increase the efficiency and benefit for local producers. The Cooperative will work with the Gulf of Maine Research Institute, Northwest Atlantic Marine Alliance and the Portland Fish Exchange to purchase under-utilized fish species. The Cooperative will support existing farmers and locally-owned distributors and help these businesses to scale up to be able to supply more food for institutions in Maine.

With its unique multi-sector ownership structure, the Maine Farm and Sea Food Service will support an environment and culture of ownership and entrepreneurship by providing ownership opportunities to farmers, fishermen, distributors, food service workers, students, faculty and staff. Members will have the opportunity to be engaged in the governance of the cooperative and to have their voice heard in the process of developing a resilient institutional food system. Low-income individuals will be provided opportunities to become owners of the cooperative and expand their access to stable work and profit sharing.

Through this process, Portland will become a leader in the farm to institution movement. The work of Ron Adams to reach 50% local food in Portland Schools is making waves around the country. This project will expand the impact on more institutions in the city and make Portland a model for the country. This model will demonstrate how economic development can have a triple bottom line effect of contributing to the people and the planet while developing local profits.

Organization description and history

The Cooperative Development Institute (CDI) is the Northeast's Center for cooperative business education, training, and technical assistance. We are an independent 501(c)3 Cooperative Development Center founded in 1994 by cooperative leaders across industry sectors. Our mission is to "build a vibrant cooperative economy through the creation and development of successful cooperative enterprises and networks in diverse communities in New England and New York." Our vision of a cooperative economy is of an interdependent network of enterprises and institutions that allow people to meet their needs through principled democratic ownership, and that care for community, combat injustice and inequity, and promote self-governance.

CDI provides education, training and technical assistance to existing and start-up cooperatively structured enterprises in all business sectors: food, housing, energy, agriculture, arts, health, forestry, fisheries, retail, service and more.

Business Ownership Solutions: Business Ownership Solutions (BOS), a program of CDI, works with business owners to think through whether conversion to a cooperative could meet their needs, and with employees or community members to execute the co-op conversion. BOS worked with employees to form the Island Employee Cooperative (IEC), which then purchased three businesses on Deer Isle from retiring owners. Combined, the three businesses are one of the island's largest employers and provide the community with a full array of groceries, hardware, prescription drugs, pharmacy items, craft supplies, and other goods and services. The Island Employee Cooperative has become a national example of the power of cooperative conversions to secure jobs and businesses in local communities and this example has been featured in several national reports and conferences.

Rural Cooperative Development Services: CDI provides technical assistance to a wide range of rural based cooperatives particularly in the food sector including retail food co-ops, farmers' cooperatives, fishing cooperatives, food hubs and distributors. In Maine seven new cooperatives are currently under development including four cooperative farms, a vegan cafe and yoga studio and a natural landscape business conversion.

New England Resident Owned Communities: CDI is committed to assisting owners of manufactured homes in New England (MA, RI, VT, CT, and ME) gain long-term control over their communities. Since the program started in late 2009, CDI has assisted in the conversion of 17 communities and continues to provide ongoing technical assistance to these and three additional cooperatives, amounting to a total of over 1900 homes.

For the Maine Farm and Sea Food Service Cooperative project, CDI has gathered a development team with significant experience in the field that will organize the cooperative and facilitate the proposal development. We will lead the project through all its phases, assure deliverables are met and train the Co-op Board of Directors.

Cooperative Development Institute Board of Directors

Greg Brodsky of Order With Me, Chair,
Erica Buswell of Maine Farmland Trust, Vice Chair
Michael Oleksak of United Bank, Treasurer
Jessica Pooley of CDI (staff rep.), Clerk

Gloria LaBrecque of CFNE
Tanya Fields of the Blk Projek
Gowri Krishna of Roger Williams University School of Law
Betsy Sommers of Seasons Federal Credit Union

Project Staff

Cooperative Development Institute has assembled a development team including CDI Staff and Consultants. The following individuals will be contributing to the project with their expertise and experience.

Cooperative Development Institute Staff:

Jonah Fertig is a cooperative development specialist with CDI focusing on cooperatives in the food system. He is the project coordinator for the Maine Farm and Sea Food Service Cooperative. He co-founded Local Sprouts Cooperative in Portland, Maine and developed it from an idea into a successful worker-owned cafe, catering business and learning programs. He most recently co-founded the Greater Portland Community Land Trust and the Urban Agriculture Sub-Committee that is part of the Mayor's Initiative for a Healthy and Sustainable Food System, as well as Cooperative Fermentation, a project of the Resilience Hub in Portland Maine.

Rob Brown is the Director of CDI's Business Ownership Solutions (BOS) program. He has a background in community organizing, communications, non-profit and for-profit business development, and public policy development and advocacy. He has founded several non-profit and for-profit business organizations in Maine. Most recently, Rob was the founding Executive Director of Opportunity Maine, a statewide organizing, research, and advocacy nonprofit focused on education and workforce development, energy policy, and economic development. Rob studied economics and public policy at the University of Maine and College of the Atlantic, specializing in rural and community economic development, and has completed the Maine Association of Nonprofits' Executive Leadership Institute.

Lynda Brushett is a Senior Partner with the Cooperative Development Institute where she leads agricultural, fisheries and food systems initiatives. Lynda consults with start-up and established production, purchasing, equipment, distribution, marketing, processing and retail cooperatives, buying groups and farmers' markets in the areas of market and business planning, conflict resolution, organizational development and feasibility analysis. Over her 35-year career she has conducted numerous feasibility studies, marketing and business plans helping to launch new enterprises and strengthen existing ones.

Andrew Danforth is Director of CDI's NEROC Program and manages its cooperative housing programs. He has over of a quarter century of diverse experience in housing finance, non-profit governance, and social outreach. He is a co-founder and Managing Director of Circinus Group, which is a portfolio social lender and commercial conduit and provides financial and systemic consulting services to the international residential finance community. During his career, he has worked with 9 of the 20 largest US banks and Wall Street brokerages, has served as a liquidating Officer of the FDIC, and has assisted local lenders, government agencies, Indian tribes and regional non-profits. Internationally, he has worked on projects in Canada, Australia, the UK,

and in several South Asian countries. He continues to serve as an adviser to the Mexican National Workers Housing Fund. Andy has a long history of non-profit involvement. He is former President and Secretary, and a continuing Trustee of The Cooperative Fund of New England a unique revolving fund that lends to cooperative enterprises and community non-profits throughout New England. He is a founder of its sister fund, the Cooperative Capital Fund of New England, the first known venture capital fund targeted toward cooperative enterprises.

Noémi Giszpenc, CDI's Executive Director, manages the day-to-day activities of the organization. She began her career as an economics researcher at the World Bank, worked as an editor at the *Nonprofit Quarterly*, a magazine for nonprofit managers, and became a principal at Ownership Associates, Inc., a consulting firm in Massachusetts specializing in developing an ownership culture at employee-owned firms. As part of earning a Master's in Community Economic Development from Southern New Hampshire University, she did a thesis on the creation of a cooperative economy in the Northeast, including the practical development of an interactive co-op directory, which has now evolved into the Data Commons Cooperative (datacommons.coop). She has a Bachelor's degree in Economics from MIT.

Project Steering Committee

Ron Adams is in his seventh year as Director of the Portland Public School Food Services Program overseeing sixteen kitchens serving 5,500 meals daily. Ron has worked in child nutrition since 1993 and is a member of the School Nutrition Association and is a credentialed School Nutrition Specialist. Ron is an advocate for the farm to school movement and food security. He worked with a team of school and community resources in Gorham to reinvent the Maine Harvest Lunch and helped expand it into a statewide event. In 2010, Portland was included in a CDC Communities Putting Prevention to Work grant to increase fruit and vegetable consumption which added refrigerated salad bars to ten schools, a local foods manager and assistant as well as menu nutrition labeling projects. It also helped transform the way food was cooked and served in the largest district in Maine with 7,000 students in 15 schools. In 2013, Food Services opened a new Central Kitchen to complete the switch from hot shipping food to cold shipping meals and heating them on site in order to improve food quality and reduce waste. Currently Portland spends 37% of its food budget on local foods with a goal of 50% by 2016.

Leah Cook, Steering Committee Chair, has served as Operations Director at Crown O'Maine Organic Cooperative for the last 6 years, after serving as their primary driver for more than two years. She's coordinated the logistics and operational needs of over 250 producers across all product categories, and deliveries spanning the state of Maine into New Hampshire and Eastern Massachusetts. Leah and Marada, together with their General Manager Chris Hallweaver, have started and operate Northern Girl, LLC, a local food processing company. Northern Girl's goal is to minimally processed fresh-cut and frozen locally grown vegetables for a rapidly growing market.

Marada Cook is the current President of Crown O'Maine Organic Cooperative, a diverse and growing local foods distributor. With a deep knowledge of farming, production practices, and farm business models, she has worked extensively with a wide variety of food producers to develop a more economically and environmentally sustainable supply chain.

John Entwistle is a recently retired Certified Business Advisor and Center Director for the Maine Small Business Development Center at the University of Southern Maine. The Maine SBDC is part of a national network of SBA funded, university-based, providers of small business advising to start-up and growing small businesses. In 26 years with Maine SBDC, he counseled over 4,000 small business clients on issues of feasibility assessment, business start-up, business plan development, financial management, accounting, marketing and on many other functional

business issues. Prior to his employment with SBDC, he was owner of several mid-Coast Maine businesses. John received his MBA from the University of Southern Maine in 1989. He presently serves on the loan review committee of the Southern Maine Economic Development District

Clifford Ginn is a Maine and Massachusetts attorney who specializes in cooperative development. His areas of expertise include corporate, commercial, securities, cooperative, contract, finance, taxation, property, energy, education, health care, disability, economic development and employment law and public policy. He combines his legal experience with his experience as a small business owner to craft practical solutions to clients' problems. His representation of the Island Employee Cooperative in converting three rural Maine stores to cooperative ownership has received national attention. In addition to representing cooperative businesses, he has helped numerous affordable housing cooperatives form and acquire their residents' mobile home parks. Before entering private practice, he served as co-director of Opportunity Maine, an economic development policy think tank. He drafted and helped pass legislation that: wiped out student debt for Maine college graduates via a tax credit; expanded minimum wage and overtime protections to hotel, restaurant, domestic service, and other previously uncovered workers; cracked down on refund anticipation loans; and expanded public investment in energy efficiency. Ginn earned his J.D. at Harvard Law School, where he served as an editor on the *Harvard Law Review*, and clerked for Chief Judge William Young of the MA federal District Court.

Gloria LaBrecque works with the Cooperative Fund of New England visiting cooperatives who may be current and potential borrowers, providing technical assistance, administration of the loan portfolio, and marketing the Fund in the northeastern part of New England. Gloria's experience has been working with credit unions since 1992 as a performance consultant for the Northeast region of CUNA Mutual Group and CUNA's Center for Professional Development. She is a member of the Board of Directors at the Cooperative Development Institute as well as the Portland Food Co-op.

Steven Levy has over thirty years' experience in the financing, organization and reorganization of rural utilities throughout the Northeast, including districts, nonprofits, and cooperatives. He has vast experience securing grants and low interest loans from federal and state agencies, working with Boards of Directors on challenging financial and employment issues, and developing by-laws. He has an MS in Agricultural and Applied Economics from the University of Minnesota, and has worked with large Midwestern cooperatives.

Stuart Leckie is the Dining Services Director at St. Joseph's College in Standish, Maine where he is responsible for a 1.8 million dollar food and beverage operation. His Operation consists of 30 full time employees and approx 20 part time working in 3 different locations. In addition to the 400 seat board plan operation there are three other retail locations on campus. He oversees about \$500,000 in on-site catering sales per year. In 2013 he converted St. Joseph's College dining services from a contract food service account with Bon Appetit to self-operated. Since that time he has increased local food purchasing to 40% and helped expand the campus farm.

Collaborators

CDI is collaborating with organizations and businesses, leveraging their support to guide the development, growth and success of the Maine Farm and Sea Food Service Cooperative:

Farm to Institution New England (FINE) has been organizing farmers in Maine to be able to supply food to the University of Maine System and conducting research nationally and locally about how to access food service contracts. FINE will provide information, contacts, and help

develop support for the Co-op's food service proposals. **Real Food Challenge** is investing resources and staffing into the campaign to get the University of Maine system to purchase local foods. They have one staff person who has been organizing at each of the UMaine Campuses engaging student groups to get active around and submit input into the RFP process. We will work with this organizer to connect to these student groups so that they will support the proposal from the cooperative. Real Food Challenge is interested in the proposal for our cooperative as a model that they could promote nationally to other college campuses.

Portland Mayor's Initiative for a Healthy and Sustainable Food System & the Farm and Sea to Institution Sub-Committee has set a goal of 50% local foods in the Portland Public Schools that has been led by Ron Adams and now CDI staff member, Jonah Fertig, has been appointed as co-chair of the newly formed Farm and Sea to Institution Sub-Committee which will be calling on other Portland institutions, including University of Southern Maine to commit to this goal. The Mayor's Initiative is also working with fishermen and seafood processors to connect them to institutional markets. Mayor Brennan is supportive of the Cooperative and has offered to assist with advice and connections to people and resources within the city.

Local food distributors **Crown O'Maine Organic Cooperative & Northern Girl** are extremely knowledgeable about local food supply chains in Maine and have relationships with many key farm suppliers. We will work with Crown O'Maine to develop a distribution plan to identify what products can be supplied to the University. **Maine Farmland Trust** has been working with farmers to support their growth in scaling up to supply to institutions and will help identify potential suppliers. We will work with **Maine Organic Farmers and Growers Association** to identify farm suppliers and strengthen their ability to provide their food to the UMaine food service. We will work with **Gulf of Maine Research Institute** to develop a plan to supply local sustainably harvested seafood at the UMaine campuses and also consult with **Northwest Atlantic Marine Alliance** to make connections to Maine fishermen and fishing cooperatives.

Gloria LaBrecque from the **Cooperative Fund of New England** has offered support to assist in the development of the cooperative; CFNE is potentially interested in financing this cooperative after it develops a business plan. **Coastal Enterprises Inc.** will explore financing options for the cooperative that they could provide and will work to reach out to other possible funders to support this project. Their small business developers will also assist with reviewing business plans and feasibility studies. **Slow Money Maine** will connect this cooperative to potential investors and supporters. CDI has secured a spot to present either at the October meeting or the annual Conference in November, a key opportunity to solicit investor support. **RSF Social Finance** is interested in exploring ways they can support this project through grants or loans. **North American Students of Cooperation (NASCO)** and **Cooperative Food Empowerment Directive (CoFED)** will use their experience at colleges to support campus organizing efforts. **Democracy at Work Institute** is providing national resources to support worker cooperatives including training guides, models and technical assistance for rural co-ops. Economics Professor **Michael Hillard** who is developing a food studies program at USM has offered to meet with the new USM president to build support for this co-op at USM. The Cooperative will connect with student groups at many of the campuses in the fall to organize support locally at each campus.

Project Timeline

June:

- Development Team meets to develop work plan
- Funding from PEDPIP and John Merck Fund is received

July

- Start meetings for Food Service Management Plan
- Meet with other partner organizations
- Meet with Institutions in Portland

August

- Start development of Food Procurement Plan with distributors
- Meet with fishermen and seafood processors
- Meet with other partner organizations
- Meet with Institutions in Portland

September

- Meet with farmers for food procurement plan
- Public Launch of Maine Farm and Sea Food Service Cooperative ?

October

- Completion of Food Procurement Plan and Food Service Management Plan
- Recommendations of Technology for food supply logistics and traceability
- Meet with Institutions in Portland

November

- Public release of Food Procurement Plan and Food Service Management Plan
- Meet with Institutions in Portland

References

Bonnie Rukin, Slow Money Maine, bonnierukin@slowmoneymaine.org, 207-236-4703

David Schwartz, Real Food Challenge, david@realfoodchallenge.org, 401-601-5545

Mayor Michael Brennan, City of Portland, mfpb@portlandmaine.gov, 207-874-8941

Ken Morse, FINE, Network of Community Food Councils, kenmorse@mac.com

Riley Neugebauer, FINE riley@farmtoinstitution.org, 814-282-3039

Craig Lapine, Cultivating Community, craig@cultivatingcommunity.org, 207-671-1189

Andrea Perry, Broad Reach Fund, andrea@broadreachfund.org, 207-667-2755

Ronald D. Adams
16 Scotts Drive
Buxton, ME 04093
chefradams@gmail.com
207-749-2929

Goal

To utilize my food and nutrition background, management experience and advocacy skills in an organization that recognizes the importance of school nutrition programs, food security and local agriculture.

Education

The Pennsylvania State University, College of Agriculture, BS in Food Science, August, 1983.

New England Culinary Institute, Advanced Placement student, 1986

School Nutrition Association, credentialed as School Nutrition Specialist, 2007

Employment History

Director, Portland Public Schools Food Services, 2008 to Present

I am responsible for the largest school food service program in Maine serving 7,000 students with a 53% free and reduced population speaking over 50 languages. I oversee 50 union staff working in 15 buildings and one central kitchen. As only the third Director in the past 62 years, I was hired to update the program. In the past several years, I have developed a vision and transformed this urban district from a single item menu, shipped from an outdated central kitchen to a cutting edge nutrition program with updated facilities, serving methods and menus.

Accomplishments: Developed menu items to maximize participation from 45% to 54% in three years; Implemented a computerized Point of Sale System for all grades to provide accountability; Expanded breakfast to all buildings with nine schools serving universal free breakfast in the class room; snack programs in six schools, summer food service programs that have doubled in size each year; Introduced the Maine Harvest Lunch celebration and Farm to School programming; achieved local purchasing of 128,000 pounds of foods in 2014 and documented 35% of the food budget allocated to local foods; awarded a 2012 USDA Farm to School Implementation grant for \$100,000 to further our local foods program including gaining a food processing license for the central kitchen. Designed the 15,000 square foot central kitchen, Ocean Avenue Elementary School and Bayside Day Treatment facilities.

Nurtured community relationships: Waste Reduction Committee worked to eliminate polystyrene foam lunch trays with a district-wide cafeteria waste separation program including municipal composting; Cumberland County Food Security Council works to eliminate food insecurity and led to the first food pantry in the state at a public school - Portland High School; Portland Connect-Ed works to address the summer learning slide with meals and academic enrichment: recruited summer sites, volunteers to

operate sites; organized activities, developed outreach materials to increase participation; culminating with a National League of Cities CHAMPS grant for increased food access with supper and summer food service; Mayor's Subcommittee for a Healthy, Sustainable Food System leads efforts for increasing local foods; PPS increased local purchases to 35% of the total food budget; the goal is 50% by 2016 based upon increases in student participation; Maine Dairy Council Fuel Up to Play 60 grants to implement breakfast in the class room; increased participation from 30% to 80% in six schools; Lead partner with Let's Go 5210 to improve student wellness goals in the classroom and in the cafeterias.

Director, Gorham School Nutrition Program, 1998 to 2009

I was responsible for a program serving 2,700 students and staff in six locations with eighteen full-time union staff and six part-time staff. Converted the district to the nutrient based menu planning using Nutrikids software; developed menu items to maximize participation at all levels; implemented a Point of Sale System for all grades using PIN number and prepay accounts; implemented a on-line payment system to reduce staff time spent on money handling; developed a department web site with all policies and catering menus; expanded services to include the Recreation snacks, Senior meals and the Sebago Alliance facility; developed the Maine Harvest Lunch model with community resources and expanded it statewide; facilitated the Let's Go school nutrition directors group; bid secretary for the York-Cumberland School Nutrition Purchasing Cooperative; designed a new central kitchen to produce meals for all sites in the new Middle School, participating in design of the new White Rock Elementary School.

Director, Yarmouth School Nutrition Program, 1996 to 1998

Total department responsibilities for a staff of fifteen union employees preparing and serving meals for 1,800 students and staff in five locations. Negotiated food service contracts with the Pownal School; improved reimbursable menus to maximize state and federal matching dollars; received a DOE equipment grant to update one kitchen.

Executive Director/Chef, East End Kids Katering, Portland, ME, 1991 to 1996

Total food service responsibility that developed into the director of this non-profit food service company. Provided healthy, affordable meals to children in five sites, nutrition education and job training; produced 400 meals a day; researched and implemented a USDA Summer Food Service Program for all of Portland to feed an additional 1,000 meals a day each summer; initiated programming: catering, ethnic meals, nutrition education, hunger advocacy, job training with the disabled; assisted with the formal development of a non-profit company; recruitment of a board of directors, financial management, publicity, grant writing compliance with USDA program regulations.

Honors and Awards

Maine School Nutrition Association Director of the Year, 2014

HUSSC Bronze award for eight elementary schools, 2010

Thelma Flannigan Gold Award from School Nutrition Association, 2008

Lynda Brushett, Ph. D.
106 Harlan Drive
Barrington, NH 03825
603-664-5838
Brushett@metrocast.net

Dr. Brushett has more than thirty-five years of experience helping consumers, producers, entrepreneurs and cooperatives achieve their business and organizational goals. Dr. Brushett specializes in fisheries, agriculture and food systems initiatives. She is an accomplished educator and facilitator with special expertise in the dynamics of helping individuals work effectively in groups. Clients are challenged to look creatively at their assets and opportunities, work collaboratively and reach consensus as they engage in a process of problem-solving and change.

Technical services include marketing, strategic planning, conflict resolution, organizational development, facilitation, venture feasibility analysis and business planning. Assignments generally result in new or revitalized businesses, organizations, programs or infrastructure improvements.

Senior Partner, Cooperative Development Institute, INC P. O. Box 422, Shelburne Falls, MA organized in 1994 to build cooperative leadership and enterprise in the Northeast. **Principal, Niche Marketing**, 106 Harlan Drive, Barrington, NH 03825 a rural and agricultural development consulting practice founded in 1983. **Facilitator** for the **NH Coalition for Sustaining Agriculture** a network of public and private organizations working to ensure agriculture is a valued and vital part of the state's economy, environment and communities.

Prior experience:

Dr. Brushett was an **Adjunct Faculty, Associate Professor** teaching Community Development to undergraduates at the Department of Resource Economics and Development, University of New Hampshire, Durham, NH. (1/90 to 2002). **Economic Development Administrator, Wakefield Economic Resource Committee**, Wakefield, NH. (9/93 to 2/98). **Regional Marketing Specialist** for the New England Sheep Industry Development Project (1/81 to 12/82). **Community Resource Development Agent** with the University of New Hampshire Cooperative Extension (8/75 to 12/80). **Rural Development Specialist** for A. L. Nelligan & Associates (8/72 to 7/75). **Vista Volunteer** serving in Rockingham County NH (10/70 to 7/72). Dr. Brushett has travelled extensively in Africa (Zimbabwe, Morocco, Senegal), Southeast Asia (Thailand, Laos, Vietnam), Europe (Great Britain, France, Spain, Italy, Germany, Slovenia, Croatia) and Australia (Victoria)

Education

- Bachelor of Arts, *Magna Cum-Laude*, Lycoming College, Williamsport, PA. Phi Kappa Phi, Phi Alpha Theta, Sachem Society. 1969
- Master of Arts, American University, Washington, DC. University Fellow. 1971
- Doctor of Philosophy, Natural Resources and Environmental Studies, University of New Hampshire, Durham, NH. 2004

Selected Agriculture and Food Projects & Reports

- Farmer Cooperative Mentorships for New American farmers in Vermont, New Hampshire and Maine, On-going.
- KEOH Cooperative Development and Marketing Consultation with agricultural NGO's and women farming collectives in Kedougou, Senegal. National Cooperative Business Association/CLUSA International Farmer to Farmer program. November 2012.
- North Country Grown Cooperative: Business, market and organizational Development. 2010-2015.
- North Country Farmers Cooperative. Business planning, governance and organizational development. 2010-2014.
- New Hampshire Growers Cooperative: Business planning and Organizational Development. 2013.
- Project Leader, *Converting Dairy Manure Fiber into Plant Growing Media as a Nutrient Removal Strategy*. 2011.
- Project Coordinator, *Strengthening Farmstead Cheese Businesses Through Risk Assessment, Reduction, Monitoring, Testing and Technical Support*, September 2010.
- Project Director, *Strengthening the Business Fundamentals of New England Farmers Markets*, Training program. On-going.
- Project Coordinator, *Installment Purchase Agreements for Agricultural Easements*, NH coalition for Sustaining Agriculture, 2011.
- Project Director, *FarmShare: equipment, labor and facilities sharing cooperatives for New England Small Farms*. On-going.
- Program Consultant, *NH Farm To School*, 2003 to present.
- Project Director, *Show me the {Grant} Money, a grant sourcing, writing guide and webinar for Northeast farmers*, First Pioneer Farm Credit. August 2009.
- Project Director, *The Woodstock Project: marketing research and business planning to conceptualize an anaerobic digestion enterprise for a CT dairy farm*, April 2009.
- Project Director, *Managing Plant Growers Input Price Risk Through Cooperation*, July 2008.
- Project Director, *Cooperative Poultry Processors: processing facilities for small Maine poultry farmers*. 2007.
- Project Director, *Helping New England Women Address Farm Succession, Transfer and Tenure*, Farm Service Agency. September 2006.
- Project Director, *Agricultural Commissions for NH*, NH Coalition for Sustaining Agriculture, March 2007.
- Instructor, *Skills and Tools for Effective Cooperative Business Development*. CooperationWorks, Training Program, May 2003.
- Project Coordinator, *Agricultural Easements for New Hampshire Farms*. NH Coalition for Sustaining Agriculture, March 2002.
- Facilitator, *Citizen Panels on Genetically Engineered Food and the Future of Food in New England* UNH Office of Sustainability Programs. February 2002 and June 2003.

- *Market Planning for Value-Added Agricultural Products*, co-authored with Greg Franklin. NH Coalition for Sustaining Agriculture, March 2001.
- Instructor, *Cooperative Business Planning and Feasibility Analysis*. Technical Course on Cooperative Development, December 2000, Epes, AL.
- Editor, *Preserving Rural Character Through Agriculture*. NH Coalition for Sustaining Agriculture, July 1999.
- *Marketing Bedding Plants to New Hampshire Supermarkets and Mass Merchandisers*. Co-authored with Michael Sciabarrasi. UNH Cooperative Extension Service. July 1994.
- *Pennsylvania Lamb Market Development Study and Green Valley Cooperative Business Prospectus*. Pennsylvania Sheep and Lamb Marketing Board. June 1993.
- *New England Wholesale Produce Buyers Guide*. Four State Wholesale Produce Market Improvement Program. September 1992.
- *Waldo County Sheep Market Study*. Waldo County Opportunity Zone, Eastern Maine Development Corporation. December 1991.
- *Apple Crisps Enterprise Feasibility*. Grand Isle Agricultural Diversification Study. June 1989.
- *Foreign Import Competition for Fresh Fruits and Vegetables in Northeast Markets: Analysis of foreign competition on the market position of fresh fruits and vegetables produced and marketed in ten northeast states*, Northeast Association of State Departments of Agriculture. June 1988.
- *From Production Agriculture to Market Agriculture*, University of New Hampshire Cooperative Extension Service. January 1987.
- *Commercial Production and Marketing of Fresh Herbs in New England*. NOFA, August 1984.
- *Overview of Fruit and Vegetable Production, Consumption and Product Trends in the Boston, New York and United States Marketplace*. NOFA, April 1984.

Food Industry

- *Specialty Food Business Fundamentals: The NH COOKS Entrepreneurial Training Program*, NH COOKS and the Connecticut River Joint Commission, November 1997.
- *The Adirondack Kitchen, A Specialty Food Producers Needs Assessment and Kitchen Feasibility Study*. SUNY Small Business Development Center. Fall 1995.
- *NH COOKS! New Hampshire Commercial Kitchen Services Feasibility Study*. University of New Hampshire Office of Economic Initiatives. April 1995.
- *Bottled Water: An Assessment of Market Opportunity for a Locally Produced Product*. STA-North. October 1994.
- *Specialty Food Distribution Warehouse Study*. Town of Hartford, VT. June 1994.
- *Niche Marketing for Agriculture*. Connecticut River Joint Commissions. December 1993.
- *Crafting Commerce from Art—The Vermont Food Venture Center*. Economic Development Council of Northern Vermont. July 1992.
- *Marketing Specialty Foods: An examination of consumer trends, distribution alternatives and product implications*. September 1990.
- *Yankee Shepherd Cooperative Business Plan*. Rural Ventures. December 1984.

Stuart H. Leckie
190 Broadway
South Portland ME 04106

Cell (207) 329-6660
Work (207) 893-6683

CAREER SUMMARY

Strong record of success in all aspects of the hospitality business, with a focus on sustainable practices, including strong customer service skills, meeting budget requirements, increasing sales, increasing profitability and a great staff morale builder.

- **Management** – Solid background in planning, budgeting, executing sales and marketing. Hands on manager with highly developed people skills, complete food and beverage knowledge and strong creative problem solving ability. Equally strong in budgeting and financial management.
- **Marketing** – Broad knowledge of marketing disciplines, including research, promotional planning, menu planning, pricing, merchandising, event planning and advertising. Have supported soliciting new business on many occasions.
- **Team Building** – Decisive team leader with extensive experience in recruiting hourly employees to front line managers, developing talent and creating effective training programs. Provide a work environment that leads to very low staff turnover and creates the most opportunity for employees.
- **Communication** – Persuasive communicator with well-developed presentation and negotiation skills. Able to develop productive relationship with colleagues, customers and staff at all levels.
- **Sustainability** – Created relationships with surrounding farmers and artisans allowing 35% of our purchasing dollars to remain within 200 mile radius. Helped change Saint Joe's over to single stream recycling and added full composting program. Work with various schools to promote school gardens, local procurement and the use of healthy cooking techniques.

COMPLETED GRADUATE STUDIES

Canterbury College of Technology, Canterbury, England

PROFESSIONAL EXPERIENCE

In addition to below – I took the foodservice through a transition to becoming self-operated July 2013

General Manager – 10/1/00 - Present

Bon Appétit at Saint Joseph's College, Standish, Maine

Responsible for a 1.8 million dollar food and beverage operation. Operation consists of 30 full time employees and approx 20 part time working in 3 different locations. In addition to the 400 seat board plan operation there are three other retail locations on campus. We conduct about \$500,000 in on-site catering sales per year. Developed a strong partnership with Saint Joseph's College and have become an important integrated part of the College culture at Saint Joseph's College.

- Support the North East Region of Bon Appétit on Safety audits and training
- Actively engaged in Campus Environmental Awareness Committee
- Have given support to Bon Appétit for new account openings, including opening GM
- Worked with Bon Appétit and Compass on soliciting new business, sales presentations and RFP proposals.
- Participate in new sustainability committee for the North East Region
- Sit on the Board of Trustees for a local Food Pantry that became a partnership between Bon Appétit, The town of Standish and the College.
- Sit on the board of Advisors for a local produce company, encouraging more sustainable practices throughout their business.
- Created a 3 acre working farm that has become fully integrated with the Campus. This includes community partnerships, workshops, class curriculum, educational programs and hands on pre-vet work.
- I have been awarded two leadership awards at the College, and been recognized at the College Awards Banquet.

Food and Beverage Manager / Director of Sales - 5/15/97 to 8/27/00

Point Sebago Resort - Casco, Maine

Conducted entire food and beverage operation for an 800 acre Family Resort. Consisted of three restaurants and one nightclub. Direct a food and beverage team of over 8 front line managers and 100 hourly employees. Also responsible for all corporate business, overnight groups, day outings, weddings and golf tournaments.

- Increased food and beverage profitability from \$30,000 to \$240,000
- Designed and executed full business plan for 1.2 million dollar operation
- Participated in safety and workman's comp committee
- Participated in Resort marketing
- Designed all in house promotional literature
- Responsible for execution and planning of groups as large as 3000 people
- Member of Executive Management Team

Director of Sales /Assistant General Manager - 9/1/95 to 5/15/97

Bay Harbor restaurant, Diamond's Edge Restaurant, Grill 36

Coordinated all sales and promotions for three establishments. Created a central sales office linking all three restaurants together. Designed and implemented computerized booking system for all sales. Took care of the day operations at Bay Harbor restaurant in the General Managers absence. Yearly revenue exceeds over three million dollars of which at least one third came through the sales office.

I also designed all the menus for each restaurant and published them in house. Designed a central database for our mailing list. Directed all marketing and promotions.

Banquet Manager/Sales Director/Restaurant Manager - 9/1/93 to 7/1/95

Mariners Church Banquet Center/Old Port Tavern - Portland, Maine

Administered all banquet sales, menu proposals, hosting and coordination of banquet functions. Managed and participated in dining room operation. Controlled all scheduling and employment of staff in both areas. Increased banquet sales by over 300%. Went from organizing one function a day to multiple functions, including the booking of double weddings on Saturdays throughout 1995.

Assistant Casino Manager - 4/10/90 to 9/16/93

Scotia Prince - Portland, Maine

Jointly supervised entire casino operation. Responsible for V.I.P. customers and recreation.

ACTIVITIES / INTERESTS

Swimming, walking, exercising and spending time with my family. I have 4 children all involved in sports. I coach 3rd and 4th grade soccer and have coached many other sports over the years as my children have moved up the school system. I used to run a Boy Scout group and a Girl Scout troop for many years. I enjoy educating people on food and Bon Appétit's sustainability practices.

I have full knowledge of Windows XP, Microsoft Word, Microsoft Publisher, Microsoft Works, Excel and the Internet.

OTHER QUALIFICATIONS

Serve Safe Certification and Instructor

F.M.P - Food Management Professional – Highest certificate available in the industry, recognized by the National Restaurant Association

CPR and First Aid Certified - Red Cross

PROFESSIONAL REFERNECES

Phil Yauch – Vice President of Finance	(207) 893-7711
Joseph Lee – Director of Lake Region Chamber of Commerce	(207) 595-3182
Don Toms - General Manager, Point Sebago	(207) 655-7949

PERSONAL REFERNECES

Lynn Brown – Admissions	(207) 893-6674
Maureen Lasalle – Director off Alford Center	(207) 893-6617
Judy Hodgdon - Owner of child development center	(207) 693-3616.
Alexis D'Ascanio – Program Director	(207) 632-0117

JONAH FERTIG

259 Log Cabin Rd., Arundel, ME 04046 (207) 615-9970 jonah.fertig@gmail.com

EDUCATION

New York University, Gallatin School New York City
Bachelor of Arts, Individualized Studies, focus on Art and Cultural Studies

Graduated 1999

Yarmouth High School

Yarmouth, Maine

Graduated 1996

TRAININGS

Democracy at Work Network National

March 2014-Present

Apprentice in Worker Cooperative Development Network. Year-long training with certification in March 2015.

Sustainable Food System Leadership Institute Maine

March 2010-November 2012

Three year program bringing together young leaders in Maine's food system to develop leadership skills & collaboration.

COOPERATIVE, FOOD & COMMUNITY EXPERIENCE

Cooperative Development Institute New England

February 2014-Present

Cooperative Development Specialist

Consult with Cooperative Development Institute on food system cooperatives including cafes, farmers, and distribution.

Cooperative Fermentation

Arundel & Portland, Maine

January 2014-2015

Coordinator, Cooperative Developer, Chef, Founder

Working to create cooperatives in the food system by offering workshops, consulting and food production.

Greater Portland Community Land Trust Portland, Maine

January 2013-Present

Co-Founder, Co-Chair

New organization working to create democratic affordable ownership housing in Portland.

Eat Local Foods Coalition

Statewide Maine

March 2014-Present

Board Member

Mayor's Initiative for a Healthy and Sustainable Food System Portland

July 2012-Present

Initiative member, Co-Chair of the Urban Agriculture Subcommittee

Crown o' Maine Organic Cooperative Vassalboro, Maine

December 2013-Present

Board member for local organic distribution company as they expand the ownership to their workers.

Local Sprouts Cooperative

Portland, Maine

June 2007-February 2014

Founder, Board President, Worker-Owner, Learning, Outreach and Catering Coordinator

Founder of worker-owned cooperative focused on providing people with creative local and organic food and holistic learning through cooking food for our community. Responsibilities and experience included:

business planning, coordinated community financing campaign, grant writing and loan applications for start-up costs; project coordinator for development of Local Sprouts Cafe; meeting facilitation with consensus based decision making process; cooking, creating menus, and coordinating food ordering and purchases; organizing catering and logistics for large events; teaching youth and adults about cooking with local foods and cooperatives; marketing our cooperative through print, web, radio, social media, web and tv media; organizing community events and more.

The New School

Kennebunk, Maine

Sept 2007-June 2008 & Sept 2013-2014

Community Teacher

Teach classes on Local Foods Cooking, Gardening, Dreams & Creative Expression

Meg Perry Center*Portland, Maine**July 2007-June 2013*

Co-Founder, Coordinator of Community Center for Peace, Justice and Community.

At the Meg Perry Center, I help to create a cooperative organization bringing together Peace Action Maine, Centro Latino, Local Sprouts Cooperative, the Portland Food Co-op, the Fur Cultural Revival and more.

Community Building Collaborative *Portland, Maine**February 2007-June 2013*

Founder, President of Board and Spokesperson.

The CBC coordinates the Meg Perry Center. Responsibilities included; developing organizational structure, writing grants, applying for 501c3 status, recruiting board members, developing plans for collaborative community center, speaking with the media, and networking with organizations.

Burdock Gathering*Starks, Maine**May 2002-April 2014*

Co-Founder and coordinator of annual free weeklong gathering of over 200 people in Central, Maine

Coordinated kitchen and food donations, organized workshops, music, and children's activities. Promoted the gathering through print and web media.

First Parish Portland*Portland, Maine**July 2009-August 2010*

Office Facilitator at Unitarian Universalist Church. Responsibilities and experience included: maintaining and updating the Church's website, producing and editing a monthly newsletter, and booking church facilities for events.

Rippleeffect on Cow Island*Cow Island, Maine**June 2008-Sept 2008*

Natural Foods Cook for youth outdoor adventure program. Taught about earth oven building and composting.

People's Free Space*Portland, Maine**May 2002-June 2007*

Co-Founder, Core Group Member, Grant Writer, Outreach & Educational Coordinator.

Responsibilities included: organizing workshops and events, maintaining contacts database & listserv, maintaining website, writing grants, speaking to the media, coordinating our community center, making presentations in schools, creating our newsletter and newspaper and more.

Preble Street*Portland, Maine**December 2004-August 2007*

Food Programs Facilitator 6/06-8/07 Food Pantry Manager 3/06-6/06 Breakfast coordinator on weekends 12/04-3/06

Coordinated breakfast program, food pantry and food inventory. Worked with hundreds of volunteers including: youth, adults, seniors and immigrants. Taught groups & individuals cooking skills and issues around homelessness.

Portland Victory Gardens Project *Portland, Maine**June 2004-June 2007*

Core Group member and organizer for community gardening project.

Boys and Girls Club*Portland, Maine**February 2003-June 2005*

Learning Center Coordinator. Taught Cooking, Puppetry, Gardening, and Writing.

Sunrise Acres Farms*Cumberland, Maine**June 2002-October 2002*

Tended an organic community supported agriculture garden

References Available Upon Request



Department of the Treasury
Internal Revenue Service

P.O. Box 35045
Jacksonville FL 32202-0000

In reply refer to: 0752161057
Aug. 27, 2013 LTR 4168C 0
04-3241596 000000 00

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BODC: TE

COOPERATIVE DEVELOPMENT INSTITUTE
% NOEMI GISZPENC
PO BOX 422
SHELBURNE FLS MA 01370-0422



020163

Employer Identification Number: 04-3241596
Person to Contact: TEGE
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Aug. 16, 2013, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in July 1995.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0752161057
Aug. 27, 2013 LTR 4168C 0
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00027457

COOPERATIVE DEVELOPMENT INSTITUTE
% NOEMI GISZPENC
PO BOX 422
SHELBURNE FLS MA 01370-0422

If you have any questions, please call us at the telephone number
shown in the heading of this letter.

Sincerely yours,

Laura Myers

Laura Myers
Operations Manager, AM Ops. 3



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: President and Members of the Portland Development Corporation Board
FROM: Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
DATE: June 12, 2015
SUBJECT: **Application for \$15,000 PEDPIP Grant to Fund Phase I of the Local Food Cluster Acceleration Project**

Overview

The Enterprise and Infrastructure Committee of the Mayor's Initiative for a Healthy and Sustainable Food System is applying for a \$15,000 Portland Economic Development Plan Implementation Program (PEDPIP) grant to help fund the first phase of the Local Food Cluster Acceleration Project. The Mayor's Initiative was established to:

- Provide continued and increased public engagement in food-related policies and initiatives;
- Identify and implement positive changes in the community's food systems and policies;
- Prioritize and respond to City and community identified needs for food system change and improvement; and
- Increase access to healthier food for residents.

The Enterprise and Infrastructure Committee is one of six committees pursuing the goals of the Initiative. This Committee's focus is on improving the business climate in Portland for food businesses and supporting quality jobs in the growing food sector. Per its PEDPIP application, the project will bridge existing work and add value to other efforts such as the Investing in Manufacturing Communities Partnership and the Maine Farm and Sea Food Service Cooperative.

Project Description

The Local Food Cluster Acceleration Project will create an empirical understanding of Portland's food economy and use this information to 1) Identify opportunities to enhance food production, processing, distribution, retail and other outlets to increase jobs and contribute to community vitality, and 2) Connect local food producers with food processing, distribution businesses, and other market outlets (regional and export) to grow the local food economy.

Phase I will form the basis for subsequent phases of the Project. It will collect a body of data that reflects the current state of the Portland Metropolitan Statistical Area's (MSA) food cluster, thereby establishing a common data-driven foundation for informed and coordinated capital investment, policy-making, workforce training, value chain partnerships, product innovation and other efforts to

spur local and statewide economic growth and increase social and economic equity for food system workers. Specific components of Phase I will include:

- Aggregate and review food sector data from multiple sources;
- Pull and cleanse employment data;
- Determine location, size, ownership, estimated volumes and revenues of all existing food businesses;
- Assess current local food supply based on USDA statistics of the counties in the MSA; and
- Synthesize and report on findings.

The consultants performing this work will be Karp Resources (New York) and Mass Economics (Cambridge, MA). They will complete Phase I over a period of three months.

Budget

The total budget for Phase I is \$45,000:

- Maine Technology Institute: \$22,500 (pending application, with decision expected by July 31)
- Individual Donor: \$7,500 (in hand)
- PEDPIP Grant: \$15,000 (projected)

Cultivating Community will be the fiscal agent for this project, a not-for-profit organization that was founded in 2001. Its mission is to grow sustainable communities by creating diverse points of access to healthy local foods; by educating/empowering youth and adults to play roles in restoring a local, sustainable food system; and by modeling, teaching and advocating for ecological food production.

Consistency with PEDPIP Objectives and Work Plan

The Work Plan calls for industry sector research for the development of growth strategies for business retention and attraction. In the Economic Development Plan the food sector is among the targeted industries for future economic development opportunities, seeking working groups to develop specific strategies for the targeted sectors.

The proposed project is consistent with at least three of PEDPIP's objectives:

- Facilitate the expansion of industry sectors with high value/high job growth potential;
- Support job creation and retention;
- Facilitate opportunities for start-ups and expansion of small businesses.

Staff Recommendation

Staff recommends approval of \$15,000 in PEDPIP grant funding to assist with Phase I of the Local Food Cluster Acceleration Project.

Attachment

Application and Consultant Proposal

Portland Economic Development Plan Implementation Program

June 5, 2015

Applicant Information

Name: Cultivating Community as fiscal agent for the Mayor's Initiative for a Healthy and Sustainable Food System, Enterprise and Infrastructure Committee

Structure: Not-for-profit

Address: PO Box 3792, Portland, ME 04104

Website: <https://www.cultivatingcommunity.org/>
<http://www.portlandmaine.gov/987/Healthy-Sustainable-Food-Systems-Initiat>

Primary Contact: Craig Lapine, Executive Director, Cultivating Community

Phone Number: 207-761-4769

Email: craig@cultivatingcommunity.org

Contact 2: Daniel Wallace, Enterprise and Infrastructure Co-Chair

Phone Numbers: 207-535-2916 (work) and 207-831-8818 (cell)

Email: dwallace@ceimaine.org

Contact 3: Jackie Potter, Enterprise and Infrastructure Co-Chair

Phone Number: 207-232-0873

Email: jpotter70@hotmail.com

Project Information

a. Project description

The Enterprise and Infrastructure Committee of Mayor Michael Brennan's Initiative for a Healthy and Sustainable Food System seeks \$15,000 to support Phase 1 of the Local Food Cluster Acceleration Project (the 'Project'). Phase 1 will establish a common data-driven foundation for informed and coordinated capital investment, policymaking, workforce training, value chain partnerships, product innovation, and other efforts to spur local and statewide economic growth and increase social and economic equity for food system workers. Consultancy Karp Resources with support from Mass Economics (please see credentials in attached proposal) will conduct an assessment that summarizes the cluster's strengths and weaknesses and provides recommendations for next steps.

The Enterprise and Infrastructure Committee has met with multiple farm, food, and fish-related businesses over the past two years, convened meetings with City staff to discuss food business development in Portland, and forwarded work related to items as various as floor drains for restaurants to health insurance for food service workers. Our interaction with these businesses, the City's Department of Economic Development, and conversations within the Mayor's Initiative, has convinced us that a comprehensive quantitative and qualitative study of Portland's food cluster is a key first step for the sector's development. While some data currently exists in disparate places, there has been no thorough, transparent data collection and analysis available for practical, day-to-day investment and policy decision-makers.

The assessment will collect a body of data that reflects the current state of the Portland Metropolitan Statistical Area's (MSA) *food cluster*—that is, the entirety of the MSA's food economy, not exclusively that derived from regional agriculture products or serving the demand for local food in Portland. The project will map and quantify the economic status of the MSA's food-related businesses and services: from production, manufacturing, packaging, and distribution, to retail, dining, and other commercial outlets. Special attention will be paid to where and how local food fits into the cluster and will assess potential for expansion of the local food sector to accelerate growth of the entire food cluster.

In addition to economic factors, the study will also consider the food cluster's social and environmental performance as it relates to food security, public health, carbon footprint, job quality and availability, workforce diversity, educational requirements, and other relevant indices.

Phase 1 includes Tasks 1-3 of the attached proposal. During this phase, Karp Resources and Mass Economics will:

- Aggregate and review food sector data from multiple sources;
- Pull and cleanse employment data;
- Determine location, size, ownership, estimated volumes and revenues of all existing food businesses;
- Assess current local food supply based on USDA statistics of the counties in the MSA; and
- Synthesize and report on findings.

The consultant team will engage a local support person to provide research and logistical support as well as liaise with local partners.

At present, there is no clear way to benchmark the sector—its complex network of employers and workers, products and services, buyers, markets, and end-consumers—as a dynamic and integrated whole. Food-related business activity, though robust in some ways, is uncoordinated and existing data is fragmentary and diffuse. This Project will bridge existing work and add-value to efforts such as the Investing in Manufacturing Communities Partnership, the Harvard-based Maine Food Cluster project, and the Maine Farm and Sea Food Service Cooperative. However, *the overall goal of the Project is to determine and prioritize 2-3 critical leverage points to accelerate cluster growth*, and catalyze action around these points.

Phase 1 will form the basis for subsequent phases of the Project. (Karp Resources has provided a preliminary outline for additional tasks in the attached; these may need to be modified based on Phase 1 results.) Overall, the Project will create an empirical understanding of Portland's food economy and use this information to:

- Identify opportunities to enhance food production, processing, distribution, retail and other outlets (i.e. institutional food service) to increase jobs and contribute to community vitality;
- Connect local food producers with food processing, distribution businesses, and other market outlets (regional and export) to grow the local food economy;

- Understand co-benefits to farmers, food producers, food manufacturers/processors, and the community;
- Create actionable recommendations for urban, peri-urban, and rural agriculture production and policy, including incentives and programs related to growing the local food economy;
- Identify workforce development, job and entrepreneurship opportunities within and additive to the cluster;
- Identify food business strategies and solutions to address pressing social issues and demographic shifts; and
- Create channels for continuous learning about local food cluster transformation and an enhanced network to act on new opportunities and challenges as they emerge.

There is additional information about food cluster assessment and strategy included as an appendix in the attached proposal.

b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines?

As indicated by the Portland Economic Development Vision and Plan, food production/food service (and related enterprises) represents one of the city's key economic sectors. Not only has the local food economy generated significant energy and growth in the last decade, but also, perhaps more than any other economic sector, it has become a hallmark of Portland's identity—emblematic of the city's capacity for creativity and innovation, its commitment to environmental sustainability, and its overall quality of life.

Even so, the Portland Community Chamber of Commerce's "2014 Portland Economic Scorecard" finds the food sector's economic performance lagging behind projected goals (as is the case for most targeted economic sectors). To unlock the food sector's unique potential to drive economic growth for Portland and the state, stakeholders must be able to identify existing obstacles to its performance and leverage opportunities to enhance its infrastructure, efficiency, and output.

The proposed project is intrinsically aligned with PEDPIP stated objectives, and it is eligible under PEDPIP guidelines as it constitutes "planning that evaluates economic development opportunities."

Finally, by focusing on the performance and needs of a specific business cluster, the project informs all three of the goals as outlined in the updated 2014/2015 Work Plan by providing timely and relevant "Industry Sector Research" under the Business Retention and Attraction activity. Specifically, the project's data collection and analysis activities will yield a definitive working portrait of the city and regional food cluster that identifies opportunities and indicates best strategies to expand food sector production, processing, distribution, and sales; create and retain good jobs; support the growth of small businesses; and further distinguish Portland as a leading American city for innovation, entrepreneurship, business growth, and quality of life.

Project Funding

Grant amount requested: \$15,000.00

Applicant match: \$30,000.00

Match Sources:

- Maine Technology Institute (Cluster Initiative Program planning grant): \$22,500. Application submitted concurrent with PEDPIP; anticipated response by July 31.
- Individual donor: \$7,500. In hand.

Total Cost of Project: \$45,000.00

The Infrastructure and Enterprise Committee is also seeking \$20,000 through an EDA Planning Grant with the Greater Portland Council of Governments to seed Phase 2 activities. We may also pursue an MTI Cluster Initiative Program Implementation Grant in October.

Finally, moving forward, we will track volunteer hours of the committee and businesses that engage with this project. To date, those hours are significant but unquantified. All work of the committee has been and will continue to be on a volunteer, unpaid basis.

Application Attachments

a. Verification of not-for-profit status: please see ~~attached~~ IRS letter for fiscal agent Cultivating Community

b. Brief description and history of organization:

Portland Mayor Michael Brennan formed the *Mayor's Initiative for a Healthy and Sustainable Food System* in the summer of 2012 in response to a series of discussions with community members and as an outcome of a Community Food Forum hosted by Healthy Portland in April of 2012. Community members present at the forum drafted a purpose and values statement and outlined what they would like to see in a community food council for the City. The Initiative is pursuing multiple activities through its six committees: Policy, Urban Agriculture, School Food, Enterprise and Infrastructure, Food Security, and Farm and Sea to Institution. The Enterprise and Infrastructure Committee is a voluntary, citizen-led arm of the Mayor's Initiative with an interest in improving the business climate in Portland for food businesses and supporting quality jobs in the growing food sector.

Enterprise and Infrastructure Committee members include:

Jackie Potter

Daniel Wallace

Sam May

Ted Kelleher

Amanda Beale

John Naylor

Cultivating Community grows sustainable communities by creating diverse points of access to healthy, local foods; by educating/empowering youth and adults to play roles in restoring a local, sustainable food system; and by modeling, teaching, and advocating for ecological food production. The organization was founded in 2001 in order to support the local sustainable food system and to provide

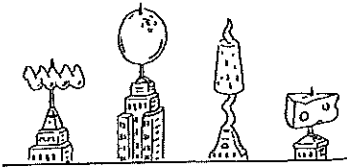
low-income people with meaningful opportunities to become healthier, to develop themselves, and to lead. Today the New American Sustainable Agriculture Project, adopted in 2009, is Maine's largest land-based farmer training program. Cultivating Community also: runs a year-round program that uses a food justice lens to build leadership and environmental ethics among teens; supports garden-based education for elementary and middle school students; administers the City of Portland's community garden network; and operates a network of farm-stands across four of Maine's largest municipalities (Portland, South Portland, Lewiston, and Auburn) that is accessible to customers who want to use SNAP and WIC benefits to purchase local produce.

c. Consultant Proposal: Please see attached "Portland, ME Local Food Cluster Proposal"

d. Project timeline: Study will take 90 days and is anticipated to start in August.

e. Project Budget: \$45,000

Consultants: Karp Resources and Mass Economics*		
	Task 1	\$7,600
	Task 2	\$7,550
	Task 3	\$25,000
	Report and recommendations	\$1,500
Fiscal agent: Cultivating Community		\$3,350
		\$45,000
* 10% of consultant cost will go to a local support person.		



KARP RESOURCES

www.karpresources.com

January 5, 2015

Ms. Jackie Potter

Advisor to Mayor Michael F. Brennan

Mr. Tim Fuller

Community Health Promotion Specialist, Healthy Portland

sent via email to:

jpotter70@hotmail.com

trf@portlandmaine.gov

Dear Jackie and Tim:

This letter and proposal are a follow up to our recent correspondence regarding your interest in retaining Karp Resources, with Mass Economics, to conduct a Local Food Assessment for Portland Maine.

With Portland's designation as the only U.S. Food Manufacturing Cluster under the U.S. Department of Commerce's current Cluster Program, the city is a very unique (and compelling) situation to leverage the interest in food, local food, and the economic and job creation potential of the food sector in the Portland MSA.

Below we have outlined the tasks associated with conducting a Local Food Cluster, and have included a per-phase project budget with additional specificity of what is included in each phase.

What is a Local Food Cluster?

Urban local food clusters include both foods grown in the region and the products and services of urban-based food manufacturing, packaging, distribution, retail, dining and other commercial outlets.

Local food clusters are conceptual as well as strategic, planning, and implementation frameworks that identify opportunities to connect local food producers and processors and related businesses, for purposes of growing the economic capacity of these sectors, and creating jobs.

Despite increased production and consumer interest, locally **grown** food is just a small segment of U.S. agriculture. For local foods production to continue to grow, marketing channels, supply chain infrastructure, and business support systems must deepen.

Local Food Cluster Project Goals

Local food cluster projects create an empirical understanding of the local food economy and use this to develop strategies to:

- Identify local opportunities to enhance food production, processing, distribution, retail and



- other outlets (dining, institutional food service) to increase jobs and contribute to community vitality;
- Connect local food producers with food processing and distribution businesses to grow the local food economy;
- Understand co-benefits to farmers, food producers, food manufacturers/processors, and the community;
- Create actionable recommendations for urban agriculture policy, incentives and programs related to growing the local food economy;
- Identify food business strategies and solutions to address pressing social issues in cities; and
- Create channels for continuous learning about local food cluster transformation and a network to act on new opportunities and challenges as they emerge.

Key Activities

To achieve the above, a range of phased activities is required:

1. Developing a Fact Base, "The Current State of Food," including¹;
 - a. Map the food cluster: existing food businesses all along the chain: location, size, ownership, estimated volumes and revenues;
 - b. Inventory available data, including zoning maps and other existing land use and availability data;
 - c. Assess current local food supply; and
 - d. Summarize food cluster strengths and key gaps, shape the remaining Food Cluster assessment phases.
2. Survey commercial food buyers (manufacturers, distributors, institutions, retail, restaurants) to understand procurement patterns (product quantities and dollar spend), quantify potential to shift to local sources, and detail potential economic and employment impact as a result of these shifts;²
3. Survey consumers to quantify and qualify awareness and interest in local foods, and/or other key food values (e.g., healthy food, sustainable food);
4. Interview (or conduct focus groups of) companies and local food producers to understand commonalities, co-benefits, and alignments, along with current plans for, or restrictions to, growth in the MSA (i.e., what elements of the cluster are most needed to grow it?);
5. Create recommendations and strategy to leverage policy, incentives, funding and investment in the local food cluster;
6. Develop and support launch of pilot initiative(s).

¹ We are proposing using the Portland MSA as the study area for strategy development and investments/outcomes related to Food Cluster investment. For supply, the counties surrounding the Portland MSA and other select counties with high agriculture production will be used.

² See recent findings of similar approach in Baltimore <http://www.abagrantmakers.org/page/Data/>

Project Task Detail

Each of the Six Phases outlined above are to be executed consecutively, building on the findings from the prior phase. Tasks 1 and 3 – conducting a site visit and launching with the data and mapping effort – are an initial effort that will provide a foundation for the rest of the project, certain tasks of which may be modified after that information is synthesized.

Item / Task
Task 1 - Site Visit
KR and ME Portland Visit
Task 2 - Project Management
Collect, review existing materials
General administrative duties/meeting prep
Task 3 - Mapping the Food Cluster
Pull and cleanse relevant employment, firm, and occupational data (QWI, QCEW, CBP, OES, IPUMS)
Assess current local food supply
Determine location, size, ownership, estimated volumes and revenues of existing food businesses along the chain
Estimate food cluster employment, firms, and occupations in Portland
Synthesize and review findings
Task 4 - Conduct Surveys, Interviews, and Focus Groups
Survey commercial food buyers (manufacturers, distributors, institutions, retail, restaurants) to understand procurement patterns (product quantities and dollar spend), quantify potential to shift to local sources, and detail potential economic and employment impact as a result of these shifts
Interviews and focus groups with companies and local food producers to understand commonalities, co-benefits, and alignments with current plans for, or restrictions to, growth in the MSA
Synthesize and review findings
Task 5 - Identify Opportunities and Strategies for Food Cluster Growth
Work with project team to identify and prioritize key opportunity areas
Inventory land data, including aggregation of zoning maps and other existing land use and availability data
Identify policy and resource constraints to growth in key opportunity areas
Scan of strategies and practices from other food clusters nationally to inform Portland's work.
Synthesize and review findings
Task 6 - Pilot Design and Implementation
Development of 4-6 pilot options

Structures/models for each pilot: management, operations, facilities, finance
Identification of 2-3 preferred pilots (in consultation with client)
Design pilot initiatives
Implement pilot initiatives
Collect pilot initiative performance data
Provide technical assistance during pilot implementation

The Karp Resources-Mass Economics Team

Karp Resources and Mass Economics are uniquely positioned to perform a quantitative and qualitative analysis of the existing Portland food cluster, and can develop (and implement) recommendations of the strategic business plan presented to the city.

Karp Resources

Founded in 1990, Karp Resources is a food business consultancy with two divisions: Our *Good Food is Good Business* division supports the healthy development, execution, and operations of food businesses and initiatives in the public and private sectors. Our services include strategic sourcing, feasibility analysis, market research, business planning, project management, and evaluation.

Our *Good People are Good Business* division builds leadership and organizational effectiveness in the food sector through talent and performance management, organizational assessment, capacity building, executive coaching, recruiting, and employee engagement services.

Karp Resources' clients include corporations, government agencies, small businesses, non-profits, and educational organizations. For more than 20 years, Karp Resources has spearheaded and has been integral to the development and execution of food businesses, policies, and partnerships in the United States and in the United Kingdom.

Karp Resources has a deep affinity for cities. With roots in New York and work experience in Detroit, Boston, Louisville, San Jose, New Orleans and London, we understand the unique food issues and opportunities that urban areas face, including food security and access, entrepreneurship in underserved communities, emergency food and hunger relief, workforce development, distribution and manufacturing, public markets and terminal markets, institutional food service, and restaurant and retail concept development and planning. We see urban food systems as living things, and look to leverage opportunities and infrastructure for outcomes related to health, food and policy.

Mass Economics

Mass Economics, a Cambridge MA-based consulting firm that works on urban economic strategies for public, private, and philanthropic clients across the U.S., with a focus on inclusive development in urban areas and strategies to transition local economies into 21st century growth opportunities. The firm has deep knowledge of industry dynamics, including in urban food, and factors that shape economic activity and capacity across different types of urban neighborhoods.

Teresa M. Lynch, Principal, holds undergraduate degrees in Economics and Public Policy from UNC-Chapel Hill and a master's degree in Regional Science from the University of Pennsylvania. She is a member of the governing board of Mass Technology Collaborative's John Adams Innovation Institute and sits on the Boston Federal Reserve's Community Development Research Advisory Council. Ken Meter, Supply Research Strategy and Analysis Design and execution of supply research strategy and analysis Measurement in complex systems.

Karp Resources and Mass Economics have collaborated on a number of food cluster and local food cluster projects including:

Food Cluster Analysis of Detroit and Boston

Karp Resources partnered with a team led by Mass Economics' Teresa Lynch, then a Senior Vice President at the Initiative for the Competitiveness of Inner Cities (ICIC) and NextStreet, a finance and business strategy consultancy, to design and execute a Food Industry Cluster analysis and marketing plan for food sectors in Detroit and Boston. The project was awarded to the team through competitive bid

by the U. S. Department of Commerce and supported with additional grants from Boston Foundation, Barr Foundation, Kellogg Foundation, and Community Foundation of Southeast Michigan.

Baltimore Integration Partners

In 2012, Baltimore Integration Partners and Baltimore Workforce Funders Collaborative commissioned Karp Resources to study the opportunities for anchor institutions in Baltimore to create jobs through adjustments to their food procurement activities. In 2014, we facilitated a group of nine anchor institutions, along with Baltimore Public Schools, and their food service providers, in a stakeholder engagement project to identify shared interests in improving the quality of their food supply, test perceptions around policy implementation, and align interests to develop both an ongoing learning community and an agreement to collaboratively purchase a select number of new food products. In tandem we identified Baltimore MBE food businesses that are ready for growth and that have products that meet anchor procurement needs and guide anchors in pilot procurement program.

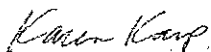
Northwest Arkansas Regional Food Assessment

Karp Resources was contracted by the Northwest Arkansas Council in 2013 to design and conduct a food assessment of Benton, Carroll, Madison, and Washington Counties. The assessment was to measure and understand the region's food and agriculture assets, and any challenges to fully realizing the potential of farmers and food businesses in contributing to the region's economy, community health, and well being. The project team weaved together primary source data, including a region-wide consumer survey, with economic analysis and first-hand information and reflections from regional food system stakeholders. The result was a set of key findings and recommendations to strengthen the regional food system and cultivate a regional food identity. Mass Economics provided economic data and analyses for the project.

Karp Resources' other Food Cluster and Food Assessment work includes projects in Louisville, KY, Rhode Island, New York City, three regions of Connecticut, and various regions of upstate New York.

We look forward to discussing this project with you at your convenience, and upon agreement of scope and terms, could begin in January 2015.

With best wishes,



President, Karp Resources

APPENDIX: Food Cluster Assessment and Strategy Context and Detail

Why Food?

- **Food is a major sector of the U.S. economy.** There are more than 700,000 U.S. food establishments (9%) employing nearly 14M people (12%)³
- **Food exists in a concentration of small businesses.** Over 40% of all companies in the food cluster have between 1-4 employees; another 50% of companies have between 5-49 employees
- **Food is a historically important “gateway” sector for immigrants and others with little formal education.** 60% of cluster workers have high school diplomas or less versus 44% for the rest of the economy.
- **Food is a sector under constant innovation.** Research and development, technology, and constantly evolving food trends present economic and employment opportunities.
- **Food is a subject of important social concern.** Obesity and other diet-related illnesses, food access, school food, and the historic prevalence of low-wage food jobs in the cluster are of top concern to health, employment and education policy makers. New food strategies create business opportunities while addressing social concerns.
- **Local food is a prevailing and continually growing trend.** Demand for local food stems from consumers' and businesses' desire to know and be connected to their sources of food, demand for transparency of ingredients, and market pressures to increase the volume of “healthy” and fresh food into the diets of urban residents (particularly in public institution dining).
 - Marketing of local foods, via both direct-to-consumer and intermediated channels, grossed \$4.8 billion in 2008, —about four times higher than estimates based solely on direct-to-consumer sales—⁴ and escalated to \$11 billion in 2011⁵.
 - Farms marketing food commodities exclusively through intermediated channels reported \$2.7 billion in local food sales in 2008, and \$7 billion in 2011—historically more than three times higher than the value of local foods marketed exclusively through direct-to-consumer channels, and two times higher than the value of local foods marketed by farms using a combination of direct-to-consumer and intermediary channels. Intermediary channel businesses are typically located in urban locations.
 - The relationship between direct-marketed local foods and local foods sold through intermediated channels is shifting, as larger buyers (institutions, distributors, manufacturers along with local and national restaurant chains) are expressing the desire to purchase local foods in quantities, and in a multiple of forms, including value-added products⁶.

Food Cluster Assessment Details

Local Food Cluster assessments and business plans create roadmaps for the development of urban food clusters, including:

- Demand at commercial and consumer levels;
- Identifying opportunities for disused warehouse and manufacturing facilities;

³ http://www.icic.org/ee_uploads/pdf/Designing_an_Inner_City_Food_Cluster_Strategy_ICICSummit.pdf

⁴ http://www.ers.usda.gov/media/138320/err128_reportsummary_1_.pdf

⁵ <http://www.cnbc.com/id/49101716#>

⁶ Value-added products range from the simple (washed and bagged greens) to slightly more involved (washed, cut and bagged products) to traditional products (yogurt, jam, baked goods, smoked meats) to more manufactured items (flash-frozen and prepared foods, canned goods, e.g.)

- Understanding the need for new infrastructure (buildings, transportation, energy, e.g.);
- Understanding policy needs to grow the cluster (land use, procurement, employment, housing, finance, health, e.g.)
- Estimating growth to the cluster for food purchased under contract by institutions (schools, hospitals, municipal feeding programs, anchor corporations);
- Calculating the value-add to local food growers through contract processing and/or selling to food manufacturers;
- Determining excess capacity at food manufacturers/processors that can be met by local food producers;
- Developing incubator space for small-scale food manufacturing and processing of local produce to generate a pipeline of firms in manufacturing and processing;
- Creating a business development and financing strategy for scaling existing businesses and product lines;
- Understanding the needs for food education among cluster actors, and for those who have the potential to enter the cluster;
- Calculating the job potential of the cluster, and determining career paths in food for local residents;
- Exploring methods for aggregating urban agriculture and aggregating demand from institutional buyers;
- Creating a funding strategy for growing the local food cluster (public and private sources);
- Presenting information, analysis and policy recommendations to the City and County and local and national stakeholder organizations and individuals; and
- Identifying new markets; business development/creating business supports.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: MAY 14 2007

CULTIVATING COMMUNITY
PO BOX 3792
PORTLAND, ME 04104

Employer Identification Number:

04-3607322

DLN:

107127019

Contact Person:

THOMAS C KOESTER

ID# 31116

Contact Telephone Number:

(877) 829-5500

Public Charity Status:

509(a)(2)

Dear Applicant:

Our letter dated April 2003, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading.

Please keep this letter in your permanent records.

Sincerely yours,



Robert Choi
Director, Exempt Organizations
Rulings and Agreements

Letter 1050 (DO/CG)

**Portland Development Corporation
Operating Report FY15
For Month Ending
5/31/2015**

Operating transfer from EDF 28,522

Total Funds Available 28,522

FY15 Expenditures	Budget	Current Month	Year to Date	Percent of Budget	Balance
Administrative Services	575	18	264	46.0%	311
Postage	300	0	42	14.0%	258
Travel, Training, Meetings	3,900	0	3,494	89.6%	406
Contractual services	10,500	0	4,890	46.6%	5,610
Operating Transfer to Fin.	9,647	0	9,647	100.0%	0
Advertising	2,000	0	1,479	74.0%	521
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	156	632	97.2%	18
Office Supplies	850	15	816	96.0%	34
Total FY15 Expenditures	28,522	189	21,264	74.6%	7,258

Expenditures:

Administrative Services	Credit reports.
Printing & Binding	Photocopier charges.
Office Supplies	Various.

**Downtown Portland Corporation
Schedule of Loans Receivable
For the Month Ending May 31, 2015**

Cust #	Ln #	Account No. & Name	Date of Loan	Maturity Date	----Committed/Disbursed Funds----			Outstanding Princ. Bal.
					Original Loan	Not Yet Disb.	Total Disb.	
Portland Business Fund 271 (UDAG/Unrestricted):								
6762	1482	Nova Star Cruises Limited	3/20/2014	5/1/2020	165,411	0	165,411	<u>163,196</u>
Sub-Total PBF (UDAG)								163,196
Portland Business Fund 272 (Restricted - CIP):								
4500	1127	Tomaks, LLC	3/27/2008	3/27/2016	75,000	0	75,000	61,106
5496	1288	Museum of African Culture	10/3/2011	10/1/2016	15,500	0	15,500	13,693
3763	955	Eastman Industries	4/19/2012	4/6/2017	34,800	0	34,800	29,208
3826	1007	Kennebec St. Properties	04/25/06	10/1/2018	67,500	0	67,500	38,866
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	130,000	0	130,000	<u>123,756</u>
Sub-Total PBF (Bonds/CIP Restricted)								266,628
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5708	1438	Veranda Asian Market LLC	4/19/2012	4/1/2017	50,000	0	50,000	25,107
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	12,500	0	12,500	6,275
6113	1379	EcoHome Studio, LLC	4/11/2013	4/1/2018	15,000	0	15,000	9,145
6120	1380	Portland Trading Co. LLC	4/26/2013	8/1/2018	15,000	0	15,000	13,836
6133	1381	Maine Bio-Fuels, Inc.	5/24/2013	6/1/2018	25,000	0	25,000	16,542
6180	1382	Undefeated Enterprises, Inc.	6/27/2013	7/1/2018	25,000	0	25,000	22,130
6302	1411	Pachanga, LLC	11/6/2013	1/1/2016	14,000	0	14,000	8,462
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	37,335	0	37,335	34,390
6635	1464	Damiak's Bakery, LLC	10/16/2014	11/1/2019	25,000	0	25,000	<u>23,529</u>
Sub-Total Micro Capital Fund								159,416
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	55,000	0	55,000	50,659
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	101,200	0	101,200	101,200
6786	1487	RAIN Management, LLC	4/16/2015	7/1/2020	60,000	0	60,000	<u>60,000</u>
Sub-Total PBF (Bonds/CIP Unrestricted)								211,859
Creative Economy Fund 271 (UDAG/Unrestricted):								
5615	1308	Studio Management Corp.	1/20/2012	2/1/2017	26,000	0	26,000	<u>11,591</u>
Sub-Total Creative Economy Fund								11,591
FAME Fund 277:								
5862	1351	Peaks Island Fuel	10/1/2012	10/1/2017	61,000	0	61,000	55,064
3763	956	Eastman Industries	4/19/2012	4/6/2017	34,800	0	34,800	29,208
6531	1450	North Atlantic, Inc.	6/23/2014	1/1/2020	75,000	0	75,000	52,864
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	83,333	0	83,333	75,004
6692	1475	Maine & Loire LLC	12/30/2014	1/1/2020	45,000	0	45,000	42,382
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	132,954	0	132,954	<u>127,871</u>
Sub-Total FAME Fund								382,393
FAME SSBCI 279:								
5836	1340	251 Woodford Street LLC	8/31/2012	9/1/2017	165,000	0	165,000	151,219
5939	1356	Apothecary By Design LLC	11/8/2012	11/1/2017	200,000	0	200,000	151,657
5748	1327	Fermentation & Distillation	4/25/2012	10/1/2017	165,000	0	165,000	90,062
6199	1390	Inn at Diamond Cove LLC	7/10/2013	7/1/2018	200,000	0	200,000	<u>180,272</u>
Sub-Total FAME SSBCI								573,210
Real Estate Investment Fund 271(UDAG/Unrestricted):								
6104	1378	McCuda, LLC	4/19/2013	4/1/2018	200,000	0	200,000	<u>186,278</u>
Sub-Total RE Invest								186,278
Brownfields Loan Fund 278								
6555	1457	Forefront Partners, LP	7/30/2014	2/1/2020	200,000	0	200,000	<u>195,802</u>
Sub-Total Brownfields								195,802
Grand Total Loans						0	2,511,333	2,150,373
Allowance for uncollectable loans at 15%								322,556
Total with Allowance for uncollectable loans:								1,827,817

**CITY OF PORTLAND, MAINE
PORTLAND DEVELOPMENT CORPORATION
DELINQUENCY REPORT
MONTH ENDING MAY 31, 2015**

ao 6/11/2015

Loan	Payment Past Due	# of Payments	# of Days Past Due ¹	Outstanding Principal Balance	# of Times Past Due In Last 12 Reports (excluding present mo.)
Back Bay Skate	\$239	1	20	\$6,275	9
Damiaks Bakery	\$955	2	61	\$23,529	4
Eastman Industries	\$445	1	31	\$29,208	3
Eastman Industries	\$445	1	31	\$29,208	3
Kennebec Street Properties ²	\$1,039	1	31	\$38,048	7
Maine Bio-Fuel, Inc. ³	\$475	1	31	\$16,150	2
Museum of African Culture	\$1,851	17	485	\$13,693	12
Pachanga	\$421	1	16	\$8,850	8
Portland Trading Co.	\$3,768	13	396	\$13,836	12
Studio Management Corp. ⁴	\$1,481	3	92	\$11,189	12
TOMAKS, LLC	\$559	1	19	\$61,106	7
Undefeated Enterprises	\$4,775	10	303	\$22,130	12
Veranda Asian Market ⁵	\$955	1	31	\$24,267	12
TOTALS:	\$16,454			\$297,489	

¹Reflects number of days after 1st of month due date. Also, this report lists only loans that have not paid by the 15th of each month.

²Paid May 1 on June 1

³Paid May 1 on June 2

⁴Paid March 1 on June 2, so 2 payments behind instead of 3.

⁵Paid May on June 5

