



PORTLAND DEVELOPMENT CORPORATION
Board Meeting

DATE: October 20, 2016

TIME: 4:00 p.m.

LOCATION: Room 209, 2nd Floor
Portland City Hall

A G E N D A

1. President's comments
2. Review and accept Minutes of August 11, 2016 meeting.
3. Review and vote on changes to past approved Business Assistance Program (BAP) for Job Creation for Trims and Fade, 64 Auburn Street
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.
4. Review and vote on PEDPIP Requests Received from:
 - a) Maine Convention Center Collaborative;
 - b) Portland Downtown (2 Applications);
 - c) Portland Buy Local (PIBCA);
 - d) Maine Center for Enterprise Development (MCED); and,
 - e) Convention and Visitors Bureau.
5. Loan items:
 - a) Review and vote on new loan request from Forefront Brick South at Thompson's Point.
 - b) Review and update of loan to 747 Congress Street LLC**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 discuss these loans.
6. Review and vote to charge off loans to:
 - a) Nova Star Cruises; and,
 - b) Remainder of Two Loans to Eastman Industries**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 discuss these loans.
7. Treasurer's Report – September 2016 – 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 to discuss/monitor any of the loans listed on the delinquency report.)
 - e) Listing of Grants approved through the BAP Program and PEDPIP for FY2016.

8. Annual Meeting of Board:
 - a) Election of Officers – President, Treasurer, Secretary
 - b) Accepting Annual Report for FYE16 and vote to forward to Corporator as a communication.
 - c) Setting Date for Annual Meeting of Corporator as November 7, 2016
 - d) Any other business that may come before the Board.
9. Awards Committee Recommendations
10. Other items to be discussed/brought up by Board Directors.
11. Next Meeting Date: Annual Business Awards on November 17, 4:30 to 6:00 p.m. at Ocean Gateway

Barry Sheff, Board President

Portland Development Corporation Meeting Minutes

Thursday, August 11, 2016

Board Members present: Tim Agnew, Shelley Carvel, Jon Jennings, Heather Sanborn, Jere Shaw, Mayor Ethan Strimling (as noted in the Minutes), and Drew Swenson

Board Members not present: Neil Kiely, Jess Knox, Chip Martin, and Barry Sheff

City Staff present: Business Programs Manager Nelle Hanig, and Economic Development Director Greg Mitchell.

Item # 1: Presidents Comments: Treasurer Drew Swenson chaired the meeting as President Sheff could not attend. He noted that an annual awards committee was needed to recommend to the Board recipients for this year's PDC Awards Ceremony. Mayor Strimling and Tim Agnew volunteered. Mr. Swenson asked that staff email other Board members if any others would like to join the committee. He also noted that the City Clerk was accepting resumes and cover letters for the open position on the PDC and asked that staff email to all Board members a link to the position announcement.

Item # 2: Review and accept minutes of previous meetings held on April 12 and July 14, 2016: A motion was made (Sanborn) and seconded (Agnew) to accept the minutes of April 12, 2016. They were approved 5-0-2 (Swenson, Strimling). A motion was made (Agnew) and seconded (Jennings) to accept the minutes of July 14, 2016. They were approved 5-0-2 (Shaw and Strimling).

Item # 3: Relative to the July 14th approval of a loan to Creative Portland, a motion was made (Shaw) and seconded (Jennings) that the PDC consents to Michael Goldman, Associate Corporation Counsel, representing the PDC, given that he is also the registered agent for Creative Portland. The motion was approved unanimously.

Mayor Strimling left the meeting at 4:20 PM.

Item # 4: It was reported that the City Council approved the PDC recommended amendments to the Business Assistance Program for Job Creation (BAP)

Item # 5: Review and vote on BAP Grantee Addendums

In a brief overview, Nelle Hanig explained that while the BAP allows for each business to apply for a \$10,000 grant for the creation of one full-time employee, Cakeworks sought and was approved for a \$5,000 grant at the last PDC meeting. The reason was because only \$5,000 remained of BAP grant funds. Cakeworks was now coming back to the Board to seek another \$5,000 grant for a total of \$10,000, now that Buoy Local has withdrawn from the Program,

making additional funds available for Cakeworks to receive a full \$10,000 grant. Ms. Hanig introduced Jim Chamoff, the President of Cakeworks. Mr. Chamoff provided an update on the business since the previous month when he last came before the PDC. He shared that July was the company's biggest month ever, mainly because of the sale through distributors of the new mini cheesecake product. He thanked the Board for considering his additional \$5,000 grant request.

Mayor Strimling returned to the meeting at about 4:50.

Ms. Hanig reviewed one of the recently approved amendments to the BAP guidelines. The PDC Board now has the discretion to allow a business to create two part-time jobs to fulfill the BAP job requirement if it is unable to create one full-time position during a nine month period. She explained that The Sunrise Guide was coming before the PDC today to ask for that opportunity as the business' owner has been trying to fill a full-time position for the past year with no success. At this time Ms. Hanig introduced Heather Chandler, the owner of The Sunrise Guide. Ms. Chandler talked about her challenges trying to hire someone for a full-time sales position. She noted the low unemployment rate in Portland and that many people she's interviewed are seeking part-time positions so they can also pursue other interests, particularly those that are artists. Ms. Chandler answered some questions from the Board and thanked them for considering her 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.

At this time the Board voted to go into executive session (motion Agnew, second Shaw, all in favor). At about 5:15, the Board came out of executive session.

Cakeworks, Inc: On a motion made and seconded, the Board voted unanimously to approve an additional \$5,000 BAP grant to Cakeworks.

The Sunrise Guide: Mr. Shaw noted that he had been on the Board of The Sunrise Guide for seven years but was no longer a Board member. On a motion made and seconded, the Board voted unanimously to give The Sunrise Guide the opportunity to create two-part-time jobs in place of one full-time job.

A motion was then made, seconded, and approved to adjourn the meeting.

Respectfully, Nelle Hanig

**Portland Development Corporation
Preliminary Draft Operating
Report FY17
For Month Ending
9/30/2016**

Operating transfer from EDF 28,522

Total Funds Available 28,522

		Current	Year to	Percent	
FY17 Expenditures	Budget	Month	Date	of Budget	Balance
Administrative Services	575	36	62	10.8%	513
Postage	300	14	14	4.6%	286
Travel, Training, Meetings	4,000	0	0	0.0%	4,000
Contractual services	10,500	263	263	2.5%	10,237
Operating Transfer to Fin.	9,647	0	0	0.0%	9,647
Advertising	2,000	0	0	0.0%	2,000
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	0	0	0.0%	650
Office Supplies	750	0	0	0.0%	750
Total FY16 Expenditures	28,522	312	338	1.2%	28,184

Expenditures during Sept. 2016	
Administrative Services:	Credit bureau services.
Postage:	General Courier Services
Contractual Services:	Assistance with drafting RFQ for Qualified Environmental Professional with regard to recent Brownfield Loan Award.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

To: President Sheff and PDC Board Members
From: Nelle Hanig, Business Programs Manager
Date: October 13, 2016
RE: Applications - Portland Economic Development Plan Implementation Program (PEDPIP)

SUMMARY

Applications seeking PEDPIP grants were due on September 30, 2016. Six applications were received, requesting a total of \$67,500 in assistance. The FY2016 funding available for PEDPIP grants is \$48,331. This represents 10% of the PDC's Unrestricted Funds, which was determined on July 1, 2016, the beginning of this fiscal year.

A spreadsheet is attached to this memo providing an overview of the applications including applicant organization; project purpose; grant request; match source(s); total project costs; anticipated completion date; project priority per staff's best judgement; and staff's award recommendations. The applications are also attached.

FUNDING PRIORITY

The Eligible Activities section (noted below) in the PEDPIP Guidelines lists activities in order of funding priority. With these in mind, staff used their best judgement to assign a priority from 1 to 3 to each project.

Eligible Activities (In order of funding priority)

1. Projects/Programs listed in the Current Work Plan, the companion document to the Portland Economic Development Vision and Plan;
2. Projects/Programs found in the Economic Development Vision and Plan that are in the highlighted boxes, each titled "Work Plan";
3. Projects/Programs not listed in the Current Work Plan or in the highlighted boxes titled "Work Plan" in the Economic Development Vision and Plan, but are determined by the Portland Development Corporation to be related to implementation of the Economic Development Vision and Plan.

Further attachments to this memo are a copy of the Portland Economic Development Vision and Plan dated August 2011 and the companion 2016/2017 Work Plan.

STAFF RECOMMENDATIONS

The PDC Board has final decision-making authority on PEDPIP grant awards. Staff recommendations are intended to provide guidance to the Board. Staff recommends using the entire \$48,331 to provide grant funding to all of the projects. However, given that the grant requests exceed the available funds, some are recommended for partial funding.

Full Funding

The three requests that are recommended for full funding are consistent with the highest priority for funding (#1) in the guidelines. They are the *Feasibility Study for a Maine Convention Center in Portland* (\$15,000), the *Tourism Awareness Campaign* (\$15,000), and the *Community Forum on Policies to Strengthen the Economy* (\$5,000). The first two projects are listed specifically as Actions in the 2016-2017 Work Plan under Tourism. The third project from Portland Buy Local seems to meet the Work Plan action item, “Educating the community on the case for growth in Portland,” under Business Recruitment.

Partial Funding

Portland Downtown’s (PD) request of \$15,000 for the Parking Study meets the highest priority for funding. However, staff recommends a \$5,000 grant because PD is already receiving \$25,000 in City funding for this project through the Downtown TIF.

The *Maine Center for Enterprise Development’s (MCED)* request for \$15,000 for help with implementing its Pilot E*Next Program is recommended for \$7,331. The project qualifies as a high priority (#2) because it appears in a highlighted box in the Economic Development Plan, specifically (p.8) “Provide assistance to secure funding for organizations that support creativity, entrepreneurship and innovation.” Staff’s reasoning for partial funding, in addition to this not being a “highest priority” project is because MCED received a \$15,000 PEDPIP grant during the last round of funding to update its Top Gun Program.

PD submitted a second request for a \$2,500 grant to help implement a *Walking Tour*. Staff recommends this project for \$1,000 in grant funding. It appears to be a low priority project (#3), per the program guidelines, but a project of value for some level of funding.

Should the PDC Board agree with staff’s above recommendations, it is suggested that the Board discuss with each partial award applicant his/her willingness to proceed with the project. If any are not going to proceed, then the Board may wish to redistribute those funds to another partial awardee.

ATTACHMENTS

- PEDPIP Application Spreadsheet
- Applications
- 2016/2017 Work Plan
- Portland Economic Development Vision and Plan

PEDPIP APPLICATIONS RECEIVED for 9/30/16 Round

Applicant	Purpose	Grant Request	Match	Total Project Cost	Project Completion Date	Staff Input on Funding Priority: 1-3, with 1 being highest priority*	Staff Recommendation
Maine Convention Center Collaborative	Feasibility Study for a Maine Convention Center in Portland	\$15,000	In-kind donations to date exceed \$15,000; other cash to be raised	\$75,000 - \$200,000	June-Sept. 2017	1	15,000
Portland Downtown	Parking Study	\$15,000	PD - \$15,000; City - \$25,000 (from Downtown TOD TIF)	\$55,000	Jan. 2017	1	5,000
Portland Downtown	Implementation of Walking Tour	\$2,500	PD - \$2,500	\$5,000		3	1000
Portland Independent Business and Community Alliance (PIBCA) a.k.a Portland Buy Local	Community Forum - Policies to Strengthen Economy	\$5,000	PIBCA - \$5,000	\$10,000	Sept. 2017	1	5,000
Maine Center for Enterprise Dev. (MCED)	Implementation of Pilot E*Next Program	\$15,000	Economic Dev. Agency - \$17,452	\$32,452	Oct. 2016 - Jan. 2017	2	7,331
Convention and Visitors Bureau	Tourism Awareness Campaign	\$15,000	Maine Tourism Assoc. - \$50,000	\$65,000	April - June 2017	1	15,000
Total Requested		\$67,500					
Total Available for FY2016		\$48,331					48,331

***PEDPIP Funding Priorities (listed in order of priority)**

1. Projects/Programs listed in the Current Work Plan, the companion document to the Portland Economic Development Vision and Plan;

2. Projects/Programs found in the Economic Development Vision and Plan that are in the highlighted boxes, each titled "Work Plan";

3. Projects/Programs not listed in the Current Work Plan or in the highlighted boxes titled "Work Plan" in the Economic Development Vision and Plan, but are determined by the Portland Development Corporation to be related to implementation of the Economic Development Vision and Plan.

Application

Portland Economic Development Plan Implementation Program (PEDPIP) Please review PEDPIP guidelines before completing application.

Date: September 1, 2016

1. APPLICANT INFORMATION

Organization Name:

Maine Convention Center Collaborative (MCCC)

Organizational Structure:

Not-for-Profit

Address:

151 Granby Road, South Portland Maine 04106

Mailing Address

(same as above)

Website:

N.A

Primary Contact Person at Organization:

Steve Hewins

Phone Numbers >

Work: 207 650-7275 Cell: Same

Email Address:

Steve@MaineInns.com

2. PROJECT INFORMATION

a. Project Description:

The Maine Convention Center Collaborative was formed in January 2016. It was established as a Maine non-profit corporation in March and recently filed for Federal tax-exempt status as a 501(c)6 non-profit.

The Mission

The Maine Convention Center Collaborative is a non-profit corporation formed to assess the feasibility, potential sites, features, funding models, and the economic and social impact of a new Maine convention center to be located in downtown Portland Maine.

The Vision

The Collaborative (MCCC) believes that a world-class convention center is a critical piece of missing infrastructure that will provide long term economic and social benefits to the city of Portland and to the state of Maine.

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)?

The Convention Center project supports the PEDPIP objectives and Portland's Economic Development Work Plan in many areas.

Since the MCCC was formed exclusively to fund studies and other 'soft costs' needed prior to building a convention center in Portland, the request is consistent with the objectives outlined in the PEDPIP grant request guidelines.

The MCCC plan supports all actions within the 2016-17 Economic Development Work Plan:

- **Business Recruitment** The convention center will be instrumental in recruiting new businesses to Portland, the region and the state of Maine. The MCCC plan envisions soliciting meetings and conventions in potential growth sectors targeted by the State, MITC, GPCOG, the group EnvisionMaine and others. It will help existing businesses (like WEX, CIEE, Idexx and others) to expand by offering a facility large enough to host their conferences which are too large to host locally.
- **Workforce Development and Talent Attraction** These two areas comprise a top focus area of the MCCC. The convention industry, and related sectors in hospitality, offer excellent entry level and management opportunities for new residents and for retention of young workers, particularly recent college graduates. The MCCC studies will quantify the jobs created and opportunities for all levels of worker development. With regard to talent attraction, MCCC is working closely with Live Work in Maine and the Chamber of Commerce to build knowledge worker recruitment into the convention center's operating strategy.
- **Tourism** The Convention Center is directed listed in this section of the work plan. It is clear to tourism officials and hospitality executives that this facility will lead to an increase of business visitors for conventions, many of whom will stay in the area, either before or after the event, and become leisure visitors. Moreover, since the peak convention 'seasons' are the spring and fall, it will expand the traditional Maine tourist season – a goal of the State Office of Tourism. For Portland, the convention center will drive hospitality business during the weekdays, which will complement the already strong year-round weekend visitations.
- **Public Infrastructure** A convention center one of the most important missing pieces of public infrastructure in Portland. The city is the 104th

largest MSA in the country, and one of only 7 without a convention center (and the most glaring example....). It will directly increase passenger traffic at the Portland Jetport and at the Portland Transportation Center. While parking will be required, and likely a component of the convention center itself, it will also provide a catalyst for expansion of Greater Portland Metro and rapid transit within the city and pushing out to the surrounding communities.

3. PROJECT FUNDING

Grant Amount Requested

\$15,000 or the maximum amount available

Applicant Match

Private Sector sources

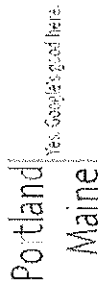
Total Cost of Project

Between \$250,000 and \$400,000

Application Attachments

Included is the Maine Convention Center Business Plan and the State of Maine Non-Profit Corporation document.

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



Nelle Hanig <nreh@portlandmaine.gov>

City Economic Development Grant

2 messages

Nelle Hanig <nreh@portlandmaine.gov>
To: steve@maineinns.com

Tue, Oct 11, 2016 at 4:24 PM

Hi Steve,

Thanks for submitting an application to PEDPIP and for answering a few questions.

Beyond the \$15,000 you are seeking from the City, what are the other sources from whom you'll be receiving the remainder of the funds needed for the project. How much has already been raised?

You've noted that the Collaborative's work will take two years. Is that two years to complete the full feasibility study and expend the full cost of the work (i.e., \$250,000 - \$400,000)?

Thank you,
Nelle

Nelle Hanig
Business Programs Manager
Economic Development Dep't.
389 Congress Street
Portland, ME 04101
207-756-8019 (Phone)
207-756-8217 (Fax)
nreh@portlandmaine.gov

Steve Hewins <Steve@maineinns.com>
To: Nelle Hanig <nreh@portlandmaine.gov>

Cc: Christopher Hall <CHall@portlandregion.com>, Lynn Tillotson <ltillotson@visitportland.com>

Tue, Oct 11, 2016 at 5:06 PM

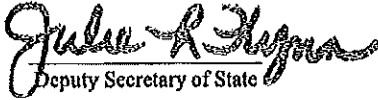
Hi Nelle – we are in the process of hiring a project leader, now that I am full-time at the Maine Innkeepers and Maine Restaurant Associations. So far all the donations have been pro bono, mostly work by myself, Preti Flaherty Beliveau and Pachios, and members of the Collaborative board. This has easily exceeded \$15,000. The feasibility study is the immediate goal, and from the time an RFP is issued to completion of the study by the consultants, it will likely take 6 to 9 months. The cost for this will range from a low of \$75,000 to a high of \$200,000 depending upon the scope of work requested. As I indicated in the business plan, the 2 year process will include public outreach, additional studies and overall management of the process to the point that the building project is underway. I hope this helps to clarify. Best, Steve Hewins.

DOMESTIC
NONPROFIT CORPORATION

STATE OF MAINE

ARTICLES OF INCORPORATION

File No. 20160449ND Pages 8
Fee Paid \$ 40
DCN 2161241600025 ARTI
-----FILED-----
05/02/2016


Deputy Secretary of State

A True Copy When Attested By Signature

Deputy Secretary of State

Pursuant to 13-B MRSA §403, the undersigned incorporator(s) execute(s) and deliver(s) the following Articles of Incorporation:

FIRST: The name of the corporation is The Maine Convention Center Collaborative.

SECOND: ("X" one box only. Attach additional page(s) if necessary.)

☐ The corporation is organized as a public benefit corporation for the following purpose or purposes:

☒ The corporation is organized as a mutual benefit corporation for all purposes permitted under Title 13-B or, if not for all such purposes, then for the following purpose or purposes:
See attached Exhibit A.

THIRD: The Registered Agent is a: (select either a Commercial or Noncommercial Registered Agent)

☐ Commercial Registered Agent CRA Public Number: _____

(name of commercial registered agent)

☒ Noncommercial Registered Agent

Ethan A. Anderson, Esq.

(name of noncommercial registered agent)

Preti Flaherty, LLP, One City Center, Portland, ME 04101

(physical location, not P.O. Box – street, city, state and zip code)

Preti Flaherty, LLP, P.O. Box 9546, Portland, ME 04112-9546

(mailing address if different from above)

FOURTH: Pursuant to 5 MRSA §108.3, the new commercial registered agent as listed above has consented to serve as the registered agent for this nonprofit corporation.

FIFTH: The number of directors (not less than 3) constituting the initial board of directors of the corporation, if the number has been designated or if the initial directors have been chosen, is 3 - see attached Exhibit B.

The minimum number of directors (not less than 3) shall be 3 and the maximum number of directors shall be 18.

SIXTH: Members: ("X" one box only.)

- ☐ There shall be no members.
☒ There shall be one or more classes of members and the information required by 13-B MRSA §402 is attached.
See attached Exhibit C

SEVENTH: (Optional) ☐ (Check if this article is to apply.)

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

EIGHTH: (Optional) ☒ (Check if this article is to apply.)

Other provisions of these articles including provisions for the regulation of the internal affairs of the corporation, distribution of assets on dissolution or final liquidation and the requirements of the Internal Revenue Code section 501(c) are set out in Exhibit D attached hereto and made a part hereof.

Incorporators

Dated 4/28/2016

Ethan A. Anderson
(signature)

Street One City Center, Penthouse
(residence address)

Ethan A. Anderson, Esq.
(type or print name)

Portland, ME 04101
(city, state and zip code)

(signature)

Street _____
(residence address)

(type or print name)

(city, state and zip code)

(signature)

Street _____
(residence address)

(type or print name)

(city, state and zip code)

For Corporate Incorporators*

Name of Corporate Incorporator _____

By _____
(signature of officer)

Street _____
(principal business location)

(type or print name and capacity)

(city, state and zip code)

Name of Corporate Incorporator _____

By _____
(signature of officer)

Street _____
(principal business location)

(type or print name and capacity)

(city, state and zip code)

***Articles are to be executed as follows:**

If a corporation is an incorporator (13-B MRSA §401), the name of the corporation should be typed or printed and signed on its behalf by an officer of the corporation. The articles of incorporation must be accompanied by a certificate of an appropriate officer of the corporation, not the person signing the articles, certifying that the person executing the articles on behalf of the corporation was duly authorized to do so.

Please remit your payment made payable to the Maine Secretary of State.

Submit completed form to:

**Secretary of State
Division of Corporations, UCC and Commissions
101 State House Station
Augusta, ME 04333-0101
Telephone Inquiries: (207) 624-7752**

Email Inquiries: CEC.Corporations@Maine.gov

The Maine Convention Center Collaborative

Business Plan and Funding Request

June 2016

Steven W. Hewins, President

Executive Summary

Portland, Maine is the 104th largest metropolitan statistical area (MSA) in the United States with a population of 526,295 people. Of America's top 104 municipalities, 97 operate convention centers. These seven cities do not:

- Bridgeport CT #57- no commercial airport, NYC an hour to the west
- New Haven CT #65 – no commercial airport, Hartford 45 minutes to the north
- Thousand Oaks CA #66 – no commercial airport, residential city 30 minutes to Los Angeles
- Stockton CA #77 – small commercial airport, an hour south of Sacramento
- Melbourne FL #95 – an hour east of Orlando, the nation's 2nd largest convention city
- Youngstown OH #99 – an hour from 3 major cities of Akron, Cleveland and Pittsburgh
- Portland ME #104 –

Portland Maine is the largest metropolitan area in Northern New England, and widely considered to be the 'economic engine' for the state of Maine. The Portland MSA stretches along the coast from Biddeford/Saco to Bath/Brunswick and west to the area surrounding Sebago Lake, and is home to over one-third of the state's residents. Contrary to the other cities above, Portland lacks an identifiable explanation for lacking a convention center. In fact, this is likely a contributing factor in the region's chronic economic development struggles, stagnant income growth, aging workforce issues and poor career opportunities for young people.

Ironically, Portland possesses many of the physical and cultural attributes common to the strongest convention cities in the United States. It features one of the nation's best mid-sized airports, along with excellent surface, rail and sea connections. As a destination, it offers one of the best, and most walkable, downtowns of any small city in the nation. Its restaurants, hotels, cultural amenities, and overall quality of life are often featured in national 'top ten' and 'best of' lists.

Similarly, the state of Maine is an undeniably well-marketed vacation destination, long favored as a historic and authentic place to visit. Maine tourism continues to grow and many leisure travelers return year after year. Yet, the state's visitor industry is unable to apply this same effort and strategic focus toward drawing large meetings and events. The lack of a major convention center makes this impossible.

Contrary to views that were common a decade or more ago, the meetings and convention industry is expanding, but also evolving. For many older convention centers this is requiring an upgrade of aging facilities to better serve how today's attendees meet and learn. Moreover, attendance itself is becoming highly influenced by location. Business travelers seek to experience the convention destination, and ideally interact with local professionals and companies to exchange ideas and learn from each other. Consequently, the meeting industry is recognizing attendees for their additional importance as 'high value' tourists. In fact, "bleisure" – the blending of business with leisure – is an emerging trend that is ideally suited to Maine, and bodes well for the future success of a convention center in Portland.

From a business and economic development perspective, Maine has not been able to effectively capitalize on its leisure travel advantages, nor had the opportunity to introduce larger companies and business professionals to the state and its people. However, this has created a hidden advantage of not requiring the retrofit of an old-styled 'big box', and instead allows the opportunity to build a state-of-the-art convention facility capturing the true essence of the Maine spirit and brand. The center's size, features and layout will be designed to enhance how convention attendees meet and interact today and into the future, offering a powerful competitive advantage for mid-market conferences where Portland can excel.

The non-profit Maine Convention Center Collaborative (MCCC) was formed for the purpose of assessing a convention center's feasibility, financing methods, siting options and success factors. The MCCC will also conduct an evaluation of the economic and social impacts for the region and the state; while engaging the community through a transparent process that seeks input and ideas from all stakeholders.

The Maine Convention Center Collaborative is confident that Maine can build a world class convention center unlike any in existence today, yet the unfortunate reality is that the window of opportunity is closing for a project of this magnitude in Portland. There are only a few suitable sites left, and downtown Portland is likely the only location in Maine where it could be successfully built and operated. The MCCC believes that a convention center, appropriately sited and designed, is the missing piece of public infrastructure needed to advance Maine's diverse socioeconomic needs, and will provide a catalyst to accelerate Maine's new business sectors into a successful future.

The MCCC plans to solicit funding from public and private sources to conduct its operations for a period of approximately two years, and to fund the studies necessary to properly evaluate the convention center prior to construction.

Business Description and Organizational Structure

The Maine Convention Center Collaborative was established as a Maine non-profit corporation in March of 2016. It has filed for federal government tax exempt status as a 501(c)6 mutual benefit non-profit corporation.

The Mission

The Maine Convention Center Collaborative is a non-profit corporation formed to assess the feasibility, potential sites, features, funding models, and the economic and social impact of a new Maine convention center to be located in downtown Portland Maine.

The Vision

The Collaborative (MCCC) believes that a world-class convention center is a critical piece of missing infrastructure that will provide long term economic and social benefits to the city of Portland and to the state of Maine.

The MCCC was founded by its president, Steven W. Hewins, in consultation with a group of Maine business and governmental leaders. It's core goal is to help address the significant economic and social issues that are affecting Portland and Maine, and stifling business and individual growth. While not a panacea, the MCCC believes that an advanced convention center will provide needed jobs and income growth in Portland and, equally important, advance the economic development goals of the state of Maine.

- Steven W. Hewins, President

Hewins has over 35 years of public and private business experience in Maine. He founded Hewins Travel Consultants in 1982 after graduating from the University of Maine, and grew it to be the largest travel business in the state with over 100 corporate clients, including LL Bean, Bath Iron Works, Idexx, Bowdoin and Colby Colleges and many others.

Hewins Travel was acquired by AAA Northern New England in 2006, and Hewins became its vice president of operations. Following its merger with the Auto Club of Southern California, Hewins left AAA in 2013 to head Portland's Downtown District, leading a transition that resulted in a new 5-year strategic plan. Hewins left in 2015 to focus on initiatives to help advance Maine's economy and to initiate the creation of the Maine Convention Center Collaborative.

Hewins has served on the board of directors of the Portland Regional Chamber of Commerce, the Greater Portland Convention and Visitors Bureau, and the Gulf of Maine Research Institute. He is presently chair of the Advisory Board for the

University of Southern Maine Hospitality and Tourism Program, and board member of the University of Maine Alumni Association.

- MCCC Board of Directors

The organization is authorized for up to 18 board members. Presently its members are:

- Christopher Hall, CEO of the Portland Regional Chamber of Commerce.
- Lynn Tillotson, CEO of the Greater Portland Convention and Visitors Bureau
- William (Bill) Becker, Vice President at Key Bank, past president Portland Chamber of Commerce
- Bruce Wennerstrom, Regional Vice President Newcastle Hotels
- Ed McKersie, President Pro Search, Founder Liveandworkinmaine.com

- Fiscal Sponsorship

The MCCC will require the services of an existing non-profit while the organization awaits IRS tax exempt status. This will allow the MCCC to raise funds to conduct the research and finance its operations as soon as possible.

- Advisory Committee

Community, government and business leaders will be asked to participate by providing their specific expertise to the effort.

The Maine Convention Center Collaborative is expected to have an organizational lifespan of approximately 2 years to complete its work. During this period, the president and board of directors are driving the strategy and leading all processes. The organization will employ globally recognized professional consultants and other expert contractors to conduct the required studies and execute some of the education and communication plans. The MCCC will keep the public fully informed and engaged throughout the process.

The Convention Center Development Process

The ultimate goal of the Maine Convention Center Collaborative is to conduct the public/private process leading to the construction of a world-class convention center located in downtown Portland, Maine. This process will include a significant amount of discovery and education, both for the public as well as for the MCCC.

As a result, there could be several final outcomes to the organization's work. While unlikely, studies could conclude that Maine cannot successfully build and operate a convention center, or that a facility could be built but the business, political or community will does not exist to see the project through to completion. Additionally, at some point during the process a suitable convention center opportunity could emerge that would receive the support of the board, and end the organization's work.

The Maine Convention Center Collaborative expects to execute its process in three phases. Each phase is identified with the expected time to complete and in a general order of execution:

PHASE ONE – Initial Planning and Data Collection (up to 3 months)

- Establish the mission, organizational structure, operating bylaws and business plan
- Secure initial funding to begin formal business operations and commission studies
- Finalize board membership and advisory groups
- Develop and issue a request for proposals to conduct the convention center feasibility study
- Create public communication and education plans
- Build the MCCC website and social media platforms
- Select a firm to conduct the feasibility study

PHASE TWO – Public Launch, Engagement and Education (up to 9 months)

- Initiate the public launch
- Engage all stakeholders - general public, business and governmental leaders - in open forum discussions and presentations
- Develop RFPs for social, economic and traffic impact studies
- Issue proposal requests, evaluate responses, and hire the impact study firms
- Review and evaluate results of the initial feasibility study
- Evaluate construction funding options and research convention center operating models

PHASE THREE – Selection Processes and Final Plans (up to 12 months)

- Solicit architects for interest and prospective designs
- Final review of all feasibility and impact studies, and determine the appropriate size and site features of the convention center complex.
- Select the appropriate site and seek the necessary city and state approvals
- Confirm the construction funding and convention center operating plan
- Develop the design RFP and hire the architectural firm
- Review designs and select final building and site plans
- Hire construction companies
 - Building the convention center begins
 - MCCC ends its work, with a possible transition to a Convention Center Operating Authority

Situational Analysis

The Greater Portland Council of Governments in their Economic Development Action Plan for 2014-2018 identifies a downtown Portland convention center as one of the top six “High Impact Projects for Regional Growth”. GPCOG recognizes that this will require a cooperative effort between public and private sectors, and a champion with partners to lead the effort. This is the role that the Maine Convention Center Collaborative plans to fill.

As has been widely reported, the state of Maine is transitioning from a resource-based economy, focused largely on traditional industries, to one that is more knowledge-based and directed toward promising new business sectors. Key historic mainstays of the Maine economy, such as paper-making, are on the decline or being impacted, often negatively, by global factors beyond the state’s control.

A convention center will not solve these issues by itself, but will serve to change the perception of Maine in the business world, and act as a catalyst to help to recruit new businesses and workers to the state. Maine’s economy is becoming more heavily influenced by innovators and small business entrepreneurs who will directly benefit from interactions and networking with convention attendees, many of whom will be thought leaders and often in the same targeted industries.

The convention center feasibility study, and the social and economic impact reports will more precisely identify the benefits and opportunities of the project. However below is an examination of several key situational areas that will be the focus of a downtown Portland convention center:

Vacationland and Maine's Business Perception

Maine faces serious challenges in its effort to build a stronger, more diverse business and economic future. The state has long been known as Vacationland, a quaint term that made its first appearance on license plates in the 1930s. However, going back to the mid-1800s, generations of visitors have been leaving work behind for the beauty and simplicity of the Pine Tree State. The Maine Office of Tourism has contemporized this theme, stressing the state's authenticity and encouraging each tourist to "Discover Your Maine Thing."

Maine tourism visitation was up a healthy 4% in 2015, and the industry exceeded \$5.6 billion in revenues. Maine's visitor industry supports nearly 100,000 jobs (more than 15% of state's workforce). Seasonality fluctuations remain an issue, as June, July and August continues to draw more than half of the annual visitors. Still, tourism by some measures is the state's largest economic generator and biggest export industry, especially when considering its multiplier effect on related jobs.

While marketing Vacationland to tourists, Maine has also tried to encourage permanent visitor relocations. Thirty years ago, in 1986, the state began a campaign that boasted living here is: "The Way Life Should Be." Today signs on the Maine Turnpike implore travelers to: "Come for a visit; stay for a lifetime." And more recently the city of Portland unveiled its own marketing campaign: "Portland Maine. Yes, Life's Good Here!"

But unlike tourism, selling Maine as a place to live and work has not been as successful. Since "The Way Life Should Be" campaign began in 1986, Maine's population has grown from 1.17 million to 1.33 million, or only 9%. During this same 30-year period, the United States grew from 240 to 320 million people, or 33%! Younger residents, especially, find it difficult to build their lives in the state and are often drawn away to find careers somewhere else. As a direct result, Maine has the nation's oldest average age at 44.2 years.

While leisure tourism booms, traditional Maine businesses decline and the most visible is the collapse of the paper making industry. Mainers have seen this picture too often: as each mill becomes unprofitable to its owners, it closes through no fault of its workers. Yet, those same workers, whose family's lives have depended on the mill, are left helpless and entire communities are devastated, leaving Maine itself at risk.

Thus, being Vacationland is both a blessing and a curse. On the one hand it successfully resonates with visitors, while on the other hand it reinforces a narrative that Maine is a place to recreate; not a serious place to do business.

The convention center will introduce businesspeople to Maine in a new way; beginning to eradicate the vacationland curse and offering a fresh perspective on economic prospects for the state. Meeting attendees will see Maine for its unlimited prospects, and interact with counterparts here which should lead to collaborations, knowledge sharing, relocations and additional business opportunities.

Developing Maine's Future Business Sectors

Maine is beginning to identify emerging business sectors that have the opportunity to accelerate the state's economy. These include agriculture, aquaculture, financial services, biopharmaceuticals, health informatics and others. Many of these are incorporated into the strategic plan from the high level collaborative group, FocusMaine, who seek to build these sectors out over the next 10 years. The challenge will be to advance Maine's growing reputation in these key areas, while reinventing, and retraining workers, in the traditional businesses that need support across the state.

The convention center will support the development of Maine's economy by strategically targeting conventions that have a potential relationship to the state's key business sectors. The design of the facility will encourage interaction and collaboration between Maine's thought leaders and the experts attending those conventions. It will position Portland as a knowledge and innovation hub, and provide the intellectual energy to help the state achieve its new economic sector goals.

Today, the most advanced convention centers are creating these engagement opportunities for meeting attendees to interact and learn from local businesses and professionals who are able to exchange academic research, share business intelligence and collaborate on mutually beneficial goals. Thus the convention center becomes the facilitator of a new style of convening and learning, which drives additional value for everyone. Maine has the opportunity of participating on the cutting edge of this new convention and meeting environment.

Workforce Development

A core need for Maine is to develop jobs at every employment level and in every business sector. Not all jobs can, or need to, be executive positions, however sustainability is an important objective. Sustainability allows employment to grow organically while offering career paths that will keep residents in the state.

During the building phase the convention center will support hundreds of construction jobs for a period of about 18-24 months, and hopefully spur additional construction across the state. In the longer term the convention center will directly employ up to 100 people on site, while the related jobs in hospitality and tourism will be far greater. These metrics will be explored more thoroughly in the MCCC commissioned studies.

As indicated earlier, hospitality and tourism is a growth industry in Maine, and employment in this sector will be positively impacted by the convention center from entry-level to executive positions. Moreover, the facility will make it possible to assimilate many immigrants and new Americans into Maine's economy, as well as producing jobs for graduates from new hospitality programs at the University of Southern Maine and other educational institutions.

Unfortunately, Maine simply does not have enough qualified workers to advance many of the new industry sectors identified by FocusMaine and others. This will require dramatic improvements on unsuccessful past efforts to recruit workers and businesses to the state. It is critical that Maine stem the tide of its departing young people and retrain existing workers by creating sustainable jobs in these sectors. New organizations like Live and Work in Maine and LiveWorkPortland are addressing these issues and results are only now starting to be realized.

The MCCC believes that the convention center will be a key partner for worker recruitment efforts and business growth initiatives. Much like cruise ship passengers are introduced to Maine during a short visit and often return for a longer stay, so too will conventions attendees – in much greater numbers – become introduced to the state by meeting here. While some will certainly return for a vacation, or extend their business trip to see more of the state, many may decide to relocate themselves or their businesses here.

The Visitor Industry

It is perhaps easiest to understand how the hospitality and tourism sector will benefit from the convention center. As the Maine Development Foundation recently reported in its 2016 study The High Seasonality of Tourism in Maine, over half of Maine's tourist activity occurs in the summer months, with considerably less business during the "shoulder seasons" of May, September and October. This reality has not changed much over the past 10 years of the MDF study period, and continues to stifle the industry's growth, as it has since Maine's earliest beginnings as a visitor destination.

Fortunately, large conventions are generally held in the spring and fall, with far less occurring during the summer months when prospective attendees are more likely to be on vacation themselves. Consequently, large conventions coincide well with Maine's demonstrated need to build business during its off-peak periods.

Weekends in Maine, especially in downtown Portland, attract visitors throughout the year which means that hotels and restaurants have high occupancies at this time. However, since conventions are most often held during weekdays, when hotel rooms and restaurant tables are more plentiful, the net gain for the industry will be substantial. Conventions will support visitor industry development without necessarily adding hotels or restaurants, while growing employment and improving profitability.

As indicated earlier, convention attendees today are traveling much like leisure visitors, but with higher spending habits, and often with their families. While cruise ship passengers landing in Portland may be afforded only a few hours in the state, generally not dining or lodging here, convention attendees spend several days, and will often arrive early or stay later to experience more of the destination. And, similar to cruise passengers, business people will often return later for a longer vacation.

The Convention Center

The convention center will be both a building and a statement, and they are inexorably linked together to promote the Maine brand. The core elements are about marketing and merchandising the region and the state, but deeper beneath the surface the convention center offers much more than that – it provides the catalyst to spur Maine's economic repositioning for the future.

Many believe that Maine is at an historic point in its history. While always possessing a quality of life nearly unequalled in the United States, it has not been able to translate this to economic success and income growth for its residents. New ideas rarely seem to reach their potential and are often stopped or reduced by some type of roadblock or a lack of consensus. There continues to be a destructive and impractical divide between southern and northern Maine that benefits no one and reinforces unfounded, age-old narratives.

This business plan seeks funding to conduct MCCC operations for two years of planning, research, study, design, site selection and communications required to initiate and manage a public project of this nature. Funding the construction costs of the actual convention center is the larger, more challenging task, but far from impossible. Indeed, if 97 of the top 104 cities in the country can do it, why not Portland, Maine! As pointed out by the Greater Portland Council of Governments, the effort to build this will require a true public/private effort, and a significant financial investment – this is not a 'shoestring' project.

Many Mainers intuitively know that something bold must be done to break out of the stagnant past in order to create opportunities for present residents and future generations. Building the most advanced convention center in the United States, in arguably the nation's best small city, in one of its most desirable states - starved for economic growth - is a way to achieve this!

These are the Key Convention Center features and attributes:

- It does not yet have a name, but the name Maine must be in it, because the facility is, first and foremost, about advancing the state's economy.
- It should be located in downtown Portland for its best chance of success, and be within walking distance of over 2000 hotel rooms, along with hundreds of restaurants and retail establishments.
- The Portland location offers access to the best regional transportation options, including the top ranked Portland Jetport.
- The overall building size and capacity will be determined by the feasibility study
- The design will be 'state-of-the-art', configured with the best technology and laid out to encourage interaction, along with meeting the needs of meeting planners and attendees today and into the future.

- The design will allow for public use, when conventions are not in session. It could also house economic development organizations, such as the Chamber, CVB, trade or new enterprise centers.
- The building will make a positive statement about Maine, achieve LEED certification and, where possible, utilize materials, builders and craftspeople from the state.
- The facility's location will require on-site parking, but also be designed to incorporate, and anticipate future, transportation needs with Greater Portland METRO and supporting transit systems
- Ideally, a multi-use site will emerge to allow additional, adjacent development which could include housing, hospitality or retail, with significant public open space.

Funding Request

The Maine Convention Center Collaborative seeks an initial investment of up to \$400,000 to manage the operations of the organization, and hire the appropriate consultants and professionals for a period of two years. Management of the MCCC will include:

1. Recruitment of a board of directors and council of advisors
2. Management of the day to day business affairs of the non-profit corporation
3. Oversight of the public feedback and educational processes
4. Production of RFPs, review of responses, and recommendation of appropriate consulting firms and outside professionals.
5. Management of consultants and contractors
6. Membership solicitation
7. Direction of communications and public affairs

All business activities will be conducted with the collaboration, support and supervision of the board of directors. Significant input will be provided by the council of advisors. Financial sponsorship will be provided by the Portland Regional Chamber of Commerce.

**Maine Convention Center Collaborative
Fiscal Year July 1 through June 30**

	FY 2016	FY 2017
Salary Expense for Project Manager	50,000.00	50,000.00
Rent Expense (donated)	-	-
Travel and Meeting Expenses	5,000.00	3,000.00
Online Development	10,000	5,000.00
Telephone/Internet	500.00	500.00
Office Supplies	500.00	500.00
Marketing/Communication	15,000.00	2,000.00
Legal	-	3,000.00
Accounting	1,000.00	1,000.00
Professional Consulting Fees	125,000.00	75,000.00
Miscellaneous	10,000.00	5,000.00
Total budgeted expenses	\$217,000.00	\$145,000.00

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Date: 9/8/16

1. Applicant Information

Organization Name: Portland Downtown
Organizational Structure: Not-for-profit, 501(c)4
Address: 549 Congress Street, Portland, ME 04101
Website: www.portlandmaine.com
Primary Contact Person at Organization: Amy Geren
Phone Numbers: (work) 207-772-6828; (cell) 207-899-5190
Email Address: amy@portlandmaine.com

2. Project Information

a. Project Description

In the fall of 2015, Portland Downtown's Parking and Transportation Committee had several meetings with a variety of stakeholders, including garage owners, retail merchants, bicycle/pedestrian advocates, City of Portland staff, Portland Downtown board members, transportation consultants, and downtown residents to begin the process of analyzing the city's parking landscape. Realizing the task of creating an inventory of the current supply and demand and gathering user feedback was too large a task for its small staff, Portland Downtown acknowledged it needed the collective resources of the City of Portland to help forge a path for best practices and strategic management of public and private parking assets in the city. Therefore, on March 23, 2016, Portland Downtown recommended to the City of Portland, in a memo to the City Manager, the Mayor and the City Council, implementing collaborative planning strategies listed in the 2016-2017 Work Plan to the Economic Development Vision and Plan that would further the strategic management of the city's parking assets (Attachment f).

Several strategies detailed in the memo are as follows:

- The City should immediately prioritize an update to the City's 1988 Parking Master Plan for Downtown Portland and/or the 1992 Transportation Plan, with priority of this plan focusing on the Downtown District, and include an update on a Master Plan and Transportation Plan for the entire city that incorporates recommendations for parking management and rates and focuses on multi-modal transportation;
- The City should begin implementing key recommendations from the 2008 Peninsula Transit Study;
- The City, in partnership with Portland Downtown, should host a public forum to address parking and transportation issues, ideally focused upon the downtown district and the peninsula, and expanding to the entire city as time and resources allow; and
- The City should identify parking and alternative transportation solutions for downtown employees with special consideration for low wage earners.

The memo further detailed Portland Downtown's partnership role in implementing the recommended strategies, as follows:

- Portland Downtown will partner with the City of Portland on these strategies by contributing \$25,000 towards the implementation of strategies that will have a direct and positive impact on the parking and transportation landscape downtown; and
- Portland Downtown will help host public forums, circulate surveys, and participate in committees.

In response to Portland Downtown's recommendations, the City has agreed to commit to lead and invest up to \$25,000 to complete a parking demand and supply study for the Old Port and East End, and to revisit recommendations from the 2008 Peninsula Transit Study in a memo from the City's Economic Development Director to the Economic Development Committee dated July 19, 2016 (Attachment g). In addition, the City agreed to consider expanding the study area to the entire Downtown District if Portland Downtown would provide some of its proposed implementation funds to the study. After the Economic Development Committee's unanimous passage of the Economic Development Director's recommendations, the City released an RFP for a Parking Study of the Eastern Waterfront and Old Port on August 15, 2016 (Attachment h), which acknowledges that the study boundaries will be refined before commencement of the study. The RFP emphasized that the public comprehensive planning process generated ideas that should be factored into the study, which includes preserving the quality of the downtown experience while providing the necessary amount of vehicular parking to maintain a vibrant economic core and to allow for visitors with cars.

Consequently, Portland Downtown's board of directors considered the idea of splitting funds earmarked for implementation between a parking demand and supply study and the implementation of strategies identified in the study. In August of 2016, Portland Downtown's board of directors voted to allocate \$15,000 of its parking study implementation funds to the parking study component of the project. The addition of \$15,000 in PEDPIP funds will assure a more robust study in area and in detail, to include the entire Downtown District, and that parking strategies, based on the study findings, will be implemented by reserving a portion of Portland Downtown's implementation funds for the study's implementation plan. Portland Downtown is additionally prepared to apply for and match potential federal funding mechanisms towards implementing capital and programmatic initiatives to further support the study's implementation plan.

- b. Explanation of how the project is consistent with a PEDPIP objective or Work Plan and an eligible activity as described in the guidelines:

This project is consistent with the current Work Plan's proposed Parking Infrastructure actions. Parking, as infrastructure in the city, is part of the underpinning of economic growth and development. Portland Downtown is the lead organization responsible for improving public parking downtown as a Public Infrastructure action on the 2016-2017 Work Plan of the Economic Development Vision and Plan.

3. Project Funding

Grant Amount Requested: \$15,000

Applicant Match: \$15,000

Match Source: Park & Shop Program fund

Total Cost of Project: \$55,000, which includes \$15,000 in PEDPIP funds, Portland Downtown's \$15,000 match, and \$25,000 from the City of Portland

Application Attachments

- a) Attached: Verification of nonprofit status – *Downtown Improvement District Articles of Incorporation*
- b) Brief description and history of organization:

Portland Downtown was established in 1992 through an act of the Maine State Legislature under the “Maine Municipal Development Districts” statute. It was incorporated as a 501(C)(4) non-profit called the Downtown Improvement District, Inc., and continues to be funded by a development district assessment on downtown district property. The initial overriding goal, as taken directly from the enabling legislation, was to “promote and enhance the image of downtown Portland, Maine, as a safe, clean, well-managed area in which to live, visit, shop and conduct business.” Since its establishment, Portland Downtown has consistently produced popular city events, developed a successful website, distributed printed visitor brochures and maps, and worked hard with other partners to create value for its property owner constituents. Its Board of Directors are members of the community who represent the municipality, property owners, residents, retail merchants, entertainment and night life venues, professional services, accommodations, cultural/nonprofit/educational organizations, and restaurants. In addition, Portland Downtown hosts committee meetings that address a wide range of community issues and include a Merchants Committee, an Events Committee, a Marketing Committee, a Night Life Oversight Committee, a District and Community Services Committee, a Parking and Transportation Committee, and a Cultural Affairs Committee.

- c) Consultant proposal with resume(s) of individual(s) conducting the project

Per City of Portland Planning and Urban Development Department RFP results

- d) Project timeline

August 2016	September 2016	October 2016	November 2016	December 2016	January 2016
The City of Portland Planning and Urban Development Department released an RFP for parking study consultant bid on August 15, 2016	Planning and Urban Development Department selects a parking study consultant	Parking demand and supply study by consultant (60 day deadline)	Parking demand and supply study by consultant (60 day deadline)	Parking demand and supply study by consultant finalized, pending study start date	Consultant study results due to the City of Portland, pending study start date

- e) Project budget

Details per the City of Portland, to include \$55,000 to fund a Parking Supply and Demand Study for the Old Port, Portland East End and the Downtown District

- f) Attached: *Portland Downtown's Parking and Transportation Memo to the City of Portland*
- g) Attached: *City Response to Portland Downtown Parking and Transportation Recommendations Memorandum to the Economic Development Committee*
- h) Attached: *City of Portland Request for Proposals # 917 – Parking Study for the Eastern Waterfront and the Old Port, Dated August 15, 2016*

Attachment a

Verification of nonprofit status:

Downtown Improvement District Articles of Incorporation

19920432ND 1910000285002

FILED 06 25 1992 ARTI

NONPROFIT CORPORATION

STATE OF MAINE

ARTICLES OF INCORPORATION

Fee Paid	\$20.00
C. B.	
Date	JUN 29 1992
	3

Pursuant to 13-B MRSA §403, the undersigned, acting as incorporator(s) of a corporation, adopt(s) the following Articles of Incorporation:

For Use by The Secretary of State
FILED
June 25, 19 92
<i>Harry Green</i> Deputy Secretary of State
A True Copy When Attested By Signature
Deputy Secretary of State

- FIRST: The name of the corporation is Downtown Improvement District, Inc.
- SECOND: The corporation is organized for all purposes permitted under Title 13-B, MRSA, or, if not for all such purposes, then for the following purpose or purposes:
- See Exhibit A, attached hereto.

THIRD: The name of its Registered Agent and address of registered office: (The Registered Agent must be a Maine resident, whose business office is identical with the registered office of a corporation, domestic or foreign, profit or nonprofit, having an office identical with such registered office.)

Name Peggy L. McGehee, Esq.

Street & Number One Canal Plaza, P.O. Box 426

City Portland, Maine 04112-0426
(zip code)

FOURTH: The number of directors (not less than 3) constituting the initial board of directors of the corporation, if they have been designated or elected, is 15.

The minimum number of directors (not less than 3) shall be 15 and the maximum number of directors shall be 15.

FIFTH: Members: ☒ There shall be no members.
("X" one box only) ☐ There shall be one or more classes of members, and the information required by §403 is as follows:

SIXTH: ☒ (Check if this article is to apply)

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

FORM NO. MNP 4-B REV 6-9

SEVENTH ☐ (Check if this article is to apply. Then fill in reference number of Section 501(c)(3) in first paragraph below.)

Upon the dissolution of the Corporation or the termination of its activities, the assets of the Corporation remaining after the payment of all its liabilities shall be distributed exclusively to one or more organizations organized and operated exclusively for such purposes as shall then qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, and as a charitable, religious, eleemosynary, benevolent or educational corporation within the meaning of Title 13B, of the Maine Revised Statutes as amended.

No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any private individual except that reasonable compensation may be paid for services rendered to or for the Corporation in carrying out one or more of its purposes), and no member, director, or officer of the Corporation, or any private individual, shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

EIGHTH: Other provisions of these articles, if any, including provisions for the regulation of the internal affairs of the corporation, and distribution of assets on dissolution or final liquidation.

See Exhibit B, attached hereto.

Dated: June 24, 1992

INCORPORATORS

ADDRESSES

<u><i>Craig J. Deneka</i></u> (signature)	<u>Street One Canal Plaza, P.O. Box 426</u>
<u>Craig N. Deneka</u> (type or print name)	<u>Portland, Maine 04112-0426</u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)

Exhibit A

Within the geographic area designated as the Downtown Improvement District zone of the City of Portland, Maine, as amended from time to time, the purposes of the Corporation shall be:

- (1) To represent the business, cultural and residential community in the on-going development and management of downtown Portland;
- (2) To create a safer, cleaner, well-managed downtown area so that Portland can successfully compete as an environment in which to live, do business, shop and visit;
- (3) To stimulate commercial, retail, tourist and cultural activities through improved marketing and promotional initiatives which enhance the image of downtown Portland.

In pursuit of the purposes for which the Corporation is organized, the Corporation shall have all of the specific, general, and incidental powers granted to it by the Maine Nonprofit Corporation Act, and the Corporation is empowered to do all and everything necessary, suitable and proper for the accomplishment, attainment or furtherance of its purposes, subject to the limitations that:

(a) The Corporation shall be operated exclusively for the promotion of social welfare, as such term and purpose are used and defined in, or in connection with, Section 501(c)(4) of the Internal Revenue Code of 1986, relating to tax exempt corporations (or in the corresponding provisions of any future United States Internal Revenue Law), and the regulations

pertaining thereto as they now exist or hereafter may be amended;

(b) The Corporation shall not, directly or indirectly, participate or intervene in political campaigns on behalf of or in opposition to any candidate for public office;

(c) The Corporation shall not operate as a social club for the benefit, pleasure, or recreation of its members nor carry on a business with the general public in a manner similar to organizations which are operated for profit;

(d) No part of the net earnings of the Corporation shall inure to the benefit of any director, officer, or employee of the Corporation or any private individual or organization (except as reasonable compensation for services actually rendered to the Corporation in carrying out its exempt purposes) and no director, officer, or employee of the Corporation or any private individual or organization shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation except in furtherance of the Corporation's exempt purposes.

In the event of the dissolution of the Corporation, all remaining assets, after making provision for payment of all lawful debts and liabilities, shall be distributed to such tax exempt organization under Internal Revenue Code Section 501(c)(3) or 501(c)(4), or such federal, state, or local government, as the Board of Directors shall determine will best carry out the exempt purposes of the Corporation.

Attachment f

Portland Downtown's Parking and Transportation Recommendations Memo to the City of Portland

To: City of Portland: Jon Jennings, City Manager; Ethan Strimling, Mayor; and City Council

From: Casey Gilbert, Executive Director, Portland Downtown

Date: March 23, 2016

Subject: Parking & Transportation Recommendations



Portland Downtown has a vested interest in the overall economic health and well-being of Downtown. The formula for a vibrant Downtown is complicated, but we believe that strategy, mission and initiative has been a winning algorithm for us since 1992. Portland Downtown has a board of active, invested stakeholders and a variety of committees that deal with topics which are essential to Downtown's continued growth and development. Among those committees is our **Parking and Transportation Committee, which has been hard at work - gathering information, bringing together a diverse group of stakeholders and looking at best practices across the nation and the globe.** In the fall of 2015, our Committee set out on a mission to analyze our parking landscape, inventory the current supply and demand, gather user feedback, and present recommendations to the City. After several meetings, with a variety of stakeholders (garage owners, retail merchants, bicycle/pedestrian advocates, City staff and Portland Downtown board members) we came to the conclusion that the task was simply too large for our small group and that **what we truly need is the collective resources of the city to help us forge a path for best practices and strategic management of our public and private parking assets.**

Following are (A) our **recommendations** for how the City of Portland can turn thoughtful parking and transportation planning into economic development with major ROI, (B) how Portland Downtown plans to **partner with the City** to implement the recommendations, (C) **how thoughtful parking and transportation planning and economic development are intrinsically linked**, (D) a brief **history** of how the Parking & Transportation Committee came together with the City of Portland's Bicycle & Pedestrian Committee and developed the recommendations and (E) a list of other **stakeholders** who support our recommendations.

A. Recommendations

1. The City of Portland prioritizes the funding of a public marketing/advertising campaign (print/digital/social) in the next budget cycle - in partnership with Portland Downtown - to highlight multi-modal access to Downtown. Emphasis would be on: available parking in municipal lots and garages, on-street parking, parking in private lots and garages, electric vehicle parking, METRO Bus routes, commuting by bicycle and available bicycle parking, walking, etc.

2. The City of Portland immediately prioritizes an update to its 1988 Parking Master Plan for Downtown Portland and/or the 1992 Transportation Plan in the next budget cycle. The priority of this plan would be a focus on Downtown Portland and would include a study of the supply and demand for parking. If feasible, the City undertakes an update on a Master Parking and Transportation Plan for the entire city that would incorporate recommendations for parking management and rates and would focus on multi-modal transportation. The City also begins implementing key recommendations from the 2008 Peninsula Transit Study.
3. The City, in partnership with Portland Downtown, hosts a public forum to address parking and transportation issues. Ideally, the forum would focus on Downtown/ the Peninsula, but we would recommend expanding it city-wide as time and resources allow.
4. The City identifies parking and alternative transportation solutions for Downtown employees, with special consideration for low-wage earners.
5. The City would further support the latest efforts for a bike share program.

B. How Portland Downtown will partner with the City on our recommendations

We realize that we cannot ask the City to contribute time and resources to finding solutions, if we are not willing to do so ourselves. We will partner with the City of Portland in the following ways:

1. Portland Downtown is willing to contribute up to \$15,000 to help fund a marketing campaign to educate the public about parking and transportation in/to Downtown.
2. Portland Downtown will contribute up to \$25,000 towards the implementation of strategies that will have a direct and positive impact on the parking and transportation landscape in Downtown.
3. Portland Downtown will help host public forums, circulate surveys, participate in Committees, or in any other way to help add value to the process.

C. How thoughtful parking and transportation planning and positive economic development are intrinsically linked

Findings from a white paper prepared for the U.S. Department of Transportation - Office of Planning, Environment, and Realty and the Federal Highway Administration by the U.S. Department of Transportation and John A. Volpe National Transportation Systems, titled "A multi-modal approach to economic development in the metropolitan area transportation planning process" concludes that:

"Cities and towns across the U.S. have benefitted in many ways by improving their parking policies, practices, and management. Cities that follow best practices for parking and transportation see a return on investment through economic growth and prosperity and thriving downtowns and local businesses."

Land use, transportation, and economic development are integrally related. Several of the case studies underscore the importance of the spatial dimension of economic development in terms of location. MRMPO in the Albuquerque area gives priority to High Activity Areas for transportation system investments, illustrating the importance of location. The Sacramento area planning process emphasizes the relevance of compact land use patterns to economic development. Potential benefits of promoting higher-density, transit-oriented development as an element of economic development strategy include:

- *Increased land value and return on investment by real estate developers;*
- *More face-to-face contact, i.e. spatial “agglomeration,” which may help to incubate growth in business activity, particularly in innovative, knowledge-based industries;*
- *Improved employment opportunities and higher incomes for low-income and economically disadvantaged population groups who are disproportionately transit-dependent and concentrated in urban neighborhoods; and*
- *Shifting a greater share of person trips to alternative modes and reducing travel distances between many trip origins and destinations, freeing capacity on area roadways for truck trips vital to business operations.”*

There are hundreds of other sources that we could cite, but this seemed to sum up the case perfectly. Following is a link to the full report:

https://www.planning.dot.gov/documents/EconDevelopmentFinal_8-11-14.pdf

D. Portland Downtown’s Parking & Transportation Committee

Portland Downtown’s mission is to maintain a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination.

In 2014, Portland Downtown’s Parking and Transportation Committee began to research the most recent parking and transportation studies conducted by the City of Portland. To our knowledge, there were a few major studies in recent decades: the 1988 Parking Master Plan for Downtown Portland, the 1992 Transportation Plan, and most recently, the 2008 Peninsula Transit Committee Report. After carefully following current development trends, and combined with feedback from our constituents; we concluded that it was time for the City of Portland to update the plans and/or revisit some of the recommendations that had not been implemented. Around the same time that we were looking for ways that we could make an impact on the current parking and transportation landscape in Downtown, we were contacted by the City of Portland’s Bicycle & Pedestrian Advisory Committee. At the time, they were considering forming a Downtown Parking Task Force. It seemed like a logical partnership, to incorporate stakeholders from all transportation modalities – parking garage owners, METRO, bicycle/pedestrian advocate groups, retail/business owners – to discuss the parking and transportation landscape in downtown. Additionally, we received feedback from the city that forming another task force could be unwieldy and a burden on their already stretched staff and council resources. Thus, the Parking and Transportation Committee of Portland Downtown enacted a subcommittee to look at how to bring forth positive changes in the management of the parking and transportation landscape.

The subcommittee has met regularly and explored options ranging from hiring an independent consultant to conduct a parking inventory, to doing it ourselves with volunteers. Public forums, surveys, and focus groups were pitched. Estimates on transportation studies were presented. We discussed the wide range of resources and costs that might be involved in finding the solutions that we seek. The end result was that this puzzle was far too complex for us to solve on our own. The conclusion was that the best way to move forward would be with a list of recommendations (see Section A) to the City Council, based on research, feedback and best practices and to find a way that we could work in partnership towards achieving these lofty goals.

E. Joining in support of our recommendations: community stakeholders

Portland Downtown is not alone in its desire to see the City put resources toward best parking and transportation management practices. Attached is a list of those who stand with us as advocates for this request.

We thank you in advance for your consideration. As a nonprofit organization whose focus is on the betterment of Downtown, we truly have a tremendous stake in our parking and transportation landscape. We stand beside you and want to help in any way that we can to ensure the viability of our city for decades to come.

Sincerely,

Casey T Gilbert - Executive Director

Attachment g

City Response to Portland Downtown's Parking and Transportation Recommendations Memorandum to the Economic Development Committee



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: July 19, 2016

SUBJECT: City Response to Portland Downtown Parking & Transportation Recommendations

The Memorandum will outline the city response to the five (5) Portland Downtown (PD) Parking & Transportation Recommendations (copy attached). Each PD Recommendation and city response is provided below.

PD Recommendation #1

The City of Portland prioritizes the funding of a public marketing/advertising campaign (print/digital/social) in the next budget cycle – in partnership with Portland Downtown – to highlight multi-modal access to the Downtown. Emphasis would be on: available parking in municipal lots and garages, on-street parking, parking in private lots and garages, electric vehicle parking, METRO Bus routes, commuting by bicycle and available bicycle parking, walking, etc.

City Response

The City will commit to discuss approaches to create and maintain a public marketing/advertising campaign to highlight a multi-modal approach to access Portland's downtown. Over 2016/2017, the City will commit to lead discussions with PD and other possible partner organizations (METRO, CVB, GPCOG/PACTS and interested parties) to create a campaign. The City will consider future funding commitments to support this campaign.

PD Recommendation #2

The City of Portland immediately prioritizes an update to its 1988 Parking Master Plan for Downtown Portland and/or the 1992 Transportation Plan in the next budget cycle. The priority of this plan would focus upon Downtown Portland and include a study of the supply and demand for parking. If feasible, the City undertakes an update on a Master Plan and Transportation Plan for the entire city that would incorporate recommendations for parking management and rates and would focus on multi-modal transportation. The City also begins implementing key recommendations from the 2008 Peninsula Transit Study.

City Response

Over fiscal year 2016/2017, the City will commit to lead and invest up to \$25,000 to complete a parking demand and supply study for the Old Port and Portland East End, along with revisiting existing plan recommendations for implementation. Should PD provide some of its proposed implementation funds (\$25,000) to the study, the City will consider expanding the study area to the entire PD District.

PD Recommendation #3

The City, in partnership with the Portland Downtown, hosts a public forum to address parking and transportation issues. Ideally, the forum would focus upon Downtown/the Peninsula, but we would recommend expanding it city-wide as time and resources allow.

City Response

Over 2016/2017, the City will commit to hold forums(s) connected to data gathering efforts at the appropriate milestone(s) of the parking study and associated with recent discussion related to the possible reestablishment of a Transportation Management Association (TMA) to oversee employer Transportation Demand Management (TDM) plans.

PD Recommendation #4

The City identifies parking and alternative transportation solutions for Downtown employees, with special consideration for low wage earners.

City Response

Need to seek clarification regarding the definition of low wage earners.

Approaches to address this need will be coordinated with the above referenced TMA work. We also see this as an inter-related part of the marketing/advertising campaign (Recommendation #1).

PD Recommendation #5

The City would further support the latest efforts for a bike share program.

City Response

The City is on record supporting the development of a bike share program. See attached letter.

Please note that these recommendations have been shared with PD. City staff looks forward to discussing the City staff recommendations with you for your endorsement at your July 26th EDC meeting.

Attachment h

City of Portland's Request for Proposals #917:
Parking Study for the Eastern Waterfront and the Old Port
Dated: August 15, 2016



City of Portland

**Request for Proposals
Parking Study for the
Eastern Waterfront and Old Port**

RFP# 917

Dated: August 15, 2016

The City of Portland is seeking the services of a qualified consultant to conduct a Parking Study for the Eastern Waterfront and Old Port. The City has budgeted twenty-five thousand dollars (\$25,000) to complete the study as detailed in the Scope of Services section on pages 3 & 4 of this document.

General Information

The city's Eastern Waterfront and Old Port contain on-street, surface, and structured parking that currently serve a variety of users: neighborhood residents, employees, hotel patrons, day tourists, and island commuters, among others. These users have differing needs and patterns of use, which are reflected in the variety of parking arrangements which exist in these neighborhoods.

In recent years, the city has experienced significant growth in the Eastern Waterfront and Old Port, including a sharp increase in tourism-related, commercial, and residential development. Much of this growth has occurred without the creation of new parking facilities; instead, existing parking supply is often shuffled and reshuffled to accommodate projected parking demand. At present, the growth in the Eastern Waterfront and Old Port does not show signs of flagging, as major commercial, residential, and hotel projects continue to present themselves for city review.

In this vein, the city recognizes the need to gain a fuller understanding of both existing and projected parking demand in the Eastern Waterfront and the Old Port through an analysis which factors in both local and national trends. Further, the city is seeking to generate potential strategies for meeting that demand, not only through capital investment, but also by leveraging the private sector and employing active parking demand management.

This study is designed to answer the following key questions:

- Is there a shortfall of parking in the study area? If so, how many additional parking spaces are needed to meet current demand?
- How many additional parking spaces will be needed to serve development in the study area over the next 10 years, based on currently approved projects and other anticipated developments?
- In what parts of the study area will additional parking spaces be most needed in the next 10 years?
- What realistic alternative strategies might exist to reduce existing and future parking demand?

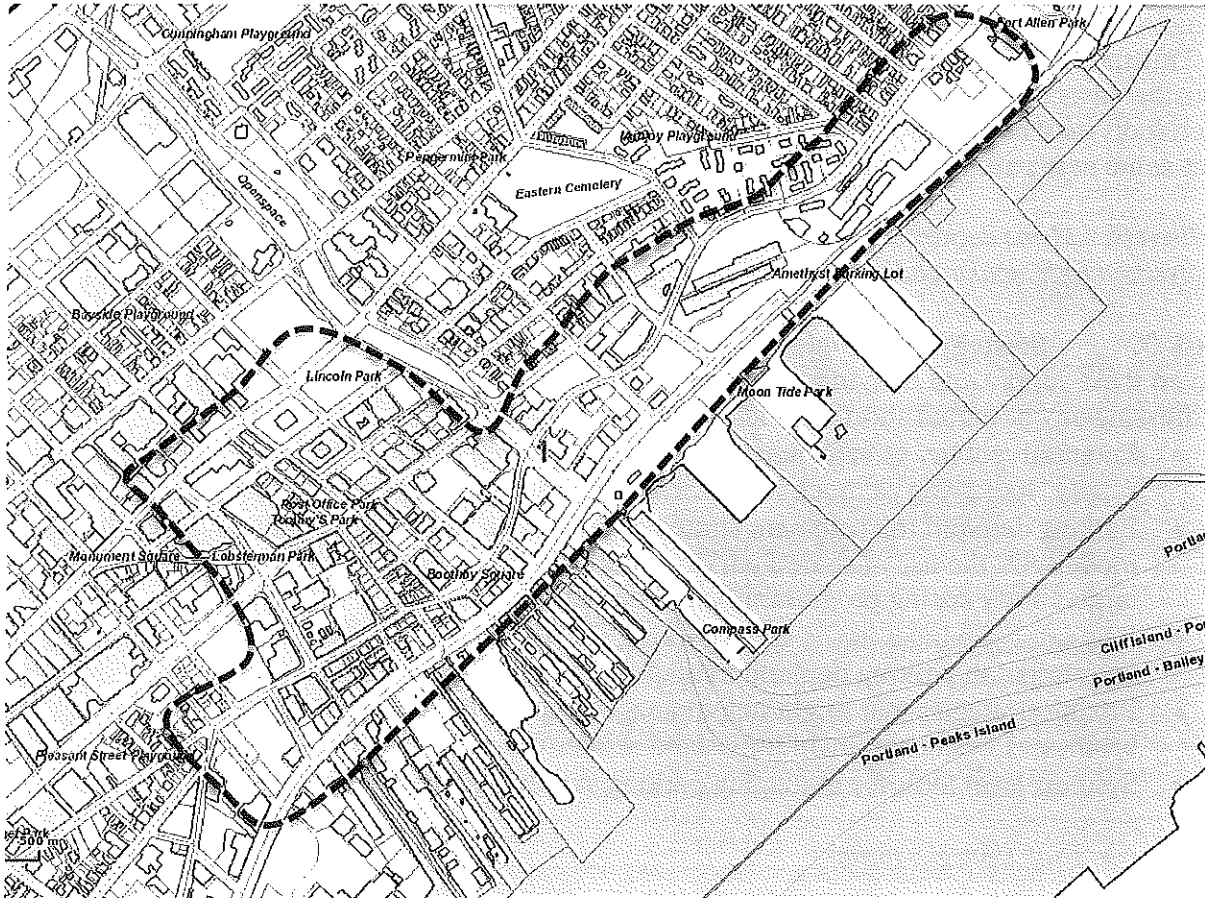
Background

The city has engaged in prior work that is relevant to this request, including the Downtown Vision (1991), the Eastern Waterfront Master Plan (2006), the India Street Sustainable Neighborhood Plan (2014), the Portland Peninsula Transit Study (2008), and the Portland Peninsula Vehicular Wayfinding Plan (2013). In addition, the City is currently engaged in a comprehensive planning process that has generated ideas, supported by the public that should be factored into this parking study. These include the city's adopted Complete Streets Policy and an interest in balancing accessibility, livability, sustainability and

economic vitality. Portland residents, business and property owners, and visitors value the quality of the downtown experience and wish to preserve it, while providing the necessary amount of vehicular parking to maintain a vibrant economic core and allow for visitors with cars.

Draft Study Area

The initial study area is depicted in the graphic below. It is assumed that the study boundaries will be refined before commencement of the study.



Scope of Services

Task 1. Existing Supply and Demand Analysis

The consultant will be expected to inventory and analyze existing public and private surface, structured, and on-street parking supply in the study area and provide data on current patterns of use. Parking utilization and turnover counts should reflect peak and off-peak seasons, as well as peak and off-peak hours, and to the extent possible differentiate between various user groups which exhibit disparate parking demand (e.g. island residents, tourists, employees, residents). The consultant will interview key public officials and also up to five private stakeholders identified by the City.

Deliverable: Memo documenting major findings, including existing parking supply and demand analysis, in tabular and cartographic form.

Task 2. Projected Supply and Demand Analysis

The consultant will develop estimates of future parking supply and demand in the study area, based on existing land use patterns and an inventory of developable land, population trends, expected development and development potential in the area, need for parking for island residents, existing parking requirements/policies, and employment projections. This analysis should factor in local and national trends in car ownership and single-occupancy vehicle use. Successful strategies for managing limited parking supplies in urban areas, such as Transportation Demand Management, pricing, and mode shifts, should also be considered as potential ways of meeting some parking needs. It should be noted that, while such tools may help reduce the need for new parking, the city has strong anecdotal evidence that some new parking will be needed in the study area.

Deliverable: Memo documenting major findings, including projected parking supply and demand analysis, in both tabular and cartographic form (may be combined with the deliverable from Task 1).

Task 3. Strategy Development

Given these supply and demand analyses, the applicant will develop a set of strategies for addressing any potential shortfall, including but not limited to:

- Potential public, private, and public-private partnership investments in parking supply, specifying as much as possible the locations of the need and time
- Parking demand management strategies, including strategies designed to alter the mode split, the use of shared parking, and other mechanisms, based not only on local targets and existing programming but on national trends;
- Regulatory changes in the city's parking and site plan ordinances to foster private investment in parking demand management and parking supply;
- Pricing strategies that might help manage supply while meeting the needs of businesses, residents (including island residents), visitors, and local employers ; and
- Systems level tools for managing parking supply and demand in the future.

Deliverable: Draft strategies memo

Task 4. Implementation Plan

The consultant will develop an implementation plan, including the identification of potential local, state, and federal funding mechanisms for both capital and programmatic initiatives.

Deliverable: Implementation plan

Task 5. Final Report

The consultant will develop a final report compiling the results of the supply and demand analyses, strategies development, and implementation plan.

Deliverable: Final report

Task 6. Presentations

The consultant will make a minimum of two presentations to the city, one to staff and one public presentation to the City Council.

Timeline

It is important that this work be completed in a timely fashion. The city has active proposals which will affect potential parking supply in the study area, and there is a strong perceived need to respond to parking issues in this area. Pending authorization by the city for the selected consultant to begin work by October 1, the City would expect this work to be completed by December 1, 2016. If the start date is delayed, the expectation would be for this work to be complete within 60 days.

Submittal Requirements

Submit five (5) hard copies and one (1) electronic copy on a thumb drive of the response to this Request for Proposal. All responses shall include the following information:

1. Cover letter, including:
 - a. An acknowledgement of any addendum issued to the RFP.
 - b. An acknowledgement that the consultant has read the Request for Proposal. Consultant shall note any exceptions to the RFP in its cover letter.
 - c. An acknowledgement that the consultant has read the Standard Contract. Consultant shall note any exceptions to the Standard Contract in its cover letter.
 - d. A description of the consultant's organization and its history.
 - e. The signature of an individual authorized to negotiate and execute the Contract for the Parking Study, in the form that is attached to the RFP, on behalf of the consultant.
 - f. The name, title, address, e-mail and telephone number of the contact person who can respond to requests for additional information.
2. Response to Selection Criteria: The response shall address the consultant's ability to meet the Selection Criteria below, including submittal of a project approach, any modifications to the proposed scope of services, a timeline, and a cost proposal which clearly identifies staff who will be assigned to the project. Consultants may supplement this proposal with materials and that best demonstrate its capabilities of the team proposed for this project, including electronic version of similar studies completed by the respondent.
3. Cost Proposal: Please include detailed information on the proposed fee structure for the scope of services as outlined, including all staff fees, charges, expenses, etc. that are proposed to be included.

Selection Criteria

All respondents must demonstrate that they have significant experience, knowledge and abilities with respect to conducting parking studies, including extensive experience with parking demand management. The city will evaluate responses based on criteria that shall include, but not be limited to, the following:

- A. **Project approach (50 points maximum):** A clear and thoughtful and confident approach to the answering the questions asked. As well as specific details as to how your firm will approach the project, including a timeline regarding the project deliverables.
- B. **Project experience (50 points maximum):** Demonstrated relevant and comparable experience with parking demand issues in urban areas. More points will be awarded to teams that have shown an ability to determine parking demand in an urban area where trip chaining and other Transportation Demand Management tools are feasible.

The City reserves the right to interview one or more respondents, consider any other relevant criteria that it may deem appropriate, within its sole discretion, and such other relevant criteria. The city may or may not, within its sole discretion, seek additional information from respondents.

This Request for Proposals, any addenda issued by the city, and the selected respondent's response, will become part of the executed contract. The key personnel that the respondent identifies in its response must be contractually committed for the project. No substitution or replacement of key personnel or change in the sub-consultants identified in the response shall take place without the prior written approval of the city.

The selected Respondent(s) will be required to execute a Contract for Performance and Management Study Services with the city in the form that is attached hereto and incorporated by reference herein. Prior to execution of the Contract for Study Services with the city, the selected Respondent will be required to submit to the city a certificate of insurance that meets the requirements set forth in the Contract for Performance and Management Study Services.

Selection Process

The selection process will be as follows:

- a. The Request for Proposal responses will be evaluated by the city selection committee.
- b. The selection committee will rank the responses based on the weighted evaluation criteria identified in the RFP and *may* short-list the highest scoring responses. Proposers may be requested to furnish additional information during the selection process.
- c. Any interviews will be up to one and one half hour sessions where the respondent will have an opportunity to ask questions and discuss the firm's response to the RFP.
- d. Responses will be ranked on each of the criteria as defined. Any interviews will be ranked on this same scale.
- e. The top-ranked selection will be submitted to the City Purchasing Office with all supporting documentation

Questions & Clarifications

Sealed proposal packages addressed to Matthew Fitzgerald, Purchasing Manager, City Hall, Room 103, 389 Congress Street, Portland, Maine 04101, and clearly marked on the outside with the name of the firm, project title and RFP number, will be received until **Wednesday, August 31, 2016 at 3:30 p.m.**, at which time they will be publicly opened. Specifications are available in the Purchasing Office, 389 Congress Street, Room 103, City Hall, Portland, Maine.

All proposals are to be submitted with the enclosed PROPOSAL form attached and are to remain open for sixty days after their opening. Late, unsigned proposals or proposals submitted electronically shall not be accepted.

Five (5) copies of the proposal and one (1) electronic copy should be submitted. Copies of the above documents will be available at the Purchasing Office, Room 103, City Hall, 389 Congress Street, Portland, ME 04101. Each prospective proposer will be required to obtain from the City each copy of the proposal form; e-mail jrl@portlandmaine.gov, phone (207) 874-8654, or fax (207) 874-8652. Proposals from vendors not registered with the Purchasing Office may be rejected; receipt of this document directly from the City of Portland indicates registration. Should a vendor receive this Request from a source other than the City, please contact 207-874-8654 to ensure that your firm is listed as a vendor for this RFP. Late, unsigned proposals or proposals submitted electronically shall not be accepted.

All questions **must** be made in writing and directed to Matthew Fitzgerald, Purchasing Manager, at the above address (or by e-mail at mff@portlandmaine.gov) and be received at least five business days prior to the opening date. Questions received after this time will not be addressed. Responses from the City that substantially alter this RFP will be issued in the form of a written addendum.

Equal Employment Opportunities

Vendor shall comply fully with the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998, as amended (WIA, 29 CFR part 37); the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 37.

Insurance and Indemnification

The successful bidder shall agree to defend, indemnify and save the city harmless from all losses, costs or damages caused by its acts or those of its agents, and, before signing the contract, will produce evidence satisfactory to the city's Corporation Counsel of coverage for General Public and Automobile Liability insurance in amounts not less than \$400,000 per person, for bodily injury, death and property damage, protecting the contractor and the city, and naming the city as an additional insured from such claims, and shall also procure Workers' Compensation insurance.

Reservation of Rights

The City of Portland reserves the right to reject any or all bids, or to waive any informality, should it be deemed in the best interest of the City to do so.

During the evaluation process, the Selection Committee and the City of Portland reserve the right to request additional information or clarifications from proposers. At the discretion of the City of Portland or the Selection Committee, firms submitting proposals may be requested to make oral presentations as part of the evaluation process.

The City of Portland reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of Portland and the firm selected.

It is the custom of the City of Portland, Maine to pay its bills 30 days following completion of work product deliverables, and following the receipt of correct invoices for all items covered by the purchase order. In submitting bids under these specifications, bidders should take into account all discounts; both trade and time allowed in accordance with this payment policy and quote a net price. The City is exempt from the State's sales and use tax as well as all Federal excise taxes.

It is the custom of the City of Portland, Maine to pay its bills 30 days following equipment delivery and acceptance, and following the receipt of correct invoices for all items covered by the purchase order. If your organization prefers to receive payment via electronic transfer rather than by check, please see the web link below* and include that EFT form with your bid submission. In submitting bids under these specifications, bidders should take into account all discounts; both trade and time allowed in accordance with this payment policy and quote a net price. The City is exempt from the State's sales and use tax as well as all Federal excise taxes.

* <http://www.portlandmaine.gov/DocumentCenter/Home/View/817>

Pursuant to City procurement policy and ordinance, the City is unable to contract with businesses or individuals who are delinquent in their financial obligations to the City. These obligations may include but are not limited to real estate and personal property taxes and sewer user fees. Bidders who are delinquent in their financial obligations to the City must do one of the following: bring the obligation current, negotiate a payment plan with the City's Treasury office, or agree to an offset which shall be established by the contract which shall be issued to the successful bidder.

August 15, 2016

Matthew F. Fitzgerald
Purchasing Manager

PROPOSAL FORM
Parking Study for the Eastern Waterfront and Old Port
RFP# 917

**** THIS SHEET MUST BE INCLUDED IN YOUR PROPOSAL ****

The undersigned hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, that it is made without any connection with any other person(s), firm or corporation submitting a proposal for the same, and that no person acting for or employed by the City of Portland is directly or indirectly interested in this proposal or in any anticipated profits which may be derived there from.

The undersigned hereby declares that they have read and understand all conditions as outlined in this Request for Proposals, and that the proposal is made in accordance with the same.

The bidder acknowledges the receipt of Addenda numbered: _____

COMPANY NAME: _____

AUTHORIZED SIGNATURE: _____

DATE: _____

PRINT NAME & TITLE: _____

ADDRESS: _____

E-MAIL ADDRESS: _____

PHONE NUMBER: _____ FAX NUMBER: _____

TYPE OF ORGANIZATION - PARTNERSHIP, CORPORATION, INDIVIDUAL, OTHER:

STATE OF INCORPORATION, IF APPLICABLE: _____

FEDERAL TAX IDENTIFICATION NUMBER (Required): _____

NOTE: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization submitting a proposal.

Total Cost Proposal: \$ _____

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Date: 9/9/2016

1. Applicant Information

Organization Name: Portland Downtown
Organizational Structure: Not-for-profit, 501(c)4
Address: 549 Congress Street, Portland, ME 04101
Website: www.portlandmaine.com
Primary Contact Person at Organization: Amy Geren
Phone Numbers: 207-772-6828; 207-899-5190
Email Address: amy@portlandmaine.com

2. Project Information

a. Project Description

Portland Downtown plans to implement a Walking Tour Program developed through a partnership with the University of Southern Maine's Tourism and Hospitality program by creating and providing to the public self-guided walking tour brochures that highlight Downtown Portland points of interest. This project will give residents and visitors the opportunity to see downtown on foot, improving their health outcomes and contributing to better community health, while exploring the busy Arts, Old Port, Government, and Waterfront Districts that make up Downtown Portland.

The physical health benefits of walking are abundant: it helps maintain a healthy weight, strengthens bones and muscles, improves balance and coordination, and helps to manage or prevent chronic health conditions, including heart disease, high blood pressure, and type 2 diabetes. It also has the added psychological health benefits of improving mood and reducing stress. In addition, communities benefit from encouraging walking: walkable communities have fewer traffic fatalities and reduced traffic congestion, better retail sales at local venues, and better overall health outcomes. Consequently, community planning that aligns with public health outcomes results in healthier communities. This project is in alignment with the City of Portland's planning efforts to make Portland a more bicycle/pedestrian friendly community, a more sustainable community, and an age-friendly community.

In the spring of 2016, Portland Downtown collaborated with the University of Southern Maine's Tourism and Hospitality program as part of a supportive strategy to grow the tourism industry in Maine. Tour Planning professor, Dr. Tracy Michaud-Stutzman, guided students in their creation of tour narratives and maps as part of Portland Downtown's larger Walking Tour Program. Portland Downtown now has the results of the students' work from the semester and is in the position to turn them into active tools to increase the availability of this popular form of tourism in Portland. Tour topics include Architectural Wonders, Art Inside and Out, Hidden Public Spaces, Historical Figures, Historic Pubs and Shops, and Kids' Fun.

The next steps to fully implement the Walking Tour Program are to edit the narratives for appropriate language; fact-check the historical information; design attractive and branded brochures; and reproduce the brochures for distribution. Portland Downtown's Marketing and Communication Coordinator will oversee fact-checking, design and branding of the brochures, and Portland Downtown will partner with Greater Portland Landmarks to ensure each tour represents accurate information about the history of Downtown Portland. Once designed and ready for reproduction, brochures will be available for distribution at Portland Downtown's main office in Portland, its tourist information kiosk in Tommy's Park, the Convention and Visitors Bureau, the Portland Regional Chamber of Commerce, and other local information centers in the city. The brochures will also be made available through Portland Downtown's website in a digital format, with future plans for this project to include mobile app software development.

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

Portland Downtown's Walking Tour Program project is consistent with the current Work Plan's ongoing Tourism actions. Tourism Education Programs, as a component of tourism in the city, are supportive of industry sectors that are innovative and have job growth and high value potential to provide future economic development opportunities. Portland Downtown is one of the key organizations responsible for supporting tourism education programs at colleges and universities as a Tourism action on the 2016-2017 Work Plan of the Economic Development Vision and Plan. By undertaking the collaboration with Maine's largest university system and proposing to create and distribute a final product in partnership with other organizations responsible for implementing this Work Plan action, Portland Downtown routinely strengthens the relationships necessary for economic growth in Portland.

3. Project Funding

Grant Amount Requested: \$2,500

Applicant Match: \$2,500

Match Source: Annual Budget (Staff Salary; Marketing)

Total Cost of Project: \$5,000

Attachments

- a) Attached: Verification of nonprofit status - *Downtown Improvement District, Inc. Articles of Incorporation*
- b) Brief description and history of organization:

Portland Downtown was established in 1992 through an act of the Maine State Legislature under the "Maine Municipal Development Districts" statute. It was incorporated as a 501(C)(4) non-profit called the Downtown Improvement District, Inc., and continues to be funded by a development district assessment on downtown district property. The initial overriding goal, as taken directly from the enabling legislation, was to "promote and enhance the image of downtown Portland, Maine, as a safe, clean, well-managed area in which to live, visit, shop and conduct business." Since its establishment, Portland Downtown has consistently produced popular city events, developed a successful website, distributed printed visitor brochures and maps, and worked hard with other partners to create value for its property owner constituents. Its Board of Directors are members of the community who represent the municipality, property owners, residents, retail merchants, entertainment and night life venues, professional services, accommodations,

cultural/nonprofit/educational organizations, and restaurants. In addition, Portland Downtown hosts committee meetings that address a wide range of community issues and include a merchants committee, an events committee, a marketing committee, a night life oversight committee, a district and community services committee, a parking and transportation committee, and a cultural affairs committee.

c) Attached: Resume of staff that will be involved in the project - *Adam MacDonald, Marketing and Communications Coordinator, Portland Downtown*

d) Project timeline:

January 2017		February 2017		March 2017		April 2017		May 2017	
Activity	Responsible	Activity	Responsible	Activity	Responsible	Activity	Responsible	Activity	Responsible
Partner fact checks information from university project	Greater Portland Landmarks	Partner fact checking finalized; Brochure design conceptualized	Greater Portland Landmarks; Portland Downtown	Brochure design finalized for Board approval	Portland Downtown	Final Brochures presented to City of Portland and Tourism partners	Portland Downtown	Brochures printed and delivered to distribution locations	Portland Downtown

e) Project budget:

Budget Item	January 2017	February 2017	March 2017	April 2017	May 2017	Total
Staff Salary		\$2,000	\$2,000			\$4,000
Printing					\$1,000	\$1,000
Total		\$2,000	\$2,000		\$1,000	\$5,000

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FILED 06 25 1992 ARTI

NONPROFIT CORPORATION

STATE OF MAINE

ARTICLES OF INCORPORATION

Fee Paid	\$20.00
C. B.	
Date	JUN 29 1992
	5

Pursuant to 13-B MRSA §403, the undersigned, acting as incorporator(s) of a corporation, adopt(s) the following Articles of Incorporation:

For the Honorable Secretary of State
FILED
June 25, 19 92
<i>Harry Green</i>
Deputy Secretary of State
A True Copy When Attested By Signature
Deputy Secretary of State

FIRST: The name of the corporation is Downtown Improvement District, Inc.

SECOND: The corporation is organized for all purposes permitted under Title 13-B, MRSA, or, if not for all such purposes, then for the following purpose or purposes:

See Exhibit A, attached hereto.

THIRD: The name of its Registered Agent and address of registered office: (The Registered Agent must be a Maine resident, whose business office is identical with the registered office of a corporation, domestic or foreign, profit or nonprofit, having an office identical with such registered office.)

Name Peggy L. McGehee, Esq.

Street & Number One Canal Plaza, P.O. Box 426

City Portland, Maine 04112-0426
(zip code)

FOURTH: The number of directors (not less than 3) constituting the initial board of directors of the corporation, if they have been designated or elected, is 15.

The minimum number of directors (not less than 3) shall be 15 and the maximum number of directors shall be 15.

FIFTH: Members: ☒ There shall be no members.
(“X” one box only) ☐ There shall be one or more classes of members, and the information required by §402 is as follows:

SIXTH: ☒ (Check if this article is to apply)

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office

FORM NO. MNP-C-A-R-V-83

SEVENTH ☐ (Check if this article is to apply. Then fill in reference number of Section 501(c)(3) in first paragraph below.)

Upon the dissolution of the Corporation or the termination of its activities, the assets of the Corporation remaining after the payment of all its liabilities shall be distributed exclusively to one or more organizations organized and operated exclusively for such purposes as shall then qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, and as a charitable, religious, eleemosynary, benevolent or educational corporation within the meaning of Title 13B, of the Maine Revised Statutes as amended.

No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any private individual (except that reasonable compensation may be paid for services rendered to or for the Corporation in carrying out one or more of its purposes), and no member, director, or officer of the Corporation, or any private individual, shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

EIGHTH: Other provisions of these articles, if any, including provisions for the regulation of the internal affairs of the corporation, and distribution of assets on dissolution or final liquidation.

See Exhibit B, attached hereto.

Dated: June 26, 1992

INCORPORATORS

ADDRESSES

<u>Craig J. Denekas</u> (signature)	<u>Street One Canal Plaza, P.O. Box 426</u>
<u>Craig N. Denekas</u> (type or print name)	<u>Portland, Maine 04112-0426</u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)
<u></u> (signature)	<u>Street</u>
<u></u> (type or print name)	<u></u> (city, state and zip code)

Exhibit A

Within the geographic area designated as the Downtown Improvement District zone of the City of Portland, Maine, as amended from time to time, the purposes of the Corporation shall be:

- (1) To represent the business, cultural and residential community in the on-going development and management of downtown Portland;
- (2) To create a safer, cleaner, well-managed downtown area so that Portland can successfully compete as an environment in which to live, do business, shop and visit;
- (3) To stimulate commercial, retail, tourist and cultural activities through improved marketing and promotional initiatives which enhance the image of downtown Portland.

In pursuit of the purposes for which the Corporation is organized, the Corporation shall have all of the specific, general, and incidental powers granted to it by the Maine Nonprofit Corporation Act, and the Corporation is empowered to do all and everything necessary, suitable and proper for the accomplishment, attainment or furtherance of its purposes, subject to the limitations that:

(a) The Corporation shall be operated exclusively for the promotion of social welfare, as such term and purpose are used and defined in, or in connection with, Section 501(c)(4) of the Internal Revenue Code of 1986, relating to tax exempt corporations (or in the corresponding provisions of any future United States Internal Revenue Law), and the regulations

pertaining thereto as they now exist or hereafter may be amended;

(b) The Corporation shall not, directly or indirectly, participate or intervene in political campaigns on behalf of or in opposition to any candidate for public office;

(c) The Corporation shall not operate as a social club for the benefit, pleasure, or recreation of its members nor carry on a business with the general public in a manner similar to organizations which are operated for profit;

(d) No part of the net earnings of the Corporation shall inure to the benefit of any director, officer, or employee of the Corporation or any private individual or organization (except as reasonable compensation for services actually rendered to the Corporation in carrying out its exempt purposes) and no director, officer, or employee of the Corporation or any private individual or organization shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation except in furtherance of the Corporation's exempt purposes.

In the event of the dissolution of the Corporation, all remaining assets, after making provision for payment of all lawful debts and liabilities, shall be distributed to such tax exempt organization under Internal Revenue Code Section 501(c)(3) or 501(c)(4), or such federal, state, or local government, as the Board of Directors shall determine will best carry out the exempt purposes of the Corporation.

Adam MacDonald

1 Walker Street • Portland, Maine 04102
atommacdonald@gmail.com • 207.649.2135

WORDSMITH | STORYTELLER | CREATIVE THINKER | IDEALIST

WORK EXPERIENCE

Marketing & Communications Coordinator
PORTLAND DOWNTOWN
Portland, ME

September 2015 to Present

- Manage the creation, production and distribution of marketing pieces such as newsletters, brochures, posters, letterhead and business cards (Adobe Creative Suite)
- Work collaboratively with graphic designers, printers and other vendors to ensure accurate and high-quality results within specified timeframes
- Improve and maintain website through constantly changing stories, news and opportunities to connect
- Manage and develop Portland Downtown's social media presence on Facebook, Twitter, Instagram and YouTube
- Coordinate media buys for events and general awareness of the organization (TV/print ads, Google ads, Facebook ads)
- Assist in the planning and execution of major community events such as the Old Port Festival and Merry Madness

Marketing Coordinator
PINE TREE SOCIETY
Scarborough, ME

January 2014 to August 2015

- Created engaging, mission-driven content for use across online, print and social platforms
- Tracked and evaluated website statistics and e-newsletter reports to maximize online traffic and engagement (Constant Contact, Google Analytics, Facebook Insights)
- Authored and distributed press releases and media alerts; coordinated media site visits, interviews and photo shoots with program participants, volunteers, community partners and other stakeholders
- Served as in-house photographer, capturing compelling moments to use in storytelling and promotional materials
- Promoted, planned and acted as staff lead at statewide community events and fundraisers including the Southern Maine Autism Conference and the Paddle for Pine Tree Camp
- Coordinated the organization's participation in statewide health fairs, trade shows and conferences

Development & Communications Manager
WINTERKIDS
Portland, ME

June 2007 to August 2013

- Served as staff lead on Marketing Committee and Resource Development Committee
- Managed website to ensure fresh, accurate content and user-friendly navigation
- Wrote, designed and distributed e-newsletters, web pages and fact sheets to expand awareness of WinterKids and mission (Photoshop, InDesign)
- Oversaw copywriting, proofreading, design and print production of all marketing collateral including brochure and annual report

- Wrote scripts for annual televised WinterKids PSA (aired nationally) and Passport ad (aired statewide)
- Pitched stories to local media through the distribution of press releases and media kits
- Developed, planned and implemented Annual Fund campaign; created print & online appeals and stewarded donors to become passionate, lifelong advocates of the organization
- Researched and prepared grant proposals in accordance with programming needs; reported to funders in a timely manner

Editorial Researcher / Book of Lists Editor / Fact Book Editor

August 2005 to June 2007

MAINEBIZ PUBLICATIONS

Portland, ME

Researched Maine marketplace and compiled statistical lists and charts for biweekly paper and special publications.

- Provided editorial content for four annual publications (*Book of Lists*, *Fact Book*, *Meeting & Event Planning Guide* and *Golf Guide*)
- Proofread and prepared publications for press
- Maintained circulation database and provided excellent customer service
- Coordinated direct mail campaigns
- Assisted with special events including the Business Leader of the Year reception and the *Mainebiz* Next reception

EDUCATION

Bachelor of Arts in English, Wheaton College, Norton, MA, 2003

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 9/29/2016

1. APPLICANT INFORMATION Organization Name: Portland Independent Business and Community Alliance (PIBCA)

Organizational Structure: ___ Public **X Not-for-Profit**

Address: 306 Congress Street, Suite 7

Mailing Address (if different from above): PO Box 584 Portland, ME 04112

Website: www.portlandbuylocal.org

Primary Contact Person at Organization: Jenn Thompson, Program Manager

Phone Numbers > Work: (207) 899-7885 **Cell:** (207) 592-9899

Email Address: info@portlandbuylocal.org

2. PROJECT INFORMATION

a. Project Description

Portland Buy Local is a campaign of the Portland Independent Business & Community Alliance (PIBCA). Our mission is to support locally owned, independent businesses in Portland, to maintain our unique community character, provide continuing opportunities for entrepreneurs, build community economic strength, and prevent the displacement of community-based businesses by national and global chains.

Our 465 members, 86% of whom are Portland business owners, have asked us to determine how Portland can grow in a way that supports the independent businesses that make our city so unique, and are vital to our vibrant economy. According to a study by the Maine Center for Economic Policy (MECEP), 'because locally owned businesses keep their profits in the local community and are more likely to purchase goods and services from local sources, their local spending has a multiplier effect on the local economy.'

The survey also revealed that every \$100 spent at a local business contributes an additional \$58 to the local economy. By comparison, \$100 spent at a business with primary ownership outside of the region yields just \$33 in local economic impact. Money spent at locally owned businesses generates 76% more economic activity in Greater Portland than money spent at businesses with primary ownership outside of the region.

In an effort to better understand the issues at stake, PIBCA has been working with researchers at the Muskie School of Public Policy and the Institute for Local Self Reliance to compile examples of policies that have

strengthened local economies in different communities around North America. PIBCA is currently conducting case study research that will determine what types of policies may be worthwhile for Portland to consider. This will enable us to determine the top 4-5 policy ideas that would support the growth of Portland's economy.

PIBCA is writing to request \$5,000 in funds, which would be matched by PIBCA, in order to host a community forum that would allow us to better explore policies that would strengthen our economy, while promoting Portland's overall growth. This forum would be free and open to the public with a pre-registration, and give attendees the opportunity to learn about, engage with, and give feedback on 4-5 policies that would be presented in detail.

We are anticipating 250 attendees for the forum which will take place from 1-5 p.m. The forum will be tentatively scheduled for May or September 2017. The event will begin with a plenary session for opening presentations and a keynote speaker, followed by 4-5 breakout sessions where participants can explore each policy idea in greater detail. The group will get back together at the end of the day to review highlights, share feedback on the proposals and discuss next steps.

The goal of the forum is for the Portland community to collectively decide how we want our city to grow, and what steps should be taken to promote, protect, and support Portland's local economy. PIBCA recognizes that we alone do not have the answers to these issues, and that it is important that feedback from stakeholders from all parts of our communities be considered as we work to gather as much information as possible. We will seek support and guidance from a number of community groups, as we develop the forum program and after the event, as we seek to implement the ideas shared at the forum.

A post-event report, which will include policy recommendations determined by the research and forum, will be released six weeks after the event. PIBCA will invite City Councilors, the Mayor and other key Portland stakeholders to a roundtable discussion of the findings from the event and implications for future policy development.

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)?

Our proposed project would function as a tool to unify and educate the business, higher education, research, and development sectors to examine policies that could be implemented to grow Portland's economy. This community forum would also seek to identify ways to support the growth of locally owned, independent Portland businesses, by compiling feedback from a wide range of stakeholders.

Our project would support the following Work Plan activities:

- Educate Community on Case for Growth of Portland
- Overcome Barriers to Employment with Strategies, Programs, and Services

3. PROJECT FUNDING Grant Amount Requested \$5,000.00

Applicant Match \$5,000.00 Match Source(s) PIBCA (Minimum 1:1 match with grant)

Total Cost of Project \$10,000.00

Application Attachments

a) Verification of not for-profit status, if applicable:

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

DEPARTMENT OF THE TREASURY

Date: **JAN 7 2009**

PORTLAND INDEPENDENT BUSINESS AND
COMMUNITY ALLIANCE
PO BOX 584
PORTLAND, ME 04112

Employer Identification Number:
87-0781455
DLN:
108357003
Contact Person:
ELIZABETH L HOFACRE ID# 31387
Contact Telephone Number: .
(877) 829-5500
Accounting Period Ending:
December 31
Form 990 Required:
Yes
Effective Date of Exemption:
November 28, 2006
Contribution Deductibility:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax-exempt status we have determined that you are exempt from Federal income tax under section 501(c)(6) of the Internal Revenue Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Please see enclosed Information for Organizations Exempt Under Sections Other Than 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

Sincerely,



Robert Choi
Director, Exempt Organizations
Rulings and Agreements

Enclosure: Information for Organizations Exempt Under Sections Other
Than 501(c)(3)

b) Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project:

The Portland Buy Local campaign was launched in July 2006 by Portland business owners and citizens hoping to counteract the rising influence of national chains through collective marketing and education. After receiving an enthusiastic response from both businesses and residents, the initial working group incorporated the Portland Independent Business and Community Alliance (PIBCA) in September 2006 and formed the organization's first Board of Directors and Advisory Board.

In its ten-year history, PIBCA has welcomed more than 750 business members, with a current annual average of 400 members. Members proudly utilize free Portland Buy Local window decals, posters, and countertop thank-you cards, while supporters wear t-shirts, display bumper stickers, and carry canvas shopping totes throughout the Greater Portland area.

PIBCA is a volunteer-led organization with one employee, program manager Jennifer Thompson. PIBCA has a dedicated group of business owners and Portland residents who comprise the very active Board of Directors:

- Tony Cox, Owner, Casco Bay Frames (President)
- Norman Patry, Owner, Summer Feet Cycling (Vice President)
- Tom Gangewer, Owner, Local Economy (Treasurer)
- Elise Loschiavo, Realtor, Vitalius Real Estate Group (Secretary)
- Caitlin Cameron, Urban Planner, City of Portland
- Christi Razzi, Assistant Director of Development and Director of Institutional Giving, Portland Museum of Art
- Colleen Young, Manager, The Fish and Bone
- Danielle Sarmir, Individual Member
- Elliott Teel, Owner, Teel Law Office and Maine Photo Works
- Emily Broadbent, Individual Member
- Hannah Wolken, Individual Member
- Josh Dickson, Owner, The People's Geek
- Kai Smith, Owner, Buoy Local
- Christopher Bettera - Owner, Po'Boy and Pickles Restaurant
- Adam Nyhan, of Counsel, Opticliff Law

Experience

- | | |
|---------------|--|
| 2014- Present | Program Manager, Portland Buy Local, Portland, ME <ul style="list-style-type: none">• Oversee fundraising, event planning and volunteer management• Coordinate community outreach and education about local economic ethics• Manage social media, website, and email campaigns |
| 2014-2015 | Program Manager, Portland Farmers' Market, Portland, ME <ul style="list-style-type: none">• Managed programming, marketing, fundraising, record keeping, and outreach• Created and manage internship program to strengthen community involvement |
| 2014-2015 | Administrator, Casco Bay Technology Hub, Portland, ME <ul style="list-style-type: none">• Manage event planning and co-working space• Handled website management, content development, marketing, and communications |
| 2012-2014 | Food Access Coordinator, Community Food Initiatives, Athens, OH <ul style="list-style-type: none">• Designed and facilitated trainings in nutrition and diversity for AmeriCorps peers• Developed nutrition curriculum and taught 146 classes for 852 students• Maintained program data and submitted quarterly reports to supervisor• Distributed 95,760 lbs of local produce to 40 area food pantries• Managed 45 interns and volunteers for 1,060 hours of service• Initiated, developed, and implemented gleaning program to expand food access |
| 2008-2010 | Special Needs Mentor, Strive-U, University of Southern Maine, Portland, ME <ul style="list-style-type: none">• Mentored students in school work, social skills, and personal health• Facilitated goal setting and planning based on individual needs |
| 2008 | Community Shared Agriculture Apprentice, Source 365, Farmington, ME <ul style="list-style-type: none">• Assisted in the maintenance and harvesting of crops• Facilitated wellness programming |
| 2007 | Landscape Architect and Special Needs Mentor, Work First, Farmington, ME <ul style="list-style-type: none">• Designed and implemented landscaping projects• Guided workers in setting and accomplishing goals |

Training and Certifications

Peer Reviewer for Americorps Grant Applications · Mediation Training
Certified Food Educator · Grant Writing · CPR / First AID · Good Agricultural Practices (GAP) Training
Outstanding National Community Service Program Award for COMCorps · Leadership Training

Education

- | | |
|-----------|---|
| 2011-2012 | Harvard Extension School, Cambridge, MA: Health Sciences |
| 2008-2009 | University of Southern Maine, Portland, ME: Philosophy, Holistic Health |
| 2007-2008 | University of Maine, Farmington, ME: Liberal Arts |

c) Consultant proposal with resume(s) of individuals conducting the project, if applicable: N/A

d) Project timeline:

(Timeline assumes Community Forum will take place May 2017; if event is scheduled for September 2017, push all dates back 3 months)

November 2016	• Complete ongoing case study research with Muskie School • Form forum planning committee
December 2016	• Determine 4-5 policies for consideration
January 2017	• Develop event program • Invite speakers • Hire facilitators • Outreach to stakeholders
February 2017	• Develop marketing plan and event website
March 2017	• Event website goes live • Open event registration • Begin event promotion
April 2017	• Ongoing registration • Information distribution to participants
May 2017	• Forum takes place
June 2017	• Report development
July 2017	• Report distribution to media • Post-event report presentation and roundtable discussion with City Councilors and Stakeholders

e) Project budget:

PIBCA Community Development Initiative				
PIBCA Matching Labor Contribution:	Hrs	Rate / Hour		Amount
Accounting	8	60.00		\$480.00
Marketing	5	100.00		\$500.00
Total Matching Labor Contributions				\$980.00
Expenses				
PBL Program Manager	120 hours	16/ hour		\$1,920.00
Speaker Fees				\$1,300.00
Speaker Travel/Accommodation/Meals				\$2,500.00
Facilitator Fees				\$1,200.00
Facility Rental				\$940.00
Refreshments				\$1,000.00
Marketing Costs				\$580.00
Report development				\$1,500.00
Total Expenses				\$9,020.00
Matching Labor Contributions				\$980.00
Total				\$10,000.00

PIBCA Matching				\$5,000.00
PEDPIP Grant				\$5,000.00

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

Application
Portland Economic Development Plan Implementation Program
Maine Center for Entrepreneurial Development E*Next Program Pilot

September 29, 2016

1. APPLICANT INFORMATION

Organization Name: Maine Center for Entrepreneurial Development (MCED)
Organization structure: ___ Public XX Not-for-Profit
Address: 30 Danforth Street
Portland, ME 04101
Mailing Address: same
Website: <http://www.mced.biz/>
Primary Contact Person Lee Cheever, Operations Manager
Phone> Work (207)774-8111 Cell: (207)735-3699
Email Address: lccheever@mced.biz

2. PROJECT INFORMATION

a. Project Description

Summary: MCED has developed a program of individualized services aimed at helping innovation-based businesses past the start-up stage overcome the challenges they face as they attempt to grow and “scale.” This program, E*Next, targets companies over \$500,000 in revenues that have the desire and potential to scale, but lack the business acumen to do so. It provides individualized, in-depth assessment of the business’ capabilities and gaps, helps them devise a strategy, and pairs them with “fractional executives” from MCED’s existing Maine Mentor Network. A fractional engagement (for example, two- days per week for two months working on a project to achieve a specific goal) allows a growing business to have top-notch expertise to meet their exact needs in an affordable way while directly targeting challenges that hinder their ability to scale. The assigned executive(s) will assist client companies in overcoming obstacles and coach them to achieve measurable, sustainable growth.

More Details: A study commissioned by the Maine Technology Institute (Battelle Technology Partnership Practice) provided an assessment of Maine's Technology Clusters in a report, ***Re-Examining Maine's Economic Position, Innovation Ecosystem and Prospects for Growth in Its Technology-Intensive Clusters.*** (http://www.mainetechnology.org/wp-content/uploads/2015/06/Executive-Summary-Maine-Innovation-Ecosystem_final3.pdf). The report observed that Maine has a variety of services for start-up businesses, but that there is a gap in support for those that become “stuck” as they work to get past the start-up stage. The study also distinguishes between “economic based industries” and “local serving industries,” and identifies the former as the driver of the growth and stability of a state’s economy. “*Economic based industries are those that generate new income flowing into the state....*” and, “*Emerging companies’ inability to scale is a critical gap in Maine’s innovation ecosystem that must be addressed.*”

Since its start in 2009, MCED’s signature program, Top Gun, has focused primarily on scalable innovation-based companies, and the study confirms the importance of these, as they are more likely to be part of economic based industries and provide high quality jobs paying more competitive wages.

Top Gun (a five month program targeting 10-12 scalable innovation-based Portland area businesses annually, 30+ total including other locations) focuses on accelerating the growth of Maine's most promising entrepreneurs through training, mentoring and connections. While this program has been dramatically successful since its beginning, recent follow up surveys show that many graduates are looking for the next step beyond Top Gun. This corresponds to the Battelle study identification of the need for support services for business past the start up stage that are facing challenges in scaling to grow.

An MCED board of directors committee along with a consultant began investigating needs, other programs that might be complementary or similar, and started developing this next phase program last spring. A primary finding was that often entrepreneurs who can effectively launch an initial start-up, lack the skills, experience and C-level approach to position their companies for next-stage of growth.

E*Next's unique element is a company's engagement of one or more fractional executives (FE) to work as a retained consultant as opposed to providing periodic mentoring or requiring the entrepreneur's attendance at a curriculum based course. (Fractional executive programs do exist, but they do not include personal, in-depth company assessment to uncover gaps that need to be addressed, and the programs are not in Maine). Maine Mentor Network executives are a mix of experienced entrepreneurs who have founded successful companies, former C-level executives from larger corporations, high level consultants and service providers from the region's most reputable law firms, accounting agencies, and others. The proposed initiative is demand driven. To date, 16 companies have expressed interest in participating.

The investigation and development of a program have been completed. MCED is now ready to proceed with the implementation of a pilot test of the program. The pilot will run Oct 1, 2016 through mid-January, 2017 and will engage 5-6 companies to test the effectiveness of the program, make recommendations on improvements, and determine whether to proceed with a larger program rollout in Spring 2017. Tasks for this project are:

1. Finalize mechanics and logistics of the program (consultant, T. Rainey and MCED team)
2. Branding, promotion, planning and coordination meetings (MCED team with consultant)
3. Expansion of the Maine Mentor Network to fill gaps in specific areas of expertise. Previously the Network has been expanded organically as new members gravitated toward the organization and also by occasional general appeals. As MCED proceeds to provide more targeted assistance for more mature companies, it is expected that we will need to seek out mentors with specific skill sets that are not already part of the Network. (L. Johnson)
4. Engage first cohort (Consultant)
5. Perform company assessments (Volunteers from Association for Consulting Expertise and MMN)
6. Match companies with FE's (Consultant, L. Johnson)
7. Facilitate, monitor and assess company/FE engagements (Consultant)
8. Finalize Core Document process manual (Consultant with T. Rainey, L. Cheever)
9. Assess project, final reporting (Consultant, MCED Team)

An important aspect of E*Next is that companies can access superior executive talent affordably. MCED has negotiated with select professionals to charge significantly reduced rates to participating companies and companies will pay a (percentage) success fee to MCED for FE engagements. After an initial FE project, companies and executives are free to continue their relationship with the FE (or not) without MCED involvement, or move on to a new FE project through MCED. MCED envisions that

program participants might have several engagements like this over a couple of years when challenges are encountered that could be overcome by engaging a fractional executive with a particular subject matter expertise.

This program is expected to become self-sustainable (from membership and success fees), but needs “jump-start” funding to complete development, run a pilot program and build some momentum.

b. How this project is consistent with PEDPIP objectives.

This project directly supports the PEDPIP objective of growing the economy by supporting sectors that are innovative and have high job growth, high value potential to provide future economic development activities. The companies that will be targeted for MCED’s E*Next will only be companies capable of scaling and most likely will be graduates of the Top Gun program, which was designed specifically for high potential, innovation based companies. Scalable companies are the most likely to add high quality jobs and be part of economic based industries known to be drivers of substantial economic growth. E*Next is expected to benefit 20+ companies annually.

3. PROJECT FUNDING

Grant amount requested:	\$15,000
Applicant Match:	\$17,452
Match Source:	Cash. This project aligns with MCED’s Federal Economic Development Administration contract (Top Gun Rural Accelerator Network Expansion) and also with sponsored efforts. Receipt of the match funding is secure and does not depend on being awarded PEDPIP funds to release these.
Total Cost of Project:	\$32,452

Attachments

- 1) MCED IRS non-profit determination letter
- 2) History of the organization, staff resumes
- 3) Consultant proposal, resume
- 4) Project timeline
- 5) Budget

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

DEPARTMENT OF THE TREASURY

Date: AUG 10 2001

MAINE CENTER FOR ENTERPRISE
DEVELOPMENT
3 ADAMS ST
SOUTH PORTLAND, ME 04106

Employer Identification Number:
01-0510641
DLN:
17053174736021
Contact Person:
DOUGLAS D DEPPEN ID# 31325
Contact Telephone Number:
(877) 829-5500
Our Letter Dated:
February 1997
Addendum Applies:
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Letter 1050 (DO/CG)

MAINE CENTER FOR ENTERPRISE

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



Steven T. Miller
Director, Exempt Organizations

City of Portland - PEDPIP Proposal

History of the Organization

The Maine Center for Entrepreneurial Development is a private non profit 501(c)3 corporation that helps Maine's most promising entrepreneurs to grow through innovation. Historically a traditional business incubator that offered entrepreneurs space on an academic campus, MCED is now a leading edge virtual resource for the most promising growth oriented companies.

The national recession from 1989 through 1992 hit New England hard. Maine, like its regional neighbors, sustained job loss, out-migration of talent and government budget deficits. Working through the regional Chamber of Commerce, business, government and educational leadership in Greater Portland posed the question: What kind of help do Maine businesses need to mitigate economic cycles and compete in the global marketplace?

The community hired a nationally prominent economic development consultant who worked with dozens of businesses, agencies and institutions to generate the concept of a regional Enterprise Development Corporation specializing in assistance to entrepreneurs. To put the idea into practice, the community raised several hundred thousand dollars to support a business incubation program for start-up companies focused on environmental technology. In 1996, Southern Maine Technical College (now community college, SMCC) recruited the fledgling organization to its South Portland campus.

Founded as the Maine Center for Enterprise Development, the organization originally operated as the Center for Environmental Enterprise (CEE). In 1997, the center welcomed its first tenant, Terralink Software Systems. In 1999, the Department of Commerce awarded CEE a \$200,000 grant, one of only 18 awarded in the nation for innovative technology development programs. In 2000, the Maine Legislature created a network of seven technology incubators statewide, modeled upon CEE. CEE received \$750,000 in state and federal funds to renovate and update its headquarters. In 2003, CEE successfully completed a jobs creation initiative for low- and moderate-income workers in partnership with the City of South Portland. The South Portland City Council also provided operations support for CEE, providing \$75,000 in aid over a three-year period as part of a municipal economic development strategy. Also in 2003, the Maine Legislature honored CEE as the most successful example of business incubation in Maine.

In 2004, MCED moved from the Southern Maine Community College to the University of Southern Maine, where it occupied part of a floor at the new Research Building. In 2009, MCED started a transition away from a traditional incubator to a virtual incubator with the introduction of the Top Gun Program. Top Gun has been offered annually since 2009 and has graduated nearly 150 companies. With assistance from Blackstone Accelerates Growth and the Maine Technology Institute, the program expanded to 3 locations across the state in Portland, Bangor and Rockland.

Through a cluster initiative grant in 2012, MCED (now the Maine Center for Entrepreneurial Development), has worked in close partnership with the University of Maine through the Foster Center for Student Entrepreneurship, the Target Technology Center, and the Maine Aquaculture Innovation Center, the sole remaining technology incubators in the state. This partnership supports innovative, scalable entrepreneurship throughout the state's business sectors.

In 2011, MCED moved away from the University of Southern Maine to commercial space in Portland's Old Port, and in 2012, moved to its current location at 30 Danforth Street.

MCED has been recognized as a leader in Maine's entrepreneurial ecosystem:

- Recipient of the U.S. Economic Development Administration's (EDA) 2015 Regional Innovation Strategies (RIS) Program i6 Challenge award for project entitled Top Gun Rural Accelerator Network Expansion.
- SBA 2015 Accelerator Challenge Award – one of 80 winners nationwide out of 400+ applicants
- Blackstone Accelerates Growth (a project of the Blackstone Charitable Foundation) – one of three partners chosen for delivery of this \$3M program 2011- 2015.
- Contacted by Microsoft early 2015 offering to provide \$120,000 each in services through their BizSpark program to three top winners of this year's Top Gun Showcase Pitch Contest.
- Greenlight Maine – MCED Executive Director was chosen to host this 13-week Shark-Tank-like TV show spotlighting promising Maine companies. Winner takes home \$100,000 prize money.
- Portland Regional Chamber of Commerce 2015 Community Leadership Award for Leadership in Economic Development
- Numerous speaking engagements, keynotes and panel participation.
- Growing community involvement in Top Gun Showcase held annually in Portland attracting attention of a growing number of corporate sponsors and institutional supporters.

In 2017, MCED will expand its offerings by providing programming aimed at assisting entrepreneurs who are moving from the start-up stage through the scale-up stage as well as bring Top Gun to its fourth location in the Lewiston/Auburn area.

THOMAS G. RAINEY

29388 N. 120th Lane, Peoria, AZ 85383
Tel. (928) 699-8184 Email: Tomrainey8@gmail.com

EXPERIENCE

ARIZONA BUSINESS INCUBATION ASSOCIATION (AzBIA)

Phoenix, AZ

President December 2014 – present

Serve as volunteer on non-profit board to support 40 incubator, accelerator and co-working programs around Arizona. Executed cooperation agreement between AzBIA and Start-up Mexico on trade mission with six Arizona Mayors, October 2015.

RAINEY & ASSOCIATES

Peoria, AZ

Principal Consultant December 2001 - present

Provide technology-based economic development strategies for public and private clients. Developed and served as first President of the Northern Arizona Center for Entrepreneurship and Technology (NACET) incubator in Flagstaff, AZ and NAU Ventures, the technology transfer office at Northern Arizona University. Managed \$5+ million real estate development at NACET and raised \$500K in initial operating funds. Developed and served as President of the Vermont Center for Emerging Technologies as a consultant to the University of Vermont (UVM). Raised \$3.6 million for UVM. Developed Health Science Institute plans for the University of Wisconsin. Prepared New Hampshire statewide incubation plans. Secured \$5.2 million for Dartmouth College's Regional Technology Center. Prepared accelerator, defense adjustment and funding strategies for the City of Sierra Vista (Ft. Huachuca) and the City of Goodyear (Luke AFB), Arizona. Prepared a cyber security industry cluster analysis for the City of Sierra Vista.

ARIZONA COMMERCE AUTHORITY, ARIZONA DIVERSIFICATION INITIATIVE

Phoenix, AZ

Lead Consultant August 2014 - present

Developed and manage the State of Arizona's DoD-funded defense adjustment program to assist aerospace and defense supply chain companies in pursuing non-defense markets.

BIOINSPIRE MEDICAL DEVICE ACCELERATOR

Phoenix, AZ

Developer and Director August 2012 – August 2013

Launched \$5 million award-winning medical device accelerator offering high-impact mentoring, regulatory, manufacturing, quality systems, and IP advisory services as well as access to offices, labs, proof-of-concept and seed funding. Served as volunteer mentor for the Arizona Commerce Authority's Venture Ready Initiative. Served as primary support for seven medical device start-ups under a service contract with the City of Peoria, AZ. Managed staff, volunteers, mentors and board.

MOTOR EXCELLENCE, LLC

Flagstaff, AZ

Director, Business Development February 2009 – July 2012

Joined tech startup as an investor and senior manager with founders. Led business efforts selling unique motor technology to defense, clean energy, robotics and medical customers. Secured \$1.5 million in State and Federal grants. Served as Co-PI on \$600K NSF grant. Assisted in raising \$24 million and in securing licensing agreements. Managed business development team. Assisted in the sale of the company to a Clean Tech Investment group.

FLORIDA/NASA BUSINESS INCUBATION NETWORK

Kennedy Space Center, Florida

TECHNOLOGICAL RESEARCH AND DEVELOPMENT AUTHORITY

Director May 1998 – October 2000

Responsible for the development of six NASA funded high-technology business incubator facilities in Florida. Raised \$4 million to develop new buildings and staff centers. Co-founded Space Coast Capital Formation Program. Assisted 17 companies resulting in the commercialization of 7 NASA technologies. Founder and President of the Florida Business Incubation Association, and co-founder of the NASA Business Incubation Association. Nominated to serve on the National Business Incubation Association Board of Directors. Managed staff, volunteers, mentors and board.

**ST. LOUIS ENTERPRISE CENTERS
ST. LOUIS COUNTY ECONOMIC COUNCIL**

St. Louis County, Missouri

Director January 1993 – May 1998

Managed nationally recognized small business incubator program. Founded St. Louis Capital Formation Program tasked with improving access to early-stage financing and venture capital. Responsible for fund-raising and construction of three incubator buildings in St. Louis County. Raised \$16 million in Federal and State grants. Worked with St. Louis Development Corporation on development of region's first biotechnology incubator. Served as Business Development Manager for \$3 million U.S. Department of Defense program to diversify the St. Louis economy after severe defense downsizing and job loss. Trained over one hundred government and business leaders from former Soviet Union. Assisted over 70 business start-ups in St. Louis area. Managed staff, volunteers, mentors and board.

MID-CONTINENT TECHNOLOGY TRANSFER CENTER

Director 1995 - 1998

Managed program designed to promote licensing and commercialization of NASA/Federal laboratory technology.

CALIFORNIA CENTRAL COAST WORLD TRADE CENTER

Ventura County, California

Executive Director October 1989 – August 1992

Managed World Trade Center serving a five-county area in Central and Southern California. Assisted over one hundred companies in marketing U.S. products and services.

EXPORT-SMALL BUSINESS DEVELOPMENT CENTER

Director, Santa Barbara/Ventura Counties April 1990 – August 1992

Developed and managed U.S. Small Business Administration funded center to promote and facilitate foreign market entry by small and medium-sized companies.

CENTER FOR INTERNATIONAL TRADE DEVELOPMENT

Director/Senior Trade Consultant August 1990 – August 1992

Established and managed business center providing counseling to importers and exporters.

ANTIOCH UNIVERSITY/WEST COAST UNIVERSITY

Santa Barbara, California

Adjunct Faculty June 1991 – May 1992

Taught graduate classes on international trade and non-profit management.

EDUCATION

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

Glendale, Arizona

Certificate of Competency in Countertrade and Offset Management, February 1993

RESEARCH POLICY INSTITUTE, LUND UNIVERSITY

Lund, Sweden

Master's Degree in Science and Technology Policy, March 1988

STOCKHOLM UNIVERSITY, INTERNATIONAL GRADUATE SCHOOL

Stockholm, Sweden

Graduate Degree in the Social Sciences, June 1986

WASHINGTON UNIVERSITY IN ST. LOUIS

St. Louis, Missouri

Bachelor of Science in Political Science, August 1985

BACKGROUND

I am a US Citizen married to a naturalized French Canadian wife, and have two sons who are U.S. – Canadian dual citizens. I am competent in French, and speak fluent Danish and Swedish. As a family, we are involved in many outdoor activities such running (races and triathlons), snowboarding, biking, hunting, hiking, camping, kayaking and adventure travel. We own a vacation home in Sutton, Quebec.

Lee Cheever

6 Finson Road, S. Berwick, ME 03908

Summary:

Project Manager with a proven track record of success in program and budget development, funding identification, proposal writing, and project implementation. A Business Counselor with a technical background and experience developing and delivering both live and web based business management training; Proven success in the corporate, defense, small business, university, and non-profit arenas.

Work History

Maine Center for Entrepreneurial Development (MCED)
Portland, ME

9/2012 – Present

Operations Manager – Responsible for organization's overall financial integrity including contract compliance, proposal preparation, and cash management. Focusing on scalable, innovation entrepreneurs, provide coaching, program development and staff oversight targeted at ongoing sustainability of this fast-paced, forward thinking organization.

Maine Small Business Development Centers (www.mainesbdc.org)
University of Southern Maine, Portland, ME

11/05- 8/2012

Project Manager (.6 FTE)-Responsible for all aspects of program development and implementation for seven state and federally funded programs over the last three years. Devise program deliverables, formulate budgets, write proposals, negotiate contracts, hire and manage subcontractors, coordinate events and training programs, create program content, ensure contract compliance. Integral part of this organization's team that pioneered delivery of online business management training for SBDC's.

Business Counselor (.4 FTE) – Provide one-on-one business advisory services to business owners in Maine. Areas of expertise include technology grant proposal preparation, leadership coaching, loan package development, startup feasibility evaluation, technology commercialization, energy (traditional and alternative), natural resource related businesses

Maine Small Business Development Centers
Eastern Maine Development Corporation, Bangor ME
Business Counselor (1.0 FTE) – (as for USM above)

5/05-11/05

Eastern Maine Community College, Bangor, ME

9/04-5/05

Adjunct Faculty – Instructor for pre-algebra, Microsoft Word, Excel, Access, and Powerpoint.

Asnuntuck Technical Community College, Enfield, CT

1/00-6/03

Contracted Trainer –Instructor for three levels of AutoCAD and Access for both credit and non-credit

LW Cheever (self-employed)-, Pittsfield, MA

12/94-6/98

Project Manager & Trainer -

GE Plastics Corporate Headquarters, Pittsfield, MA

3/88-10/92

Contracting Agent

GE Defense Systems, Pittsfield, MA

11/85-2/88

International Buyer – Responsible for identifying and qualifying manufacturing and optics suppliers in Europe, China, Mexico and Taiwan totaling \$1 million annually for Army and Navy defense programs.

Education

Union College, Schenectady, NY – Fulfilled partial requirements for Masters Industrial Administration

University of Vermont, Burlington, VT – Bachelor of Science Civil Engineering (minor in English/Writing)

U Maine Machias– Secondary Mathematics Teaching Methods

Springfield Technical College, Springfield, MA – AutoCAD, AutoCAD for Architecture

North Adams State College, N Adams, MA – Grant Writing

Susan Ruhlin

<http://www.linkedin.com/in/susanruhlin>

154 High Road
Cornish, ME 04020
sruhlin@mced.biz
Cell: 207-318-6585

Summary

Program management professional with a proven record of success implementing and scaling innovation-based programs. Experienced sales and marketing strategist with fundraising grant writing and account management capabilities.

Experience

Program Manager - Maine Center for Entrepreneurial Development, Portland, ME

2009-Present

- Managed Top Gun Program since its inception in 2009
- Oversaw Top Gun statewide expansion to Bangor and Rockland under the Blackstone Accelerates Growth
- Administer fundraising and development activities including sponsor relations
- Direct marketing and communication efforts on behalf of the incubator
- Manage client in-take process for incubation services

Director, Business Development - Beacon Occupational Health, South Portland, ME

2007-2008

- Managed all facets of sales and marketing for a growing occupational medical practice
- Won new business for Windham and South Portland locations
- Implemented innovative business-to-business and account management sales strategies
- Oversaw creation of all marketing collaterals
- Acquired accounts included: Walmart, Lowes, Casa, Inc., GPX International Tire, Phinney Lumber

Sales and Marketing Professional - MatsInc., Stoughton, MA

2002-2007

- Promoted from an administrative/support role to a full sales position.
- Developed of targeted marketing campaigns and implemented sales promotions
- Increased territory sales by 40% in two years
- Conducted inside and outside sales calls as well as managed existing accounts
- Maintained in-house sample and marketing library, special projects

Short Term Disability Claim Specialist - Unum-Provident, Portland ME

1999-2000

- General customer service position within the short-term disability insurance sector
- Conducted online case management and notation for clients
- Managed client inquiries, researched case issues and provide resolution follow-up

Implementation/Special Projects/Trainer - Wright Express, Portland, ME

1997-1999

- Hired as a lead CSR in a busy call center with a client base of over 2.5 million fleet fueling cards
- Team member charged with the rollout of Wright Express's first international partnership with Imperial Oil
- Taught procedural classes to new hires and participated in a department-mentoring program
- Performed special projects within the Client Operations Division, nominated for several awards

Education

University of Maine - Animal Sciences -1985
University of New England / Biddeford Animal Hospital - Veterinary Technology Program - 1989

Community Organizations

Town of Cornish Budget Committee Member
SAD 55 School Board Committee Member
Cornish Historical Society
Volunteer Cornish Parks and Recreation Department

Skills

Writer - *Plymouth Place* and *Grimm Tales* (plays) produced 2004, 2005, freelance pieces, marketing, PR copy, and blogs
Proficiencies - Yosemite, ZoHo, MS Office, Constant Contact, Hootsuite, WordPress

EDUCATION

1989-1992 - Bachelor of Science Degree in Commercial Photography, Rochester Institute of Technology, Rochester, NY

1987-1989 - Associate of Art Degree in Graphic Design, Mt. Ida Collage, Newton, MA

EMPLOYMENT

2008 - Current: Maine Center for Entrepreneurial Development

Maine Mentor Network Manager March 2015 - current

Responsibilities include: Managing CRM for Statewide mentor program, connect mentors and entrepreneurs, and create networking and programming opportunities for mentors

Program Manager - 2010 – current

Responsibilities include: creating marketing collaterals, social media management, client management, interviewing, compiling information and current business & client news and events for monthly newsletter, choosing & scheduling speakers, coordinating logistics, marketing and preparing advertising for monthly workshops, preparing and marketing press releases, and maintaining online database and customer relations, and QuickBooks bookkeeping services. Additional duties include: workshop speaker, other event planning and coordinating, client services and support staff services as needed.

Office Administrator - 2008 – 2010

Responsibilities include: creating marketing collaterals, interviewing, compiling information and current business & client news and events for monthly newsletter, coordinating logistics, preparing advertising for monthly workshops, maintaining online database and customer relations. Additional duties include: other event planning and coordinating, client services and support staff services as needed.

Volunteer SCORE/ Maine - 2011-current

Workshop presenter and business counselor helping new businesses in their marketing endeavors, specifically focusing on various social media platforms.

Volunteer Maine Entrepreneurship Week - 2008-2013

Steering committee for Maine Entrepreneurship Week that includes creating, organizing and marketing a week of events involving entrepreneurs around Maine.

2006-2008: The Cedars

Marketing Services Coordinator

Responsible for implementing marketing events, both in and out- house, maintaining online customer database, obtaining bids and hiring outside vendors, coordinating all move-in and move out procedures, planning and compiling of monthly sales reports for board.

Additional duties included: support staff for Marketing and Sales departments, record maintenance and typesetting as needed.

1994-2002: Colonial Offset Printing

Acting Treasurer

Responsible for all accounts payable, receivable and outstanding debt collection. Ran weekly payroll, filed monthly and quarterly tax returns and maintained employee benefits.

Operator of the bulk mail department

Responsibilities included downloading mailing lists and preparing mail for post office, organizing all mail projects by deadline and customer requirements.

Design

Experience was computer layout using Adobe and PageMaker. Material was designed to customer specs and processed to camera-ready art. Other duties in design included typesetting, paste up and preparing art to camera ready.

Additional duties were pre-press including, camera, stripping, plate making and inventory control.

• 10 Willoughby Farm Rd • Westbrook, Maine 04092 • 207-272-3218

6/6/2016

Terry Johnson

SysSoln LLC
2 Lydon Lane
Cape Elizabeth, ME, 04107
207-653-5150
tjggolf@gmail.com

Jun 6, 2016

Lee Cheever

MCED Executive Director
30 Danforth Street, Suite 216
Portland, ME 04101

Dear Lee,

Attached is the proposal for the E*Next pilot project. I have included the overall approach as well as some detail in revenue and cost projections. This is essentially the same as given to Cathy Renault for board review but with the contract adjusted to progress through the end of August and then have an option to continue past that point. I also added contract paragraphs at the end of the proposal to cover items like scope changes, invoicing, termination, etc.

My intention is to begin the project immediately upon your signature and to be ready to fully launch the program to the marketplace in September.

While this proposal only covers 2016, it is assumed that if the option is pursued in September, a detailed review will be undertaken in December so that a clear decision can be made in terms of the 2017 calendar year.

I have also enclosed my resume for your reference.

If you have questions or would like to schedule a meeting, please contact me by phone at **207-653-5150** or by e-mail at tjggolf@gmail.com

Sincerely,



Terry Johnson

For the City of Portland
PEDPIP project we are
only considering Phase 2
of this proposal, and that
the timing for that phase
is shifted to Oct 1 – mid
January 2017

MCED E*Next Proposal

Background

- As MCED expands from supporting new startup clients to supporting clients in transition from startup to scale-up, the E*Next program was developed. The program was vetted with several companies currently in that phase of company development as well as service providers and executives from companies who have successfully made the transition.
- Companies in this space have two fundamental issues:
 - First, the transition fundamental entails a shift in the focus and mindset of how to drive the company forward and this is often accompanied by a lack of experience in the space or a lack of capacity to make the shift.
 - Second, resources and expertise are expensive for the cash strapped organization.
- MCED has determined the need to address this class of companies to fulfill its mission of economic development in Maine. But MCED also finds itself as one of these companies – transitioning from one mode of operations to a larger scale in a new space and is resource constrained.
- The resulting definition of E*Next has been developed to address the needs of the companies as defined above and to help MCED make its own transition in an affordable manner
- At this point the MCED board of directors would like to run a pilot of E*Next to prove viability and to obtain live situation feedback from the primary customers, experts, and service providers.

Desired Outcomes

Establish the E*Next program
Launch to the marketplace
Obtain engagement from both service providers and first customers
Begin program implementation to add value to member customers
Procure feedback to close the loop in order to enhance the program

Goals / Indicators of Success

- Operational structures defined, documented, and reviewed by 8/31/16
- Initial assessment protocol and program content in place by 8/31/16
- C-Level resource pool to have a minimum of 5 members by 8/31/16
- Product launch to market
- Enroll a minimum of 5 company memberships by the close of Q4'16
- Enroll a minimum of 1 customer in a C-Level matching program by the end of 2016
- Establish first cohort by end of 2016
-

Stretch Goals

- Engage 10 companies as initial cohort
- Complete assessment phase on 7 of these companies.
- Enroll 8 of these companies into the CEO level forum program
- Engage 3 companies in either C-level or service provider matching

Overall Approach

This project will be undertaken as two stages conducted in four overlapping phases of the product development and launch process. The first stage will be to develop the program, prepare it for launch and to formally gauge interest and identify early adopting companies. This stage will end no later than 8/31/2016. The second stage is presented as an option and includes the launch phase, the initial operate phase and wrap up with a verify report.

Typically, a product development and launch process has three to seven phases depending on complexity. For E*Next, the phases are Define, Plan, Develop, Launch, Operate and Verify. In the work previously done and culminating in this proposal, the first two phases are completed.

Stage 1

Phase 1- Develop

Approach and steps:

Develop foundational operating infrastructure including:

- Complete detailed definition of terms such as 'membership', 'assessment', and 'cohort'
- Establish vetting criteria for members of the C-level resource pool, service provider pool, and member companies.
- Utilize the Maine Mentor Network to get initial C-level pool members
- Engage with Maine Mentor Network providers to establish member assessment tools and criteria
- Using current known best practices, establish a program curriculum / content for the basic membership level. Assumed to be initial only and using readily available materials. Form will be pamphlets, articles, videos, and general reading assignments.
- Establish pricing model based on initial recommendations but check against financial models and scenarios.
- Engage target companies to ensure a full understanding of their interest and willingness to participate. Close the loop with companies previously interviewed with latest product concept to obtain additional feedback but also to prepare them for the launch.
- Create launch messages and materials

Deliverables:

- Documented detail definition and operational guide for E*Next
- C-level membership pool of individuals committed to participate.
- Launch materials

The end of the Develop phase is also the end of Stage 1 and will culminate with a full report and board presentation by 9/8/16

Stage 2 (optional)

Phase 2 - Launch

Approach and steps:

Announce E*Next publically with a call to action for participation with rapid follow-up in one-on-one conversations with the target customer list. The launch will be a staged set of announcements and targeted follow-ups.

- Prepare list of target customers based on prior interviews plus new companies from research of state company demographics.
- Close the loop with companies previously interviewed with latest product concept to obtain additional feedback but also to prepare them for the launch.
- Make announcements in a staged way from September through the end of 2016.
- Attend Momentum conference and other conference events with an MCED booth targeting scale-up companies.
- Conduct continual one-on-one meetings with executives for target company list.

Deliverables:

- Launch package of materials
- Target customer list

Phase 3 - Operate

Approach & Steps:

Operate E*Next by establishing the assessment teams from the Maine Mentor Network, conducting initial assessments and begin the process of identifying matches between needs and available resources. (Note if the need of a member company does not match existing resources, MCED will need to work to identify an alternative resource not currently in the pool or to find and alternative approach to fit the customer need)

- Recruit assessment team(s) from Maine Mentor network
- Conduct assessments of initial member companies
- Provide companies a list of available resources that meet the assessed need.
- Facilitate initial relationship and monitor
- Establish initial cohort of executives

Deliverables:

- Individual company assessments
- Report on initial C-level matching relationships
- Report on initial cohort

Phase 4 - Verify

Approach & Steps:

Measuring and monitoring the progress and results of E*Next is critical in the pilot to ensure corrective action is taken if needed and to determine the real value and cost of the product. The measurements will include progress against plan and goals but will also include measures of market acceptance / interest and detailed reports on company / service providers experience and results. All measure and monitor results will be used to learn and adjust the program / product moving forward.

- Setup overall project plan with specific milestone dates
- Establish threshold criteria for participation and indicators of acceptance/interest
- Provide periodic (defined by board / oversight) updates on performance to plan, risks and obstacles, and lessons learned

Deliverables:

- Definition of measures and monitors to be used
- Periodic reports

Timeline

		Jun	Jul	Aug	Sept	Oct	Nov	Dec
Phase 1	Develop							
Phase 2	Launch							
Phase 3	Operate							
Phase 4	Verify							

Note: Verify consists of establishing concrete measures by the end of June and holding review meetings with steering committee monthly. Dec review is a full pilot review

Revenue Projections

The table below shows the revenue projections for 2016 and 2017 based on an analysis from the Innovation Engineering approach. First year conservative sales projection is \$34,000. Since we are starting in the second half and looking at our goals, the conservative revenue forecast is

shown below. The assumption is that first members will likely join the cohort at a higher rate than subsequent vendors since they are early adopters.

	June	July	Aug	Sept	Oct	Nov	Dec	2016	Q1'17	Q2'17	Q3'17	Q4'17	2017
Membership	0	0	0	\$500	\$500	\$1000	\$500	\$2500	\$1000	\$1000	\$1500	\$2500	\$6000
Cohort	0	0	0	0	0	\$3000	\$1000	\$4000	\$2000	\$2000	\$2000	\$3000	\$9000
Provider match	0	0	0	0	\$5000	0	\$5000	\$10000	\$5000	\$7000	\$8500	\$14500	\$35000
Total Revenue	0	0	0	\$500	\$5500	\$4000	\$6500	\$16500	\$8000	\$10000	\$12000	\$20000	\$50000

Resource requirements

Approach & Steps:

New resource to coordinate and prepare materials as necessary. Also primary interface to companies and Mentor Network to establish skill pools.

Will require a steering / advisory team from the board / MCED staff. This should be 3 to 5 people maximum. Suggest 2 board members, one MCED staff and one from the Maine Mentor Network.

Will require use of MCED staff bandwidth for material preparation for launch, access to mailing lists, Maine Mentor Network information, and basic operational information for MCED (how things get done, what systems to use, etc.)

The table below shows the timeframe for each stage and the fee structure per stage. In addition to basic consultant fees, there is a 10% commission on revenue generated. The table shows an estimate for stage 2 start as it is dependent on the results of the 9/8/16 board of directors meeting. The commission estimate is based on the conservative enrollment plan. This is the estimate but the total commission will be capped assuming the stretch goals are met of 10 basic members, 8 join the cohort, 1 is matched in a service provider project and 3 are matched in C-level relationships. That cap is then \$3000 for 2016. This is done primarily since any additional members beyond that in the pilot would dilute the resource to ensure ongoing future success.

The table below that shows the cost over time for 2016 as well as the final revenue total to provide a cash flow

	Stage start	Stage completion	Consultant fees	Consultant Commission (estimate)
Stage 1	6/8/16	8/31/16	\$10400	\$0
Stage 2	~ 9/15/16	12/3/16	\$16400	\$1650
2016 Total			\$26800	\$1650

- Commission max is capped at \$3000 as described above.

Rollup of revenue and cost. Contract cost plus commission to be invoiced monthly.
Stage 1 – committed to with signature on this document will last through August.
Stage 2 – which is optional with a clear decision in early September is shaded in gray.

	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Rev (from above)	\$0	\$0	\$0	\$500	\$5500	\$4000	\$6500
Contract cost	\$2200	\$4100	\$4100	\$4100	\$4100	\$4100	\$4100
Commission	\$0	\$0	\$0	\$50	\$550	\$400	\$650
Misc expense	\$0	\$100	\$2000	\$1400	\$500	\$500	\$500
Total Expense	\$2200	\$4200	\$6200	\$5550	\$5150	\$5000	\$5250
Cash flow	-\$2200	-\$4200	-\$6200	-\$5050	\$350	-\$1000	\$1250

6/3/2016

Agreement

MCED agrees to engage Terry Johnson, SysSoln, LLC (CONSULTANT) to provide the services as detailed in the proposal below. MCED further agrees to compensate CONSULTANT a professional fee in the sum of \$10,400 as detailed in the proposal for Stage 1 activities and deliverables. Stage 2 is an optional stage. Compensation for Stage 2, if the decision is to proceed, will be \$16,400 as detailed in the proposal plus commissions on revenue as described above.

CONSULTANT will begin work immediately following execution of this Agreement.

Scope of Work

Please see the proposal for the Stage 1 scope of work and set of deliverables. Stage 2 scope of work and deliverables are included in the proposal. Stage 2 is an optional stage with decision to pursue expected in early September.

Changes

Any changes to the scope of work will be documented for full review including any changes to timeline or compensation. The decision to accept the change will be a mutual agreement between MCED and CONSULTANT.

Compensation & Expenses

Compensation is detailed in the Proposal. Expenses are those associated with the project in material preparation, attending launch events, and hosting operating activity.

Invoices

The Consultant shall submit monthly invoices to MCED for the services furnished during the term of this Agreement. Invoices shall be payable within ten (10) days from date of receipt.

Termination

This Agreement shall terminate not later than 31 December 2016. It is agreed to undertake this agreement in two stages with a clear decision point on engaging in stage 2 prior to work starting at stage. Stage 1 will terminate no later than 31 August 2016. Decision on Stage 2 will be made by both parties no later than 15 September 2016.

Termination of the agreement may be made by either party for any reason with 30-day notice. In the event of termination Consultant will deliver all materials schedule up to and including the end of the 30-day period and MCED will compensate Consultant for the full calendar month in which the termination period ends.

Binding On Assigns

This Agreement shall be binding and conclusive upon and insure to the benefit of the respective parties hereto and their successors, heirs and assigns, executors, administrators, and legal representative, provided however, that Consultant may not delegate his duties hereunder.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their respective duly authorized officers as of the day and year set forth above:

CONSULTANT

MAINE CENTER FOR ENTREPRENEURIAL
DEVELOPMENT

by	date
Name	Terry J. Johnson
Title	Partner

by	date
Name	Lee Cheever
Title	Executive Director (interim)



Terry Johnson

Business Process Improvement Executive

2 Lydon Lane
Cape Elizabeth, ME, 04107

Phone: 207-653-5150
Email: tjgolf@gmail.com

Summary of Qualifications

- More than 25 years of experience in leadership and management focusing on product development, process improvement, and strategic leadership.
- Proven leader driving organizational improvement to increase productivity and effectiveness of business processes.
- Process owner for global product development processes including strategic technology roadmaps, product portfolio processes, scalable stage-gate processes and project management driving reduced time to market and higher quality.
- Change manager to facilitate learning and change progression for organizational improvement
- Consultant for executive management, business leaders, and project teams to increase productivity and effectiveness.
- Skilled in strategy development, project management, continuous process improvement, organizational learning, product design, product definition
- Practitioner in Design for Six-Sigma, Lean techniques, Total Quality Management, Portfolio Management, Resource Management

Key Accomplishments

- Designed and drove implementation of the product development process to improve time to market by 67%.
- Established initial product definition and systems engineering groups and processes to drive early customer engagement and improved customer satisfaction while increasing new product revenue.
- Conducted and developed learning programs to drive change initiatives across the organization.
- Designed project management systems, methods, and trained key personnel to drive technology development performance metrics.
- Developed system to create, update, and sustain development environments resulting in a 4X improvement in on time delivery and increased customer satisfaction.
- Led and managed a \$3M project to automate design and layout processes utilizing modular components to enhance reporting, design documentation, and automated verification of assembly related rules. The results enabled enhanced quality of design, improved cycle time, higher final product yields and reduction in material spending.
- Managed project and led team to relocate a 200-person R&D center. Resulting move accomplished with only one day of productivity loss.
- Drove strategy, development and implementation of a new packaging technology resulting in on time delivery of specialty packages for the customer.
- Established custom portfolio management system to drive product and technology introductions and associated ROI while insuring alignment with investment strategy.
- Led team to move R&D facility from Suzhou China to Shanghai China and built Shanghai team to be center for Process Design Kit development in the company.
- Managed design related software tools and negotiated contracts resulting in a 25% reduction in tool cost per design engineer.

Professional Experience

2015- present
SysSoln LLC / Practical Decisions Portland, Maine
Partner

2009- 2015
Fairchild Semiconductor South Portland, Maine
Director, Automation Development

2008-2009
Fairchild Semiconductor South Portland, Maine
Director, Product Development

1992-2008
Fairchild Semiconductor South Portland, Maine
Director/Manager, Development Systems & Methodology, Systems Applications, Package Development, and Test Methodology

Prior work experience available on request



Terry Johnson

Business Process Improvement Executive

2 Lydon Lane
Cape Elizabeth, ME, 04107

Phone: 207-653-5150
Email: tjgolf@gmail.com

Education

Bachelor of Science in Electrical Engineering (BSEE)
1980 Montana State University

Significant training and experience on Leadership Development, Coaching, Total Quality techniques (Six Sigma, Change Management) and Organizational Learning.

Significant Courses:

Six-Sigma GreenBelt

2005 SBTI South Portland, Maine

Leadership Development Program

1997-2000 Learning as Leadership Sausalito, California

Human Dynamics

1995-1996 Human Dynamics South Portland, Maine

Organizational Learning: The Core Course

1992 MIT/OLC Cambridge, MA

Paper/Presentations:

“National Semiconductor’s Product Development Process” - Sustaining Transformational Change Conference – 1995

“Improving the Product Development Process at National Semiconductor” – Systems Thinking Conference – 1995

“The Network Model: A framework for Organizing our Efforts” – Sustaining Transformational Change Conference – 1996

“Scenario Planning, Systems Thinking, and Workplace Education” – Casco Bay Partnership for Workplace Education Summer Institute – 1996

“The integrated Workplace: Education, Human Resource Development, and Organizational Development in the Learning Organization Context” – Casco Bay Partnership for Workplace Education Summer Institute -- 1996

Personal and Community Activities

- Chairman of the Cape Elizabeth Community Coalition 1997- 2007,
Led a coalition of youth and adults working to ensure safe and healthy choices.
Developed programs for youth to develop leadership capabilities and give back to the community.
- Volunteer in Innovation processes at Goodwill NNE 2015 – present
As a process expert, participating on the Goodwill NNE innovation team.
Working to develop ideas into workable solutions to increase revenue and/or provide new improved services.
- Mentor for Maine Center of Entrepreneurial Development (MCED) 2015 – present
Developing new program offerings as MCED moves into adjacent markets.
- Avid reader
- Raised a son with autism and have worked with various support organizations through the years
- Golf enthusiast
- Significant interest in systems dynamics, organizational learning, and economic development

References contact information available on request.

References

Darryl Delano
John Vigars
Timwah Luk
Michael Rauth

Sr Principal Program Manager at Aeroflex
Director of Development Engineering at Allegro Microsystems
Director of Automation Development (retired) at Fairchild Semiconductor
President at North Haven Financial LLC

City of Portland PEDPIP
MCED Proposal

Project Timeline

October 2016

- Finalize program logistics (identified in Phase 1 which is completed)
- Branding, messaging, promotion planning
- Devise MCED/Client agreement document
- Devise Mentor/FE agreement document
- Complete assessment tool
- Intake first cohort of companies
- Company assessments
- Identify initial suitable FE's
- Data collection

November 2016

- Assign mentors/FE's
- Facilitate initial company/FE meetings, ensure goal setting and project identification
- Mentor Network review. Identify recruitment needs.
- Data collection

December 2016

- Oversee company/FE engagements, project progress (on-going)
- Mid-project assessment
- Mentor Network management (on-going)
- Identify tentative next cohort prospects
- Data collection

January 2016

- Oversee company/FE engagements, project progress (on-going)
- Facilitate companies' project completion.
- Finalize core document (drafted in Phase 1, not part of this project), identify program adjustments to be made.
- Assess program effectiveness, recommendation to launch and final report

MCED/PEDPIP Budget			
	Funding request	Match	
Consultant	15000	1400	
Consutant expenses		1000	
Salaries			
T Rainey		4500	Coordinate with consultant. Develop contracts, processes, oversight
L Johnson		3240	Mentor Network management and buildout, team meetings Equity Path workshops
S Ruhlin		972	Marketing, messaging, direct graphic designer, client intake, team meetings
L Cheever		2340	Program management, processes, fiscal management, Client advising
Misc		2000	
Final Reporting		2000	
Total	15000	17452	

Application

Portland Economic Development Plan **Implementation Program** **(PEDPIP)**

Date: September 27, 2016

APPLICANT INFORMATION

Organization Name: Greater Portland Convention & Visitors Bureau

Organizational Structure: Not-for-profit

Address: 94 Commercial Street, Portland Maine 04101

Website: www.visitportland.com

Primary Contact Person at Organization: Lynn Tillotson, President & CEO

Phone Numbers: **Work:** 207.772.4994 x 233 **Cell:** 207.604.2301

PROJECT INFORMATION

The Greater Portland Convention & Visitors Bureau will work in conjunction with the Maine Tourism Association to create a tourism awareness campaign. The campaign will be designed to target local residents and community stakeholders on the importance of tourism and its effects on the economy. A key initiative of the project will be to change misconceptions about tourism and the value it provides to communities and the state by educating the public.

RATIONAL

While tourism is Maine's largest industry, it still lacks proper support from residents and policymakers due to weak recognition of its true value to the economy. The population at large also does not sufficiently recognize the extent of the economic impact and social

benefits tourism has on their personal incomes and standard of living. This project is intended to improve this.

This program will assist in raising the tourism sector's profile and status at the city and state level to create a better understanding of tourism and its contribution to Portland and Maine's economy while educating our residents about the importance of tourism and creating a greater social understanding of tourism.

According to available figures from the Maine Office of Tourism and Davidson Peterson Associates, tourism visitation has risen 17% since 2012, reaching 34 million visitors state-wide in 2015, and direct tourism expenditures rose 13%, exceeding \$5.6 billion in revenues.

In 2015, Greater Portland's share was 5.5 million visitors who spent \$688 million, generating \$67 million in total taxes.

In order to protect our tourism industry and our economy, we must increase the awareness and understanding of the importance of tourism among key audiences and the general public by helping them see the industry in a more positive light.

THE "I AM TOURISM" CAMPAIGN

It is likely that few people outside the hospitality industry fully grasp its economic impact on the state. Too often tourism is seen only as crowded roads and low-wage, seasonal jobs, when, in fact, tourism directly employs many high-skilled, professional workers. Beyond this, it has an enormous impact on individuals and businesses that provide goods and services to the industry.

Our approach will be to create a series of profiles featuring individuals not typically viewed as part of the tourism industry, but whose livelihood depends in whole or in part on a strong and healthy industry. For example: the carpenter in Bar Harbor who helps build and renovate hotels; the person in Southern Maine who supplies firewood to the local inn or restaurant; the snowmobile/ATV mechanic in Northern Maine who keeps visitors' machines running; the organic farmer in Central Maine who supplies to popular farm-to-table restaurants, or the Lobsterman in Greater Portland who works countless hours fishing to provide a "must-have" food to millions of visitors.

Each video clip would have the person talking on camera about what they do and how the tourism industry supports their work. Key facts and figures about the industry would be superimposed over the footage. Each vignette would end with the person saying, "*I am Joe Smith...and I am part of the Maine tourism economy.*"

MEDIA VEHICLES

- Social media (paid and unpaid)
- CVB & MTA members email list
- Legislators and city councilors
- News media (TV and Radio: paid and in-kind)
- Other influencers

CORRELATION WITH WORK PLAN

The City of Portland has seen the effects of tourism and realizes that in order for us to be successful and provide positive experiences for our visitors, we must raise public perception. "Raise Tourism Awareness" has been in the Economic Development Work Plan since FY2015; however, large awareness campaigns can take a lot of money to produce and disseminate. Our partnership with the Maine Tourism Association will allow us a far greater reach for both organizations and projecting overall message of the importance of tourism for the City of Portland and the state as a whole simultaneously.

ORGANIZATION'S DESCRIPTION

The **Convention & Visitors Bureau** is a not-for-profit organization charged with representing the Greater Portland region and enhancing the long-term development of communities through a travel and tourism strategy. The Convention & Visitors Bureau is a membership-based organization, bringing together businesses that rely on tourism and meetings for revenue since 1982.

Our partner, the **Maine Tourism Association**, is a private nonprofit membership organization, has been promoting business and leisure travel to Maine since 1921. Originally called the Maine Publicity Bureau, the organization was created "to maintain and operate a bureau and offices for the purpose of acquiring and disseminating information concerning the business interests of the State of Maine". The Maine Legislature chartered the Maine Publicity Bureau in 1938 to ensure it continued to promote tourism through the publication and distribution of travel information. In 1999 the name was changed to the Maine Tourism Association to better reflect their mission.

TIMELINE

Video Production: October - November 2016

Final Edits: December - February 2017

Campaign Release: April - June 2017

Note: Due to the election season and cost of advertising we will wait to release the campaign in the spring in time for the upcoming tourism season.

BUDGET

Grant Amount Requested: \$15,000

Applicant Match: \$50,000 Match Source: Maine Tourism Association

Total Cost of Project: \$65,000

ATLANTA GA 39901-0001

In reply refer to: 0752453551
May 07, 2015 LTR 4168C 0
01-0384674 201412 10
00053985
BODC: TE

CONVENTION VISITORS BUREAU OF
GREATER PORTLAND
94 COMMERCIAL ST
PORTLAND ME 04101-4738

19522

Employer Identification Number: 01-0384674
Person to Contact: TEGE
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Apr. 28, 2015, request for information regarding your tax-exempt status.

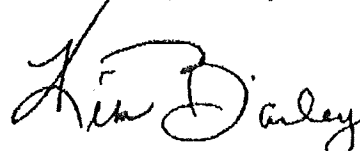
Our records indicate that you were recognized as exempt under section 501(c)(6) of the Internal Revenue Code in a determination letter issued in September 1987.

Because you are not an organization described in section 170(c) of the Code, donors may not deduct contributions made to you. You should advise your contributors to that effect.

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.

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

Sincerely yours,



Kim D. Bailey
Operations Manager, AM Operations 3

LYNN TILLOTSON

10 Thunder Road • Saco, Maine 04072 • (207) 604-2301 • lynn.tillotson@outlook.com

Tourism marketing professional with 29 years of hospitality experience. Thorough understanding of the role, objectives, and operation of a Convention & Visitors Bureau that is not primarily funded by public tax dollars. In-depth knowledge of the meetings and conferences industry from both the planner and vendor perspectives. Creative thinker and experienced presenter with excellent organizational, communication, and leadership skills. Adept at brand management, strategic planning, community and employee relations.

PROFESSIONAL EXPERIENCE

GREATER PORTLAND CONVENTION + VISITORS BUREAU ▪ PORTLAND, MAINE

President & CEO

2013 - Present

- In charge of leading the growth of the Greater Portland Convention & Visitors Bureau (CVB), an organization with over 425 members.
- Responsible for the execution of effective marketing and sales strategies as well as providing strategic leadership and oversight of the CVB.
- Interfaces with key community, civic, government, media, and tourism leaders to represent the Greater Portland region in order to maintain the organization's prominent role as the premier destination in Maine.
- Attracts, recruits, mentors, and supervises a team of professionals to ensure efficient and effective operations of the CVB it's Visitor's Centers.
- Daily operations include; board management, grant writing, working with government entities, administrative/office management, fiscal management, budget development and sales & marketing.

Director of Tourism Marketing

2006 - 2013

- Developed Bureau's marketing plan and served as the Greater Portland representative to the Maine Office of Tourism's Regional Assistance Committee. Wrote and implemented annual tourism marketing grant and budget for the Greater Portland Region.
- Promoted Maine as a preferred destination to local, regional, and national visitors as well as international travelers and the motor coach market. Served as the liaison between tour and receptive operators and Maine's hospitality industry.
- Responsible for marketing initiatives including attendance at regional, national and international trade shows, sales missions, marketing meetings, print and online programs, and travel trade promotions.
- Oversaw development and management of VisitPortland.com and Bureau trade and consumer newsletters.
- Served as part of Bureau's senior management team on a diverse range of issues from employee hiring, to strategic planning, to community relations.
- Spokesperson for local organizations and university classes on the role of the Convention + Visitors Bureau and the impact of tourism and conventions on our community.
- Oversaw management of Bureau Visitor Information Centers and cruise ship passenger services.
- In-house designer for marketing materials such as advertisements, programs, brochures, and invitations.

Membership, Advertising & Events Manager

2001 - 2006

- Responsible for recruiting new members and retention of existing membership base.
- Sold all advertising for the Visitor's Guide, Event Planner's Guide, and Maine Invites You, Yankee, and Boston Magazine Co-ops.
- Planned all details for the Annual Meeting, Golf Tournament, and Maine Destination Day fundraising events, maintained budgets, and achieved net revenue goals for these events.

ORLANDO WORLD CENTER MARRIOTT ▪ ORLANDO, FLORIDA

Full service resort with 2,000 guest rooms and 200,000 square feet of meeting and exhibit space

Convention Service Manager

1998 - 2001

- Developed relationships with meeting planners up to one year out, coordinating all details of their conferences including accommodations, meetings, exhibits, audio visual, transportation, and all recreational activities.
- Handled approximately 20-25 groups per year, with attendance between 500-5,000 people, with an emphasis on service excellence, guest satisfaction, and repeat business.
- Partnered with A/V Productions and Destination Services to build ancillary sales.
- Responsible for forecasting of group guest rooms to maximize total hotel occupancy.
- Supervised five Convention Services Administrative Assistants and eight Group Housing Coordinators.

Catering Sales Manager

1993 - 1998

- Designed all catered events for group business planners up to 3,000 guests.
- Exceeded local booking pace each year, surpassing \$1 million in 1995, 1996, & 1997.
- Achieved, as a catering sales team, \$4 million in one period as well as a yearly achievement of \$43 million.
- Part of a catering, audio visual, and Destinations team which set a single period company record of \$42 million in sales.

Convention Operations Supervisor | Group Housing Coordinator | Senior Front Desk Clerk 1988 - 1993

- Oversaw a staff of 25 houseman and all aspects of setting, changing, and striking for conference general sessions, meals, board meetings, and breakout sessions
- Handled group room blocks, rooming lists, and VIP reservations for conferences with room blocks between 10 – 1,800 rooms per night
- Worked all aspects of front desk operations including front of the house check-in and check-out as well as rooms control

BOARDS & COMMITTEES

Greater Portland Chamber of Commerce Board of Directors

Maine Sports Commission Board of Directors

Maine Tourism Association Board of Directors

USM Tourism and Hospitality Advisory Board

Cruise Portland Maine Consortium

Sustainable Airport Master Plan Advisory Committee

Portland Economic Scorecard Committee

Portland Economic Development Plan Implementation Group

Regional Grant Manager for the Maine Tourism Marketing Partnership Program

Maine Motorcoach Network Executive Committee

Anthony E. Cameron

5 Aspen Dr.
Brunswick, Maine 04011
207-899-5853
tcam15@hotmail.com

SUMMARY OF QUALIFICATIONS

Confident and experienced communicator and presenter. Skilled with managing and organizing a budget. Knowledgeable in traditional marketing and e-marketing trends and methods. Creative in strategic planning and deployment. Extensive computer skills. Very team orientated, problem solver, and innovator.

EMPLOYMENT

Maine Tourism Association

October 2015-Present

Director of Marketing & Communications

- Responsible for all organization marketing, communications, social media and public relations activities and materials.
- Directs the efforts of the marketing, communications and sales staff and coordinates at the strategic and tactical levels.
- Ensure that the organization regularly conducts relevant market research and coordinate and oversee this activity. Monitor trends.

Boothbay Harbor Region Chamber of Commerce, Boothbay Harbor, ME

October 2014-October 2015

Executive Director

- Responsible for all aspects of operations including budget, staffing and facilities.
- Developed and implemented a new dynamic boothbayharbor.com website.
- Revamped membership packet and marketing material to membership.
- Strategically working with regional tourism partners as the President of Maine's MidCoast Region.
- Improved communications with members and potential visitors using up to date marketing avenues.

Ellsworth Area Chamber of Commerce, Ellsworth, ME

August 2012-March 2014

Executive Director

- Oversaw all aspects of operations including budget, staffing and facilities.
- Created new sources of revenue for the Chamber.
- Created new programs that added value to membership and community.
- Partnered with the City and other organizations as an economic development partner.

Bar Harbor Chamber of Commerce, Bar Harbor, ME

February 2007-August 2012

Director of Marketing & Membership Sales

- Built a strong relationship with Chamber members and grew membership by 25%.
- Developed new and creative ways to market Bar Harbor as a travel destination.
- Project manager for Visitors Guide, Relocation & Business Guide and websites.
- Responsible for overall sales effort for marketing opportunities and membership.
- Educated current and potential Chamber members on benefits and marketing.

Portland Sea Dogs AA Affiliate of the Boston Red Sox, Portland, ME

May 2004-February 2007

Assistant Director of Ticketing

- Supervised all aspects of day-to-day ticket office operations.
- Trained, hired and supervised interns and staff.
- Designed and created media guide layout and assisted in several other design projects.
- Actively sold sponsorship packages to corporate clients.

EDUCATION Saint Joseph's College of Maine, Standish, ME Bachelor of Science degree in Business Administration with a concentration in Marketing

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN

2016 & 2017 WORK PLAN

GROW THE ECONOMY

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

Goals:

> Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.

> Coordinate business, higher education, and research and development needs to support regional workforce development.

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

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First*</u>	<u>STATUS/DETAILS</u>
Business Recruitment		
Planning for Arctic Council Forum in October	MITC, City, CP, CVB, Chamber, PD	Ongoing
Industry Sector Research	Chamber, City, GPEDC, MITC	Proposed/TBD
Invest in Maine International Business Recruitment Program	GPEDC, City and Partners (Scarborough, Westbrook, South Portland, Falmouth, Cape Eliz.)	Ongoing/Focused on biosciences, food sector manuf. and advanced manuf
Market Portland Technology Park	City	Ongoing/Marketing and planning for future phase
Educate Community on Case for Growth of Portland	Chamber, PD, CP, CVB, City	Ongoing
Workforce Development and Talent Attraction		
Evaluate Development of Office for New Americans	City	Ongoing/Research into facilitating existing and new programs/services
Overcome Barriers to Employment with Strategies, Programs, and Services	Chamber, City	Ongoing/
Utilize CDBG Resources for Workforce Development	City	Ongoing/Jobs for immigrants, low income individuals, single head of hshd., homeless
Administer Business Assistance Program for Job Creation	City, PDC	Ongoing/Business grants for creation of jobs for low/mod income Portlanders
Talent Attraction	CP, Chamber, Business Community	Ongoing
Tourism		
Develop Tourism Awareness Campaign Directed to Citizens, Students and Area Businesses	CVB	Proposed
Support Tourism Education Programs at Colleges and Universities	CVB, Chamber, City, PD, CP, USM, SMCC	Ongoing
Pursue Development of Convention Center	CVB, Chamber	Proposed
Metric: Survey of Visitor Experience	CVB	Proposed
Public Infrastructure		
Expand Portland Transportation Center	City, MDOT	Proposed
Enhance Service at Portland Jetport	City	Ongoing/Maintain and improve passenger service
Facilitate Broadband Access	City, Chamber	Proposed
Support Cold Storage Distribution Facility at International Marine Terminal	MPA, City	Ongoing/Americold, the company that will build the facility, is in the design phase
Support Harbor Dredging	City, Harbor Commission, MDOT	Ongoing/Assessment Study and Design/Permitting
Eastern Waterfront		
> Increase Usage of Portland Ocean Terminal/Maine State Pier	City, CBITD	Proposed/ Reconfigure waterfront property located between Ocean Gateway & Pier
> Redevelop Amethyst Lot With Open Space Development	City, MDOT, Portland Trails, Sail Maine	Proposed
> Plan and Construct Thames St. Extension and new Fore St. Connector	City, Private Property Owners	Ongoing/ Preliminary Design Underway
> Maintain and Improve Ocean Gateway for Cruise Ship and NS Ferry Srvcs.	City	Ongoing/
Improve Public Parking Downtown	PD, City	Proposed
Strengthen Public Transit Downtown	PD, City, METRO	Proposed
Metric: Portland Economic Scorecard	Chamber, City, CP, CVB, PD	Ongoing/Enhance Presentation/Layout

ENRICH THE CREATIVE ECONOMY

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

Goals:

- > *Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.*
- > *Support individuals, workers and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
Promote Portland's Brand - Portland, Maine: Yes. Life's Good Here	CP, City, Chamber, PD, CVB	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Update City's Cultural Plan	CP, CVB, DP	Proposed
Develop People and Business Relocation Package(s)	CP, CVB, Chamber, City	Proposed /To assist businesses and individuals moving to Portland
Metric: Remote Worker Survey	CP	Ongoing
Metric: Survey of Economic Impact of the Arts	CP	Ongoing

SUPPORT BUSINESS

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

Goals:

- > *Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.*
- > *The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
<u>Business Permitting</u>		
Streamline Permitting Process and Strengthen Customer Service	City	Ongoing/Creation of new department for licensing and permitting.
<u>Business Retention</u>		
Sector Specific Business Visitation Program	City, Chamber, GPEDC	Ongoing/Workforce development & export growth for biotech, food sector manufacturing
Launch Round Three of Façade Improvement Program	City, Chamber	Proposed /Targeting Washington Ave. and St. John Street
Metric: Measure Success of Business Visitation Program	City, Chamber	Proposed

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CBITD = Casco Bay Island Transit District
CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
GPEDC = Greater Portland Economic Development Corporation
MDOT = Maine Department of Transportation
METRO = Greater Portland Transit District
MITC = Maine International Trade Center
MPA = Maine Port Authority
PDC = Portland Development Corporation
PD = Portland Downtown
SMCC = Southern Maine Community College
USM = University of Southern Maine

ECONOMIC
DEVELOPMENT
VISION + PLAN
PORTLAND MAINE

August, 2011

Contents

1 Introduction

Core economic development focus

3 Grow the economy

7 Enrich the creative economy

9 Support business

11 Appendices

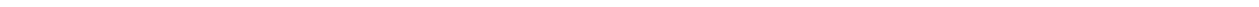
12 Appendix A: Task Force Members + Support

13 Appendix B: Listing of Past Reports Reviewed

14 Appendix C: Outreach Meetings + Presentations Completed

15 Appendix D: Description of Economic Development Plan Components

16 2011 + 2012 Work Plan



ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND, MAINE

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

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

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

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

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

A description of these components is provided in Appendix D.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CORE ECONOMIC DEVELOPMENT FOCUS GROW THE ECONOMY

Guiding Principles + Vision

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

Goals + Implementation Strategies

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

(Relevant Scorecard Indicators: none)

Work Plan:

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

Action | Measurement:

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

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

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

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

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

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

Work Plan:

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

Work Plan:

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

Action | Measurement:

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

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

Work Plan:

Coordinate business and higher education needs to support regional workforce development

(Relevant Scorecard Indicators: Educational Attainment)

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

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

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

Action | Measurement:

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

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

(Relevant Scorecard Indicators: None)

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

Sustain economically vibrant neighborhoods

(Relevant Scorecard Indicators: None)

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

Support efforts for a vibrant and attractive downtown

(Relevant Scorecard Indicators: Downtown Vacancy indicator)

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

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

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

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

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

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

(Relevant Scorecard Indicators: None)

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

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

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

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

Start-ups and Business Churn

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

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

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

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

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

CORE ECONOMIC DEVELOPMENT FOCUS

ENRICH THE CREATIVE ECONOMY

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

Guiding Principles + Vision

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

Goals + Implementation Strategies

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

(Relevant Scorecard Indicators: None)

Work Plan:

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

Work Plan:

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

Action | Measurement:

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

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

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

Work Plan:

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

Work Plan:

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

Action | Measurement:

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

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

Include in attraction efforts targeting visitors to Portland

Create incentives to establish and grow Portland's creative enterprises

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

Work Plan:

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

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

Work Plan:

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

Work Plan:

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

Action | Measurement:

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

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

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

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

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

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

Action | Measurement:

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

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

(Relevant Scorecard Indicators: None)

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

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

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

CORE ECONOMIC DEVELOPMENT FOCUS SUPPORT BUSINESS

Guiding Principles + Vision

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

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

Goals + Implementation Strategies

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

(Relevant Scorecard Indicators: None)

Work Plan:

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

Work Plan:

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

Work Plan:

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

Work Plan:

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

Work Plan:

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

Action | Measurement:

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

Work Plan:

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

(Relevant Scorecard Indicators: None)

Action | Measurement:

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

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

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

Specific assistance to be offered includes:

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

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

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

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

Appendices

APPENDIX A: TASK FORCE MEMBERS + SUPPORT

Members

Richard Aronson
Century Tire Co.

Ed Bradley
Vessel Services, Inc.

Roxane Cole
Roxane Cole Commercial Real Estate

Corson Ellis
Kepware Technologies

Fred Forsley
Shipyards Brewery

Brenda Garrand
Garrand Marketing

Gary Goodrich
BioProcessing, Inc.

Andy Graham
Portland Color & Creative Portland

Joseph Gray
City of Portland

Chip Harris
Kilbride & Harris Insurance

Gerard Kiladjiian
Portland Harbor Hotel

Gary Koocher
Applicator Sales & Services

Jack Lufkin
Gorham Savings Bank & Portland Community Chamber

Gregory Mitchell
City of Portland

Paul Peck
Drummond & Drummond

Brian Petrovek
Portland Pirates & Portland's Downtown District

Charles Poole
Proprietors of Union Wharf

Nathan Smith
Bernstein Shur

Paul Stevens
SMRT

Support

Greg Mitchell and Nelle Hanig
City of Portland Economic Development Division

Alex Jaegerman
City of Portland Planning Department

Jack Lufkin
Portland Community Chamber

Jim Damicis
Project Consultant, Camoin Associates

Jeff Breece
Project Consultant, Camoin Associates

Jennifer S. Muller
Graphic Designer

Andy Graham
Portland Color

Laurie Banks
Perry & Banks

APPENDIX B: LISTING OF PAST REPORTS REVIEWED

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

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Portland’s Comprehensive Plan

APPENDIX C: OUTREACH MEETINGS + PRESENTATIONS COMPLETED

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

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

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

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

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

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

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

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles + Vision Statements

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

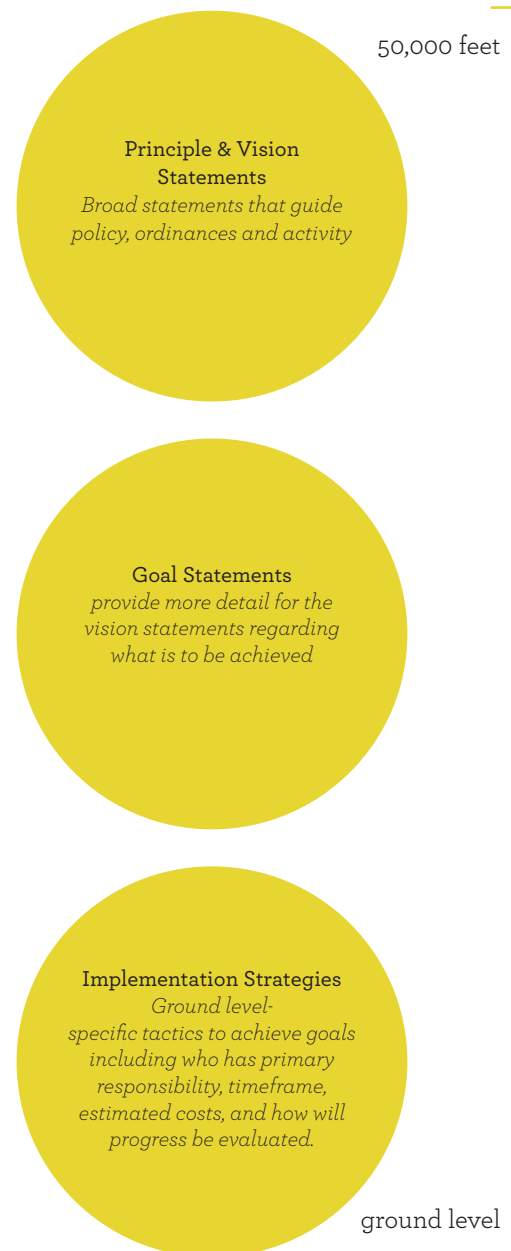
Goal Statements

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

Implementation Strategies

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

Economic Development Plan Components



PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

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

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

GROW THE ECONOMY

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

Goals:

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

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

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

ENRICH THE CREATIVE ECONOMY

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

Goals:

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

Activities:

Creative economy education

Develop Portland Marketing + Branding Program

Create incentives to retain and attract artists and entrepreneurs.

Budget/Resources:

Annual TIF funding

\$25,000

In-kind

Responsibilities:

Creative Portland

CP, City, PDD, Chamber and CVB

CP, City and Chamber

Timeline/Measurement:

On-going

Convene meeting and complete by Dec., 2012.

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

SUPPORT BUSINESS

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

Goals:

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

Activities:

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

Review 2010 Site Plan Standards effectiveness

Budget/Resources:

Annual appropriations

In-kind

Responsibilities:

City ED Staff

City + Chamber

Timeline/Measurement:

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

Chamber and City staff to meet annually.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN
2014 & 2015 WORK PLAN

GROW THE ECONOMY

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

Goals:

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

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

* Lead organization has primary responsibility for resources and implementation.

ENRICH THE CREATIVE ECONOMY

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

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

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

SUPPORT BUSINESS

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

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

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

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

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

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN

2016 & 2017 WORK PLAN

GROW THE ECONOMY

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

Goals:

> Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.

> Coordinate business, higher education, and research and development needs to support regional workforce development.

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

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First*</u>	<u>STATUS/DETAILS</u>
Business Recruitment		
Planning for Arctic Council Forum in October	MITC, City, CP, CVB, Chamber, PD	Ongoing
Industry Sector Research	Chamber, City, GPEDC, MITC	Proposed/TBD
Invest in Maine International Business Recruitment Program	GPEDC, City and Partners (Scarborough, Westbrook, South Portland, Falmouth, Cape Eliz.)	Ongoing/Focused on biosciences, food sector manuf. and advanced manuf
Market Portland Technology Park	City	Ongoing/Marketing and planning for future phase
Educate Community on Case for Growth of Portland	Chamber, PD, CP, CVB, City	Ongoing
Workforce Development and Talent Attraction		
Evaluate Development of Office for New Americans	City	Ongoing/Research into facilitating existing and new programs/services
Overcome Barriers to Employment with Strategies, Programs, and Services	Chamber, City	Ongoing/
Utilize CDBG Resources for Workforce Development	City	Ongoing/Jobs for immigrants, low income individuals, single head of hshd., homeless
Administer Business Assistance Program for Job Creation	City, PDC	Ongoing/Business grants for creation of jobs for low/mod income Portlanders
Talent Attraction	CP, Chamber, Business Community	Ongoing
Tourism		
Develop Tourism Awareness Campaign Directed to Citizens, Students and Area Businesses	CVB	Proposed
Support Tourism Education Programs at Colleges and Universities	CVB, Chamber, City, PD, CP, USM, SMCC	Ongoing
Pursue Development of Convention Center	CVB, Chamber	Proposed
Metric: Survey of Visitor Experience	CVB	Proposed
Public Infrastructure		
Expand Portland Transportation Center	City, MDOT	Proposed
Enhance Service at Portland Jetport	City	Ongoing/Maintain and improve passenger service
Facilitate Broadband Access	City, Chamber	Proposed
Support Cold Storage Distribution Facility at International Marine Terminal	MPA, City	Ongoing/Americold, the company that will build the facility, is in the design phase
Support Harbor Dredging	City, Harbor Commission, MDOT	Ongoing/Assessment Study and Design/Permitting
Eastern Waterfront		
> Increase Usage of Portland Ocean Terminal/Maine State Pier	City, CBITD	Proposed/ Reconfigure waterfront property located between Ocean Gateway & Pier
> Redevelop Amethyst Lot With Open Space Development	City, MDOT, Portland Trails, Sail Maine	Proposed
> Plan and Construct Thames St. Extension and new Fore St. Connector	City, Private Property Owners	Ongoing/ Preliminary Design Underway
> Maintain and Improve Ocean Gateway for Cruise Ship and NS Ferry Srvcs.	City	Ongoing/
Improve Public Parking Downtown	PD, City	Proposed
Strengthen Public Transit Downtown	PD, City, METRO	Proposed
Metric: Portland Economic Scorecard	Chamber, City, CP, CVB, PD	Ongoing/Enhance Presentation/Layout

ENRICH THE CREATIVE ECONOMY

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

Goals:

- > *Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.*
- > *Support individuals, workers and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
Promote Portland's Brand - Portland, Maine: Yes. Life's Good Here	CP, City, Chamber, PD, CVB	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Update City's Cultural Plan	CP, CVB, DP	Proposed
Develop People and Business Relocation Package(s)	CP, CVB, Chamber, City	Proposed /To assist businesses and individuals moving to Portland
Metric: Remote Worker Survey	CP	Ongoing
Metric: Survey of Economic Impact of the Arts	CP	Ongoing

SUPPORT BUSINESS

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

Goals:

- > *Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.*
- > *The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.*

<u>ACTIONS</u>	<u>Responsibility/Lead Organization Listed First *</u>	<u>Status/Details</u>
Business Permitting		
Streamline Permitting Process and Strengthen Customer Service	City	Ongoing/Creation of new department for licensing and permitting.
Business Retention		
Sector Specific Business Visitation Program	City, Chamber, GPEDC	Ongoing/Workforce development & export growth for biotech, food sector manufacturing
Launch Round Three of Façade Improvement Program	City, Chamber	Proposed /Targeting Washington Ave. and St. John Street
Metric: Measure Success of Business Visitation Program	City, Chamber	Proposed

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:

CBITD = Casco Bay Island Transit District
CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
GPEDC = Greater Portland Economic Development Corporation
MDOT = Maine Department of Transportation
METRO = Greater Portland Transit District
MITC = Maine International Trade Center
MPA = Maine Port Authority
PDC = Portland Development Corporation
PD = Portland Downtown
SMCC = Southern Maine Community College
USM = University of Southern Maine

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	\$151,274
7065	1545	Injac Properties, Inc.	6/10/2016	7/1/2021	122,500	0	122,500	\$121,920
Sub-Total PBF (UDAG)								\$273,194
Portland Business Fund 272 (Restricted - CIP):								
3763	955	Eastman Industries	4/19/2012	4/6/2017	34,800	0	34,800	\$29,208
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	130,000	0	130,000	\$107,952
Sub-Total PBF (Bonds/CIP Restricted)								\$137,160
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5708	1438	Veranda Asian Market LLC	4/19/2012	4/1/2017	50,000	0	50,000	\$10,336
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	12,500	0	12,500	\$3,276
6113	1379	EcoHome Studio, LLC	4/11/2013	4/1/2018	15,000	0	15,000	\$5,109
6120	1380	Portland Trading Co. LLC	4/26/2013	8/1/2018	15,000	0	15,000	\$13,836
6302	1411	Pachanga, LLC	11/6/2013	12/1/2016	14,000	0	14,000	\$1,703
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	37,335	0	37,335	\$27,742
6635	1464	Damiak's Bakery, LLC	10/16/2014	11/1/2019	25,000	0	25,000	\$17,134
7092	1547	Vin Bar, LLC	7/26/2016	9/2/2021	50,000	0	50,000	\$49,515
Sub-Total Micro Capital Fund								\$128,652
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	55,000	0	55,000	\$42,481
6786	1487	RAIN Management, LLC	4/16/2015	7/1/2020	60,000	0	60,000	\$54,674
6828	1500	Poplar & Co., LLC	6/5/2015	10/1/2022	37,500	0	37,500	\$32,883
6868	1512	Billdotcom, LLC	8/29/2015	9/1/2022	102,500	0	102,500	\$99,796
7091	1546	Skunk Ape, LLC	7/21/2016	8/1/2023	75,000	0	75,000	\$74,273
Sub-Total PBF (Bonds/CIP Unrestricted)								\$304,107
Creative Economy Fund 271 (UDAG/Unrestricted):								
5615	1308	Studio Management Corp.	1/20/2012	2/1/2017	26,000	0	26,000	\$5,329
Sub-Total Creative Economy Fund								\$5,329
FAME Fund 277:								
5862	1351	Peaks Island Fuel	10/1/2012	10/1/2017	61,000	0	61,000	\$51,809
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	\$41,550
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	83,333	0	83,333	\$54,756
6692	1475	Maine & Loire LLC	12/30/2014	1/1/2020	45,000	0	45,000	\$31,462
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	101,200	0	101,200	\$97,588
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	132,954	0	132,954	\$112,711
6973	1524	Auto-Care, LLC	2/5/2016	3/1/2021	32,500	0	32,500	\$31,284
7029	1533	BayCycle	5/13/2016	9/1/2023	20,000	0	20,000	\$19,816
7103	1548	Cakeworks, Inc.	8/5/2016	9/1/2022	62,500	0	62,500	\$62,500
Sub-Total FAME Fund								\$532,684
FAME SSBCI 279:								
5836	1340	251 Woodford Street LLC	8/31/2012	9/1/2017	165,000	0	165,000	\$136,883
5748	1327	Fermentation & Distillation	4/25/2012	10/1/2017	165,000	0	165,000	\$44,724
6199	1390	Inn at Diamond Cove LLC	7/10/2013	7/1/2018	200,000	0	200,000	\$173,450
6867	1511	Bill						

**CITY OF PORTLAND, MAINE
PORTLAND DEVELOPMENT CORPORATION
DELINQUENCY REPORT
MONTH ENDING SEPTEMBER 30, 2016**

10/13/2016

Loan	Payment Past Due	# of Payments	# of Days Past Due¹	Outstanding Principal Balance	# of Times Past Due In Last 12 Reports (excluding present mo.)
Back Bay Skate	\$478	2	61	\$3,725	11
Back Cove School	\$200	0.25	30	\$41,781	11
Damiak's Bakery, LLC	\$478	1	30	\$17,134	12
Eastman Industries	\$7,565	17	519	\$29,208	12
Eastman Industries	\$7,565	17	519	\$29,208	12
Nova Star Cruises	\$34,337	11	335	\$151,274	12
Portland Trading Co.	\$6,667	23	700	\$13,812	12
Studio Management Corp.	\$1,975	4	122	\$5,329	12
Veranda Asian Market ²	\$955	1	30	\$10,336	12
TOTALS:	\$60,219			\$301,806	

¹ Reflects 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.

² Paid September on October 4th.

	Year-to-Date										Business Assistance Grant Prgrm for Job Creation-FY16	
	CIP				UDAG		FAME		SSBCI			Bmfrld
	Restricted		Unrestricted		(Unrestricted)		277		279			
	272	274	271	278	277	279	277	279				
	272	274	271	278	277	279	277	279				
Beginning Cash Bal, July 1, 2016												
BAP Funds from prior round:												
	261,733	43,199	525,995	328,616	61,286	482,401	328,616	1,703,230			100,000	
Plus:											5,713	
Principal payments received	968	1,540	5,069		5,407	4,674	1,395		15,549	5,038	12,488	
Interest payments received from loans	348	1,404	2,217		2,489	2,522	583		1,812	3,739	5,254	
Interest Income						124	167					
Other Income/Adjustments			122									
Pass Through From FAME/SSBCI					62,500							
Sub-Total Cash Available	263,049	46,144	533,403	330,761	131,682	489,721	330,761	1,794,760	17,361	8,778	17,742	
Less:												
FAME Annual Admin. Fee; Invoices												
Disbursements - Loans/PDAP Grants												
Sub-Total Cash Available:	263,049	46,144	533,403	330,761	131,682	489,721	330,761	1,794,760				
Less Reserves for:												
Beautification Program (EC0301)			(72,000)									
PEDPIP Fund Commitments thru FY2016 (not paid)			(61,191)									
PEDPIP Fund FY17 Reserve (capped at \$48,331)			(48,331)									
Portland Dev. Action Grant (EC0302)			(68,287)									
Transfers not yet recorded (UDAG Int)			(5,254)									
BAP Grants												
Used for Administration												
Total Ending Loan/Grant Cash Bal.	263,049	46,144	278,340	330,761	131,682	489,721	330,761	1,539,697			0	

DAG Cntrmts:	58,287	(DAG Bal.)
Cow Plaza/Hyat	(25,000)	
Balance:	43,287	

Business Assistance Grant Program for Job Creation - FY2015/2016			
Prior Round Funds Available:	\$5,000	Admin:	\$713
FY2016 Grant Funding Available:	\$100,000		
		Date	Jobs
Grantee/Grant Approved	Grant Amount	Approved	Funded
Forq Food Lab	\$10,000	12/17/2015	1
Auto-Care LLC	\$10,000	4/21/2016	1
Swallowtail Farm	\$20,000	4/21/2016	2
Buoy Local	\$10,000	5/19/2016	1
VinBar, LLC	\$20,000	5/19/2016	2
Bella Maine, LLC	\$20,000	5/19/2016	2
Cakeworks, Inc.	\$5,000	6/16/2016	1
Union Bagel Co.	\$10,000	6/16/2016	1
Buoy Local - Not Using Grant	(\$10,000)		-1
Cakeworks, Inc.	\$5,000	8/11/2016	
Balance of Funds Available:	\$5,000	Total Jobs:	10

Portland Economic Development Implementation Program		
FY2017 Grant Funding Available:	\$48,831	
Grantee/Grant Approved	Grant Amount	Date Approved
Total Approved:	\$0	
Balance of Funds Available:	\$48,831	



Portland Development Corporation

Board of Directors

Fiscal Year End 2016 Annual Report

The Economic Development Department provides the primary staff support to the Portland Development Corporation (PDC) with legal assistance from Corporation Counsel. The Economic Development Department is responsible for marketing and administration of the PDC's Commercial Loan and Grant Programs and marketing City-owned real estate to attract private sector investment.

The PDC Board of Directors met eight times over the course of the fiscal year, not including its Annual Awards Reception held on December 1, 2015 – detailed further below. It is noted that the PDC invested over \$500,000 in FY16 in 15 businesses and economic development projects, which leveraged over \$1.2 Million in private sector funds associated with creating 18 jobs and retaining 11 jobs. FY16 loan activity included a public to private investment ratio of 1:3. Additionally, at the end of the first quarter of FY17, the PDC closed on three loans totaling over \$187,000, leveraging just under \$500,000 in private investment associated with the creation of 19 jobs.

FY14, FY15, and FY16 Loan and Grant Activity Totals:

	FY14	FY15	FY16
No. of Loans Made	7	8	5
Total Amt. of Funds Lent	\$814,289	\$607,033	\$370,000
Total Private Investment Leveraged	\$48,505,172	\$3,467,095	\$1,139,361
Jobs Created	65	40	8
Jobs Retained	13	55	11
No. of Dev. Action Grants	3	1	0
Total Amt. of Grants	\$75,000	\$10,650	\$0
No. of Business Assistance Grants for Job Creation	5	8	7
Total Amt. of Grants	52,200	\$140,000	\$100,000
Jobs Created	6	13	20
No. of Portland Econ. Dev. Plan Implementation Grants	3	8	3
Total Amt. of Grants	\$43,309	\$98,820	\$37,300
PDC Total Investment	\$984,798	\$856,503	\$502,300

PDC Fiscal Year 2016 Loan and Grant Detailed Activity

FY16 Loans Closed

FY16 was a year in which the PDC loan portfolio grew with five loans closed for a total of \$370,000. The PDC's loans invested in four Portland businesses – one business received two different loans - thereby retaining 11 jobs and creating 8 new jobs. In addition, these loans leveraged over \$1.1 Million in private commercial investment. Types of businesses provided loan assistance included two auto repair businesses, with one selling pre-owned vehicles, as well as a paddle boat business on Portland's waterfront, and a heating business.

During the past seven years, FY10 through FY16, the PDC has extended 46 loans for a total of over \$3.4 Million, while leveraging over \$60 Million in private investment and creating and retaining over 450 jobs.

PDC Loan Portfolio

For the first time in PDC history, its outstanding loan portfolio exceeds \$2.5 Million. At the end of FY16, the PDC has 32 loans outstanding. This loan portfolio of \$2.5 Million leverages \$59.3 Million in private investment in Portland, for a leverage of \$24 of private funds to each dollar of public funds. These loans also retained 112 jobs and created 178 jobs, and include a diverse mix of PDC investments in businesses noted above, as well as food manufacturers, hospitality, energy, fitness, retail, and service.

As a result of a successful grant application, beginning in 2012, funds from the U.S. Treasury's State Small Business Credit Initiative (SSBCI) became available to the City as a lending source. Through FY2016, the PDC has utilized \$822,500 in SSBCI funds for loans to five Portland businesses. When the SSBCI Program expires in early 2017, all of those funds, once paid off by the borrowers, will become the City's, expanding the PDC loan pool by what will likely be over \$1 million.

PDC Lending History

Since its inception, the PDC has made 149 loans to diverse businesses including manufacturing (e.g., breweries and biosciences), restaurants, retail, and service, among others. The following table provides an overall view of the activities:

Total Amounts of Funds Lent:	\$9,213,035
Leveraged Amount of Private Financing:	\$106,099,062
Jobs Retained:	1,251
Jobs Created:	760
16 Loans Defaulted*	\$499,664

*Default amount of \$499,664 is 5.4% of total amount of funds lent.

Brownfields Grant Award from the United States Department of Environmental Protection (EPA)

The City of Portland applied for a Brownfields Grant from the EPA during FY2016. At the beginning of FY17, the City was awarded a grant up to \$800,000 to support loan and grant investments in environmental assessments and site cleanup. The City Council accepted and appropriated these funds to recapitalize the Brownfields Revolving Loan and Grant program. The funds will be used as loans to for-profit developers, and, if desired, as grants to non-profits for the clean up of Brownfields sites throughout the City, with special attention to the Peninsula.

Portland Economic Development Plan Implementation Program (PEDPIP) Grant Fund

The PEDPIP Grant Fund was created during FY12 to provide grant funds to invest in economic development projects and programs that carry out Portland's Economic Development Vision and Plan ("Plan"), and its companion Work Plan which is updated every two years. Grants must be matched by an equal or greater dollar amount from funding sources other than the PDC.

The PEDPIP grants fund planning studies and other "soft" costs associated with economic development projects and programs that advance the initiatives spelled out in the Plan. PEDPIP does not invest in "hard" costs for public infrastructure or private development projects. Its focus is on expenditures for economic development projects and programs.

The PEDPIP program was capitalized by PDC funds in the amount of \$250,000 in FY12. The maximum grant amount was originally \$75,000. During FY2015, the PDC Board recommended to the City Council, and the City Council approved, amending the maximum grant amount to \$15,000, and establishing a yearly cap at the beginning of each fiscal year at 10% of available/uncommitted, unrestricted PDC loan funds beginning with FY16.

Since its inception through FY16, the PDC Board approved grants in the total amount of \$367,013, as follows:

Portland Community Chamber for Growing Portland Initiative
Creative Portland for the following projects:

- Branding Portland
- LiveWork Website Update
- Creative Economy Metrics
- Artspace Survey
- Creative Map and Guide
- Creative Space (inventory, web-based clearing house, resource guides)

- UNESCO Creative Cities Application
- Work in Place Summit
- Green Light Series Finale
- Update to Portland Cultural Plan

Portland Performing Arts Festival

Portland Community Chamber for Scorecard Updates (2014; 2015)

City of Portland staff to participate in the Maine International Trade Center
Mission to Iceland and UK

Portland Community Chamber for Startup and Create Week (2014; 2015)

World Affairs Council for its Celebrate Immigration Initiative

City of Portland/Portland Community Chamber – Industry Sector Research
Conducted by the Maine Center for Business and Economic Research

City of Portland – Greater Portland Economic Development Corporation
(GPEDC) - Maine International Trade Center/Invest in Maine Program

Cultivating Communities/Local Food Cluster Acceleration Project (Withdrawn by
applicant)

Cooperative Development Institute – Institutional Food Service and Procurement

Maine Center for Enterprise Development – Top Gun Overhaul and Preflight

Business Assistance Grant Program for Job Creation

The Business Assistance Program for Job Creation offers grants to new and expanding Portland businesses for projects that result in the creation of permanent net new jobs for low/moderate income Portland residents. A private match is required in an amount that is at least equal to the grant requested. The maximum grant amount request per recipient is \$20,000. For every \$10,000 of grant funds, one full-time permanent job must be created.

This program was originally capitalized with \$100,000 from Community Development Block Grant (CDBG) funds and launched in May 2012. It was re-capitalized by the CDBG program in FY14 and FY16 with an additional \$100,000 each of those years.

During FY16, seven grants were awarded for a total amount of \$100,000. Grants approved since the Program's inception through FY16 total \$325,000 to 22 recipients, resulting in the creation of 70 full-time jobs. The program has provided assistance to a diverse group of start-up and existing businesses, ranging from restaurants, bakeries, and a food production incubator, to clothing manufacturer/retailer, pharmacy, IT services, music venue, bicycle sales and services, and auto repair.

PDC Annual Awards Program

At the 20th Annual Awards Reception on December 1, 2016, the PDC provided awards for Small Business of the Year, Business of the Year, and an Economic Achievement Award – as follows:

- The ***Small Business of the Year*** award was given to ***SeaBags***

Located on the working waterfront in Portland, Maine, Sea Bags™ was started in 2000 by Hannah Kubiak and is now co-owned and operated by Hannah and business partner, Beth Shissler. Sea Bags designs and manufactures totes and accessories using real sails collected from sailing communities located all over the world. Sea Bags, through its signature totes and home accessories, breathes new life into recently retired sails that have lived their life on the sea. Sea Bags believes in recycling - every bag and all packaging come from recycled materials. The company employs about 12 people in its company headquarters (retail shop and production space) at 25 Custom House Wharf. It recently opened a second retail store in Freeport.

The company's mission: We believe in recycling because it works. Each of our bags comes from recycled sails. We believe in working for a cause and a cure: We donate to SailMaine scholarship fund for children to learn to sail and we are working with Maine Cancer Foundation. We support our working waterfront. We gladly take on repair work for the local Portland community. We value our employees as a team and as individuals. We want to make an impact locally & globally. Over the past 15 years, Sea Bags has saved over 500 tons of material from going into landfills.

- The ***Business of the Year*** award was given to ***WinXnet***.

Winxnet is an IT outsourcing and consulting firm with headquarters in Portland, Maine and other offices across New England and the Southeast. It works with corporations, healthcare organizations, non-profits and public sector entities of all sizes, providing IT services to keep information secure and systems and devices operational. The business is based on establishing relationships with its clients, understanding the challenges, and then helping solve even the most complex of problems.

In 2015, Winxnet was named to Inc. Magazine's "Inc. 5000" list for the fourth consecutive year. This list is of the nation's fastest growing private companies. It was also recognized in 2012 and again in 2013 as one of the best places to work in Maine.

Since 1999, Winxnet has been driven by the principles of integrity, innovation and excellence – working with clients' individual IT needs which will drive Winxnet's technology recommendations for their client to reach their strategic objectives. Winxnet is now located at 68 Marginal Way with over 100 full-time employees.

- The ***Economic Development Achievement*** award was given to the ***Portland Farmers' Market Association***

The Portland Farmers' Market has been recognized by Travel & Leisure Magazine as one of America's Best Farmers' Markets, and is one of the longest running markets in the country. This year is its 247th year of operation. While the City used to oversee the market to some extent, since 2010 the Portland Farmers' Market Association was formed and has been running things ever since. This cooperatively run non-profit formed by all the farmers of the market, manages, promotes and supports the market. They added the Market Information Booth as a way of making stronger connections with the community and increasing access to it by accepting food stamps, credit and debit cards, and in 2011, adding the Portland Winter Farmers' Market. The Association has grown the market to 43 farms, offering farm products exclusively so shoppers can trust that everything at the market was grown and produced in the great state of Maine.

The market features fresh, locally grown foods including vegetables, fruits, herbs, meats (beef, pork, chicken, duck, goat, lamb), dairy (milk, yogurt, butter, cheese, kefir), cider, eggs, honey, grains, breads, jams, and fermented foods such as sauerkraut, kimchi, and tempeh. There are also plants, flowers, and fiber. Operations are year round. The summer market runs from late April to late November in Deering Oaks Park every Saturday (7:00 am-1 pm) and Monument Square every Wednesday (7:00 to-1 pm). The winter market runs from December to April at the Urban Farm Fermentory at 200 Anderson Street in East Bayside (9:00 am-1 pm). Having been in existence since 1768, the Portland Farmers' Market is proud to continue to offer the Portland community a place to come together and enjoy the bounty of Maine's harvest. A fascinating history of the Portland Farmers' Market from its beginnings can be found at the market's website <http://www.portlandmainefarmersmarket.org/>

Summary

The PDC looks forward to continuing to assist in attracting investment in Portland area businesses. With grant programs, its loan portfolio growing, and loan funds available to invest, the PDC would like to thank the City Council for its continued support.

PDC Board of Directors: Mayor Ethan Strimling
Barry Sheff, President
Drew Swenson, Treasurer
Jere Shaw, Secretary
Tim Agnew
Shelley Carvel
Jon Jennings, City Manager
Neil Kiely
Jess Knox
Dennis Martin
Heather Sanborn

PDC Staff:

Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
Lori Paulette, Senior Executive Assistant
Michael Goldman, Associate Corporation Counsel

PORTLAND DEVELOPMENT CORPORATION
Balance Sheet
June 30, 2016

(Preliminary and Subject to Audit)

ASSETS

Assets

Cash		1,889,853
Loans receivable	1,935,281	
Allowance for uncollectable loans	(290,292)	1,644,989

Total Assets	-----	\$ 3,534,842
		=====

LIABILITIES

Liabilities

Accounts payable

Total Liabilities

\$ -

Fund Equity

Reserved:

for Loans Rec.	1,644,989	
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Reserved:

for Economic Development Fund	270	60,478
for Unrestricted UDAG	271	565,705
for Restricted CIP	272	245,688
for Unrestricted CIP	274	112,367
for FAME	277	109,967
for EPA Revolving Loan Fund	278	326,558
for FAME SSBCI	279	469,090

Total Fund Equity

\$ 3,534,842

Total Liabilities and Fund Equity

\$ 3,534,842

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Downtown Portland Corporation
Statement of Revenues, Expenditures,
and Changes in Fund Balance
For the Year Ended
June 30, 2016

(Preliminary and Subject to Audit)

Revenues/Financing Sources

Interest payments on loans	98,256
Interest Income	5,754
Application Fees	3,695
Federal	
State	

Total Revenues	107,705

Expenditures

Admin. expense - FAME	10,354
Contributions	123,376
Consulting	12,439
Transfers out	22,616
Bad Debt Expense	(34,730)

Total Expenditures	134,055

Excess (deficiency) of revenues over expenditures	(26,350)
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Fund Balance, June 30, 2014, restated	3,561,192
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Fund Balance, June 30, 2015	3,534,842
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