



PORTLAND DEVELOPMENT CORPORATION
Board Meeting

DATE: Thursday, August 22, 2019

TIME: 4:00 PM

LOCATION: Room 24, Basement Conference Room, Portland City Hall

AGENDA

1. President's comments
2. Review and accept Minutes of July 25, 2019 meeting.
 - a. See attached draft Minutes.
3. Review and vote on a recommendation to the City Council regarding the PEDPIP Program.
 - a. See attached Memo.
4. Treasurer's Report for month ending July 31, 2019.
 - a. Monthly Administrative Budget Report
 - b. Schedule of Loans Receivable
 - c. Cash Management Report
 - d. Confidential 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 Report.

See attached Treasurer's Report
5. Other Items to be discussed/brought up by Board Directors

6. Next Regular Meeting Date: September 19, 2019.

Minutes
Portland Development Corporation
July 25, 2019

A meeting of the Portland Development Corporation (PDC) Board of Directors was held at 4:00 p.m. on Thursday, July 25, 2019, in Room 24 of Portland City Hall. Present from the Board was its President Tim Agnew and Board Directors James Dowd, Tom Dunne, Jon Jennings, Steve Lovejoy, and Laura Reading. Board Directors Blaine Grimes, Jeffery Hicklin, Mayor Strimling, Julie Viola, and Briana Volk could not be present. Present from the City staff were Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette. Also present was PDC Underwriter Vin DiCara.

Item #1: President's Comments

President Agnew noted that it is time for an Awards Committee to be formed to discuss and make recommendations to the full Board on proposed recipients for the four business awards, with the event generally occurring the third Thursday in November in place of the regular Board meeting. Directors Jon Jennings and Laura Reading volunteered to serve, as did President Agnew. Mr. Mitchell noted that staff would get in touch with Board Directors not present today to see if there would be additional volunteers.

Item #2: Review and accept Minutes of June 27, 2019 meeting.

On motion made by Mr. Dunne, seconded by Mr. Lovejoy, the Board voted 4-0-2 (Jennings and Lovejoy abstained) to accept the Minutes as published.

Item #3: Review and vote on loan application from Above the Line Accounting, 449 Forest Avenue

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 confidential information regarding this loan application.

Ms. Hanig highlighted this request noting that Above the Line Accounting owner Rebecca Griffin had been running her own accounting firm for three years when she purchased an existing Portland accounting business in 2016, bringing with it many new clients contributing to business growth. The company currently serves between 500-600 clients, with many of its services less expensive than other like businesses. Ms. Hanig noted that Ms. Griffin is seeking a \$40,000 loan to assist with permanent working capital and financing of a small high interest loan. Because the small high interest loan will be paid off in September this year, however, she and the loan underwriter are recommending a \$34,000 loan. She then introduced Ms. Griffin.

Ms. Griffin thanked the Board for taking up this loan request. She noted that she has been in the industry for 14 years and has continuity with her clients worldwide. The business is growing approximately 20% per year, with marketing done mostly via word of mouth. She also added that her business is half the price of other like firms, with 75% of the revenue coming in from January to April and described her cash flow.

Mr. Dunne asked about employees, and Ms. Griffin indicated that she hired a full-time employee September 2017, and also now has an office manager. She anticipated adding a person a year.

Mr. Lovejoy asked about marketing, and Ms. Griffin said that it is limited to mostly word of mouth, while also offering a one-hour free consultation.

In response to Ms. Reading, Ms. Griffin described the business ownership and services it provides, including assistance with payroll and benefits for small entrepreneurs, as well as tax returns.

Mr. Jennings asked about the charge for basic tax return services, and Ms. Griffin indicated that to be \$25.00 for college students – in anticipation of keeping them for the longer term, and \$75 for others.

Mr. Agnew asked if she had undergone an IRS audit, and Ms. Griffin indicated that she had a couple of times and provided an example.

Mr. Dunne asked about the mix of clients, and Ms. Griffin indicated that to be approximately 500 businesses and 100 individuals.

Mr. Lovejoy asked about CPA status, and Ms. Griffin noted that she had taken all the courses and now needs to take the exam, which she may not take as she prefers assisting with business planning rather than conducting audits.

President Agnew, noting no further questions, suggested that the Board take up the PEDPIP item as there were members from the public who may want to speak to that item. The Board would then go into executive session to review confidential material related to this loan request, and then come out of executive session and vote, and further discuss the PEDPIP item. The Board concurred.

Item #4: Review and possible vote on a recommendation to the City Council regarding the PEDPIP Program.

Ms. Hanig said that the Board previously discussed the future of the PEDPIP program, noting that staff offers three options – ending it, changing nothing, or modifying, with staff recommending ending the program as, after seven years, it has done what it was intended

to do. In addition, the economy is much better now than when the Program was first implemented, noting the recession when it first began. Funding for the PEDPIP has come from unrestricted funds, with close to \$500,000 in grant funds approved. With \$485,000 in the unrestricted funds (Unrestricted CIP and UDAG) remaining today, and a loan to Rosemont Market of \$150,000 coming from that fund, it would leave \$335,000, which could be gone after two \$150,000 loans.

President Agnew asked if there was any public comment.

Casey Gilbert, Executive Director of Portland Downtown, said that she was here to thank the Board for the PEDPIP program, noting that PD received two grants for the Walking Tour Brochures, now in its second round of printing, and the Parking Study, of which we are now seeing some of the recommendations implemented. She thanked the Board again for the program and the community benefits.

Seeing no further public comments, President Agnew closed the public comment session and noted the Board would now go into executive session to review confidential information of the loan applicant.

Item #3: Review and vote on loan application from Above the Line Accounting, 449 Forest Avenue

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 confidential information regarding this loan application.

On motion made by Mr. Dunne, seconded by Mr. Dowd, the Board voted unanimously at approximately 4:39 to go into executive session Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, discuss confidential information regarding this loan application. At approximately 4:58, the Board came out executive session.

Mr. Dunne made a motion to approve the loan as recommended by the staff and underwriter, while giving staff the opportunity to work out the regular loan payments with Above the Line Accounting on a mutually agreeable basis. Ms. Reading seconded the motion, and it then passed unanimously.

Item #4: Review and possible vote on a recommendation to the City Council regarding the PEDPIP Program.

Mr. Mitchell noted that staff is concerned about the availability of unrestricted loan funds and is recommending that the program be discontinued, which would need City Council approval.

Ms. Hanig added that the REDLP fund is more restrictive and, for example, could not fund the Rosemont Market loan.

Mr. Jennings apologized for not attending the past Board meetings due to a conflict to attend the Waterfront Working Group meetings at approximately the same time. Regarding this item, he would request a delay to better understand what staff is recommending, suggesting that the PDC Board take this up at its August meeting for a vote/recommendation to the City Council, which could be taken up at its Sept. 4 Council meeting. The Board concurred.

There being no further business, the meeting then adjourned at approximately 5:07 p.m.

Respectfully, Lori Paulette



CITY OF PORTLAND
Economic Development
Gregory A. Mitchell, Director

MEMORANDUM

TO: President Tim Agnew and PDC Board Members
FROM: Nelle Hanig, Business Programs Manager
CC: Greg Mitchell, Economic Development Director
DATE: August 15, 2019
RE: **Information on PEDPIP Funding Sources for Discussion**

The memo provides additional information about the two PDC unrestricted funding sources which are used to fund the PEDPIP Program to assist the Board with decision making about the Program's future.

PEDPIP Program Funding Sources

The UDAG Fund (listed as #271 on the Cash Management Report) and the Unrestricted CIP Fund (listed as #274) are the only sources that can be used to fund PEDPIP grants. Per the 7/31/2019 Cash Management Report the available funds total:

UDAG Fund 271:	\$400,170
Unrestricted CIP Fund 274:	<u>\$ 91,886</u>
Subtotal:	\$492,056
Less Loan to Rosemont:	<u>-\$150,000</u> (loan closed early August)
Bal./Unrestricted Funds:	\$342,056

At present, principal balances owed for UDAG and Unrestricted CIP sourced loans are as follows:

- **UDAG:** \$327,799 owed with maturity dates on the six outstanding loans ranging from 2021 to 2028;
- **Unrestricted CIP:** \$261,240 owed with maturity dates on the five outstanding loans ranging from 2022 to 2029.

Please note that interest from UDAG loan repayments does not go back into the UDAG Fund. It goes into the Economic Development Fund (EDF) which is the funding source for the PDC administrative budget. The balance is presently about \$100,000. Interest from FY2018 was \$23,320 and from FY2019 was \$24,945.

UDAG is an unrestricted but finite economic development fund given that it is program income from a now defunct federal program. Ten years ago (Sept. 2010), there was \$1,203,500 in the UDAG Fund, but it has since been used for PEDPIP (\$465,245), for loans prior to having sufficient REDRLP funds and subsequent to 2015 (when the City received a \$600,000 REDRLP grant from FAME), for loans that did not qualify for REDRLP.

PDC Restricted Loan Funds

REDRLP Loan Fund #277 and SSBCI Loan Fund #279 (which FAME has now instructed to be merged into the REDRLP Fund) have constraints per FAME's rules and regulations. In order for the City to use its REDRLP funds, a borrower must conduct business in one of the following categories:

- *Advanced manufacturing technologies*
- *Advanced information systems*
- *Advanced biological/natural resource technologies*
- *Conversion from defense industry*
- *Significant export involvement (goods or services)*
- *Significant research and development*
- *Micro-businesses (fewer than 15 employees)*
- *Quality child care projects (Regional Economic Development Revolving Loan Program for Day Care is also administered directly by FAME)*
- *Business significantly engaged in commercial and/or mixed-use real estate and/or community facilities development*
- *Business significantly engaged in serving tourists, such as outdoor recreation, culture, heritage and hospitality.*

In addition, loan exposure cannot exceed 50% of the total project cost for projects from \$50,000 up to a maximum loan amount of \$350,000.

The most recent example of a PDC loan that did not qualify to use REDRLP funds was the \$150,000 loan to Rosemont Market, Inc. It didn't fit any of the ten categories.

The Restricted CIP Loan Fund and Brownfields Loan Funds also have various restrictions.

Recommendation

Staff continues to recommend the PEDPIP Program be discontinued for a number of reasons. First and foremost, because of low balances in the UDAG and Unrestricted CIP funds which will limit access to flexible funding to continue to support commercial lending. In addition, the primary objectives of PEDPIP have been met and the City's economy is stronger than it has been in many years.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: President Tim Agnew and PDC Board Members
FROM: Nelle Hanig, Business Programs Manager
CC: Greg Mitchell, Economic Development Director
DATE: July 18, 2019
RE: **Update: Portland Economic Development Plan Implementation Program (PEDPIP)**

PURPOSE

At the PDC's April meeting, the future of PEDPIP was discussed. Staff had recommended that the program be ended and provided a memo explaining its reasoning. After some discussion, the board was not yet comfortable making a decision on whether to keep or end the program and directed staff to provide further information. The purpose of this memo is to offer additional information for the PDC's consideration in its deliberations on the future of PEDPIP.

BACKGROUND

To recap, PEDPIP was launched in December 2011, just after the Portland Economic Development Vision and Plan was adopted by the City Council in November of that year. As Maine was still in recession, staff from the Economic Development Department suggested creating PEDPIP to incent non-profits and City agencies to help implement the ED Vision and Plan. The PDC discussed it and then voted to recommend the program to the City Council. The Council needed to approve it because the source of funding was to be City loan funds. With the PDC's recommendation, the Council approved the program.

FUNDING SOURCE

As was noted in the PEDPIP memo dated March 13, 2019, initially the program was funded with \$250,000 from PDC's loan funds, specifically from UDAG, the most flexible of the PDC funds. The \$250,000 was fully utilized toward the end of 2014. At that point, the PDC asked that the City Council remove a \$250,000 cap that it had placed on funding for PEDPIP and authorized the PDC's Board to utilize its Unrestricted Loan Funds to recapitalize the program. These funds include UDAG as well as bond funds that the City has paid off in full. The new cap was 10% of the Unrestricted Funds established on July 1st of each year for that fiscal year (July 1-June 30). That amount has ranged within \$30,000 to \$40,000 annually. In FY2019 it was \$32,744 and all except for about \$2,000 was awarded in September 2018.

Since the initial \$250,000 was granted, an additional \$220,245 of Unrestricted PDC loan funds have been used for grants to non-profit and City projects through PEDPIP. To date, thirty-eight projects have been awarded grants, totaling \$470,245. In terms of the split between PEDPIP awards received by City agencies versus non-profits, the City received a total of \$53,044 in grants; non-profit organizations

received \$417,201. (The specific entities and projects that received these grants are noted in the attached spreadsheet titled *PDC Approved Grants for PEDPIP*.)

PEDPIP OPTIONS

There are essentially three options for the PDC to consider in its discussion: Ending PEDPIP, making no changes to it or modifying it. The following narratives on each option may be helpful to the Board in its deliberations.

Ending the Program

More than seven years after PEDPIP was launched, staff recommends ending the program for a variety of reasons -- the strength of Portland's economy, PEDPIP outliving its original purpose and the limited Unrestricted loan funds that remain.

- 1) PEDPIP served its purpose in helping to facilitate implementation of the 2011 Economic Development Vision and Plan, especially while Portland was still experiencing an economic recession. Now the City's economy is stronger than its been in many years and some would say it's booming.
- 2) While the accompanying Work Plan has been updated every two years (by stakeholders Portland Downtown, Portland Chamber of Commerce, Visit Portland, Creative Portland and the City's Economic Development Department), these Work Plans have gone beyond the original 2011 Vision and Plan. The stakeholders will continue to meet on a regular basis to share information on their projects, however, it is not certain that updating the Work Plan will continue. (The Vision and Plan as well as the current Work Plan are attached.)
- 3) Financing PEDPIP comes from the PDC's Unrestricted loan funds which have the most flexibility in term of how they can be used. Close to half a million dollars of Unrestricted funds have been awarded in PEDPIP grants with just \$465,000 remaining. The amount that remains in the Restricted Fund, which is about \$300,000 will not become Unrestricted until 2030 when the City pays it off.

Making No Changes to the Program

This seems like a problematic option because of the current criteria of which there are three. One of the criteria (lowest priority per the guidelines) is so open ended that almost any activity or program could be deemed eligible for funding. Another is based on the 2011 Economic Development Vision and Plan. The first priority criterion is based on the current Work Plan which is not in our plan to update. Issues to consider on the financial side are that grants can be as large as \$15,000 per project and any non-profit organization can apply for multiple grants. As is, both of these components of the program will continue to decrease the Unrestricted Loan Funds at the current pace. (The PEDPIP guidelines are attached.)

Modifying the Program

Should the PDC wish to continue PEDPIP, various aspects of the program could be modified. These include the criteria for eligibility, the maximum size of individual grants along with the total amount awarded each year, and the same organizations being able to reapply each year. Modifications to any or all of these would help somewhat to reduce the strain on the PDC's Unrestricted Funds.

Suggested criteria modifications might include a) narrowing the open ended criterion, b) basing all the criteria on a more current economic development document such as the City's 2017 Comprehensive Plan (Economy Section), or 3) relating them to specific needs in the marketplace that are not being addressed by other programs and organizations. For your information, the following is a link to the full Comp Plan.

The section on the Economy can be found on pages 39-46.

<http://www.portlandmaine.gov/DocumentCenter/View/18271/Portlands-Plan-2030>

Relative to the marketplace, a focus of discussion may be on what non-profit organizations might do to address a need or needs related to economic development. Needs that are currently being addressed by the City, non-profits and the private sector include workforce development (through the City's Workforce TIF District and other programs), financing for small businesses and job creation (PDC loans and BAP job creation grants), technical assistance to immigrant entrepreneurs (City Office of Economic Opportunity/Econ. Dev. Dep't/Portland Adult Education Workshops as well as CEI's StartSmart Program). Assisting immigrant entrepreneurs and assisting artists with small loans could be addressed through the PDC's commercial loan program with increased marketing and possibly minimal modifications.

Recommendation

Staff continues to recommend that the Portland Economic Development Plan Implementation Program be ended with the last set of awards that were approved in 2019. The reasons include 1) the objectives of the program have essentially been met; 2) the Unrestricted Loan Funds, which are the only funds that can be used for PEDPIP, have \$465,000 remaining, having used close to \$500,000 for PEDPIP grants to date; and, 3) the City's economy is stronger than it's been in many years.

If the Board agrees with city staff, a vote in the form of a recommendation to the City Council would be needed. Alternatively, should the Board decide it wishes to continue PEDPIP, based on the option it chooses, a PDC subcommittee may need to be formed to work with City staff to address modifications.

Attachment

- PDC Approved PEDPIP Grants to date
- PEDPIP Guidelines
- Portland Economic Development Vision & Plan and current Work Plan

PDC Approved Grants for PEDPIP

Organization & FY	Date	Grant	Match	Total Project
Approved:	Project:	Approved		Cost
Portland Regional Chamber	2/16/2012	Slideshows	10,000	20,000
Creative Portland	3/15/2012	2 Degrees	10,000	20,000
Creative Portland	3/15/2012	Branding Portland	20,000	40,000
Creative Portland	3/15/2012	LiveWork Website	16,500	33,000
Creative Portland	3/15/2012	Creative Economy Metrics	1,500	3,000
Creative Portland	4/27/2012	Artspace Survey	5,750	11,500
Creative Portland	4/27/2012	Creative Map and Guide	5,835	10,100
Portland Performing Arts Fest.	4/27/2012	1st Festival	40,000	180,000
Portland Community Chamber	1/3/2013	Growing Ptld Initiative	40,000	80,000
Creative Portland/Creative Space	8/15/2013	Art Space Survey Activities		60,000
		- Inventory	11,500	
		- Web-based Clearinghse	9,250	
		- Resource Guides	9,250	
City of Portland	3/13/2014	MITC/Iceland-UK Trade Msn	3,309	6,618
Portland Community Chamber	4/17/2014	Startup and Create Week	25,000	169,010
World Affairs Council	4/17/2014	Celebrating Immigration	15,000	50,000
City of Portland	10/16/2014	MCBER Research	19,360	38,720
Portland Community Chamber	10/16/2014	2015 Scorecard	9,460	18,919
Creative Portland	12/18/2014	Work in Place	5,000	10,000
Creative Portland	12/18/2014	UNESCO Creative Cities	10,000	20,000
City of Portland	2/19/2015	MITC/Invest in Maine	10,000	123,320
Portland Community Chamber	4/16/2015	Maine Start Up & Create Wk	15,000	176,150
Cultivating Communities	6/18/2015	Local Food Cluster Accel	15,000	45,000
Cooperative Development Institute	7/16/2015	Instit Food Service & Procurement Plan	15,000	43,000
MCED	12/17/2015	Top Gun Overhaul & Preflight	15,000	30,000
Creative Portland	4/21/2016	Greenlight Series Finale	7,300	30,000
Creative Portland	6/16/2016	Update Cultural Plan	15,000	50,000
FY2017				
ME Convention Ctr Collab/Chamber	10/20/2016	Feasibility Study for Convention Center	5,000	250,000
Portland Buy Local	10/20/2016	Host Community Forum to Strengthen Portland's Economy	2,500	10,000
MCED	10/20/2016	E*Next Pilot Project	7,500	32,452
Portland Downtown/Parking Study	10/20/2016	Parking Study	7,155	14,310
Portland Downtown/Walking Tour	10/20/2016	Walking Tour	2,500	5,000
Maine College of Art	5/25/2017	Campus Master Plan	3,676	22,500
GPCOG	5/25/2017	Portland Food Launch and Festival	5,000	55,000
Women United Around the World	5/25/2017	Vocational Training Program for Immigrant Women	5,000	30,000
FY2018				
City Office of Econ. Opportunity	10/3/2017	Dev. Strategies&Measurable Plan to Integrate Immigrants	15,000	30,000
City Office of Econ. Opportunity	5/31/2018	Create Prof. Connector Program/Job Openings and Newcomer	5,375	68,172
ME Immigrants Rights Coalition	5/31/2018	Create Database/Immig. Econ. Opport. Network	10,000	35,056
ME Crafts Association	5/31/2018	Gallery at 519 Congress St. for ME Craft Artists/EDU&Culture	7,525	15,050
FY2019				
Portland Adult Education	10/18/2018	New Mainers Resource Center Educ. Assistance	15,000	30,000
Creative Portland	10/18/2018	Hire Prof "Experience Design" Consultant, Cultural App	15,000	30,000
Totals:			465,245	1,895,877



Portland Economic Development Plan Implementation Program (PEDPIP) Program Guidelines

Description

The Portland Economic Development Vision and Plan, along with the companion Current Work Plan (updated every 2 years), was developed through collaboration among the City, Portland Community Chamber and Creative Portland, as well as stakeholders from a range of industry sectors. To assist with implementation of the Current Work Plan as well as the larger Vision and Plan, the Portland Economic Development Plan Implementation Program (PEDPIP) was developed.

PEDPIP provides non-profits and the City with matching grants to assist them with planning studies and other “soft” costs associated with economic development projects and programs in the Current Work Plan and the larger Vision and Plan. PEDPIP does not fund “hard” costs for public infrastructure or private development projects.

Objective

To support the growth of Portland’s economy through investing in projects and programs which implement the Portland Economic Development Vision and Plan, and the Current Work Plan.

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.

Funding Requirements

- Maximum grant request is \$15,000;
- Grants must be matched by an equal or greater dollar amount from funding sources other than the Portland Development Corporation.

Eligible Applicants

Not-for-profit organizations and the City of Portland that are working to implement the City of Portland’s Economic Development Vision and Plan, and Current Work Plan.

Source of PEDPIP Funds

The Portland Development Corporation utilizes up to 10% of its Unrestricted Funds for PEDPIP grants. This 10% dollar amount is set at the beginning of each fiscal year (July 1) to determine that year's allocation for PEDPIP grants.

Application and Approval Process

Effective as of July 1, 2016, grant applications are due at 3:00 PM on the last day of September that falls on a weekday. If grant funds remain after awards are made from the September round, then grant applications will again be accepted and are due at 3:00 PM on the last day of March that falls on a weekday. Please check with the City's Economic Development Department to learn whether grant funds will be available for the March round.

Submit applications to the City's Economic Development Department, City Hall, Room 308 or nrh@portlandmaine.gov.

The Portland Development Corporation reviews and approves all qualified grant requests.

ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND MAINE

August, 2011

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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.

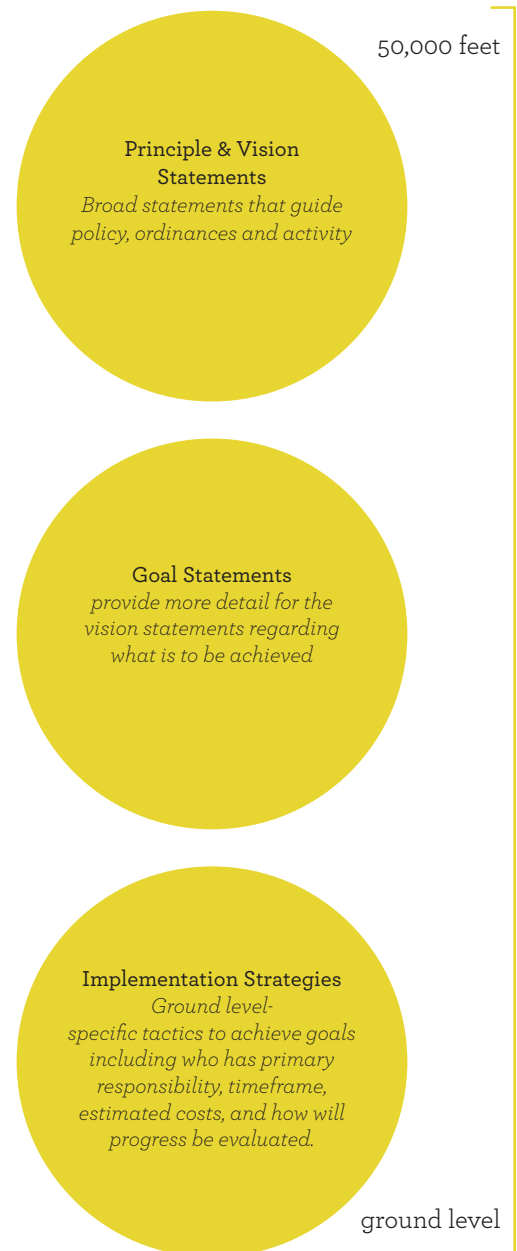
Goal Statements

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 Srv.	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

2018 and 2019 EDSC workplan in support of the City of Portland's Economic Development Vision & Plan					
Project/Program/Activity	Category	Lead Organization(s)	Actions/Strategies to Support Initiative	EDSC* Organizations Involved	Community Partners
Track and report important economic indicators	-Business Recruitment & Retention -Tourism	Chamber of Commerce	- Create a 'mini-scorecard' that will provide a limited set of metrics on important economic indicators	City of Portland, Portland Downtown, Visit Portland	GPCOG, MEREDA, Commercial Real Estate Brokers, USM
Advocate for public health and safety initiatives	-Business Recruitment & Retention -Tourism	Portland Downtown, Chamber of Commerce	- Support public policy initiatives and identify funding opportunities which address: substance use disorder, panhandling, housing insecurity, ADA compliant infrastructure, etc	City of Portland	Amistad, Milestone, Preble Street, Spurwink, Opportunity Alliance, and cultural orgs
Assist local policy-makers with improvements to existing ordinances	-Business Recruitment & Retention -Tourism - Workforce Development	Portland Downtown	- Review ordinances related to: outside seating, street vendors, sound, trash storage, etc	Visit Portland, Chamber of Commerce, City of Portland, Creative Portland	
Continue to educate the community on the 'Case For Growth'	-Business Recruitment & Retention -Tourism	Chamber of Commerce	- Build community-wide coalition - Host public forums - Create newsletters	City of Portland, Portland Downtown, Visit Portland, Creative Portland	Portland Buy Local, Greater Portland Landmarks, Portland Society for Architecture, et al.
Engagement with academic institutions	-Business Retention -Tourism Workforce Development	All EDSC Organizations	- Engage local middle school, high school, colleges, and universities in business & career opportunities (ie. internships, special projects, advisory council, youth engagement, etc)	Chamber of Commerce, Portland Downtown, Visit Portland, Creative Portland	Portland Public Schools, Junior Achievement, MECA, USM, SMCC, UNE
Engage immigrant community in existing business networking opportunities	-Business Retention & Recruitment -Tourism Workforce Development	Chamber of Commerce, Creative Portland, City of Portland	- Engage immigrant community in all networking opportunities - Gateways for Growth Initiative	Visit Portland	Catholic Charities Maine Office of Refugee Services, New Mainers Resource Center, Community Financial Literacy, Greater Portland Immigrant Welcome Center, Maine Access Immigrant Network, Maine Immigrant Rights Coalition; Empower the Immigrant Women, StartSmart
Support the Growth of the City's Office of Economic Opportunity	-Business Recruitment & Retention -Talent Attraction Workforce Development	City of Portland	-Develop new initiatives to advance education, entrepreneurship, and workforce goals Develop entrepreneur workshops for immigrants/refugees	Chamber of Commerce, Portland Downtown, Visit Portland, Creative Portland	New Mainers Resource Center, Catholic Charities Maine Office of Refugee Services, Community Financial Literacy, Greater Portland Immigrant Welcome Center, Maine Access Immigrant Network, Maine Immigrant Rights Coalition; Empower the Immigrant Women
Physical improvements & beautification	-Business Recruitment & Retention -Public Infrastructure -Tourism	City of Portland, Portland Downtown	- Improve Ocean Gateway and Jetport facilities - Repair & improve existing wayfinding signage - Repair sidewalks in downtown - Add signage at gateways & beautify - Addition of public art to parks - Revitalize parks - Addition of recycling in downtown public spaces - Improve public restroom facilities - Bus stops & shelters (upgrade & ADA compliance)	Visit Portland, Creative Portland	GPCOG, Portland Pollinator Project, Portland Jetport, GP METRO, Portland Public Art Committee
Improve Visitor Experience	-Business Recruitment & Retention -Tourism	Visit Portland, Creative Portland	-Provide events, explore projects (ie. calendar/app), programming, and marketing to attract visitors to Portland	Portland Downtown, City of Portland	Arts & cultural partners, Higher Education institutions
Improve knowledge of multi-modal transportation opportunities	-Business Recruitment & Retention -Public infrastructure -Tourism -Transportation	City of Portland, Portland Downtown	-Multi-modal transportation marketing campaign	Chamber of Commerce, Visit Portland, Creative Portland	Greater Portland METRO, Portland Jetport, Bicycle Coalition of Maine, NNEPRA, et al.
Market Portland Technology Park	-Business Recruitment -Talent Attraction	City of Portland	-Market remaining three sites to high tech companies	Chamber of Commerce	Real Estate Brokers
Continue Business Visitation Program	-Business Retention	City of Portland	-Continue visiting Portland businesses to better understand their needs and challenges	EDSC orgs (as needed)	Community partners (as needed)
Round Three of Facade Improvement Program	-Business Retention -Tourism	City of Portland	-Targeted to Washington Avenue and St. John Street	Creative Portland	Small business community and property owners in designated areas
Administer new round of Job Creation Grants	-Business Recruitment -Business Retention -Workforce Development	City of Portland	-Matching grants for startups and existing businesses to create jobs for low/moderate income individuals	EDSC orgs (as needed)	SBDC, SCORE, New Ventures, CEI, Portland Development Corporation

Facilitate development of broadband City-wide	-Business Recruitment & Retention -Public infrastructure	City of Portland	-Foster/enhance local innovation and global collaboration	Chamber of Commerce	
Facilitate construction of Cold Storage facility	-Business Recruitment & Retention	City of Portland	-Creation of new opportunities for business growth and exports	Creative Portland, Chamber of Commerce, Visit Portland	MDOT, Maine Port Authority, other State Agencies, MITC, Portland Fish Exchange, marine/agriculture/food & beverage/processors & exporters
Pier Dredging & Environmental maintenance of Casco Bay	-Business Recruitment & Retention -Public infrastructure -Tourism	City of Portland	Environmental assessment, preliminary design, stakeholder engagement, funding strategies		Harbor Commission, MDOT, City of South Portland, Friends of Casco Bay, Casco Bay Estuary Project, private pier owners, lobster industry
Develop Portland Landing at Amethyst Lot	-Public infrastructure -Tourism	City of Portland	-Berthing, community boating and open space	Creative Portland	MDOT, Portland Trails, Community boating orgs, Portland Parks Commission
Increase usage of Portland Ocean Terminal/Maine State Pier	-Business Recruitment -Public Infrastructure -Tourism	City of Portland	-Full utilization of second floor and increased tenants on first floor	Visit Portland, Chamber of Commerce, Portland Downtown	Casco Bay Island Transit District
Regional and International Business Recruitment	-Business Recruitment	City of Portland	-Strategic marketing nationally and internationally	Chamber of Commerce	MITC, GPEDC
Develop & market Portland's brand & image	-Business Recruitment & Retention -Talent Attraction -Tourism	City of Portland, Creative Portland	-Increase national and international recognition of Portland	Chamber of Commerce, Visit Portland, Portland Downtown	Community partners (as needed)
Update City's Cultural Plan	-Enrich Creative Economy -Tourism -Talent retention	Creative Portland	-Investigate opportunities for: (1) arts, culture, and humanities center, and (2) Congress Street enhancements and experiential design	City of Portland, Visit Portland, Downtown Portland	Arts & cultural partners, et al.
Develop Relocation Packages for individuals and businesses	-Business Recruitment -Talent Attraction	Visit Portland	-To assist businesses and individuals moving or thinking of moving to Portland	City of Portland, Portland Downtown, Chamber of Commerce, Creative Portland	GPCOG
Convention Center Development (may include innovation/arts/cultural components)	-Tourism -Business Recruitment -Talent Attraction	Chamber of Commerce, Visit Portland	-Work with development community	City of Portland and other EDSC orgs (as needed)	Community partners (as needed)

***EDSC (Economic Development Stakeholder Committee) members include: City of Portland, Creative Portland, Portland Community Chamber of Commerce, Portland Downtown, and Visit Portland**

Acronyms:

CEI/Coastal Enterprises, Inc.
EDSC/Economic Development Stakeholders Committee
GPCOG/Greater Portland Council of Governments
GPEDC/Greater Portland Economic Development Corporation
MDOT/Maine Department of Transportation
MECA/Maine College of Art
MEREDA/Maine Real Estate Development Association
MITC/Maine International Trade Center
NNEPRA/Northern New England Passenger Rail Association
PPAC/ Portland Public Art Committee
SBDC/Small Business Development Center
SCORE/Service Corps of Retired Executives
SMCC/Southern Maine Community College
UNE/University of New England
USM/University of Southern Maine



CITY OF PORTLAND
Economic Development
Gregory A. Mitchell, Director

MEMORANDUM

TO: President Tim Agnew and PDC Board Members
FROM: Nelle Hanig, Business Programs Manager
CC: Greg Mitchell, Economic Development Director
DATE: March 13, 2019
RE: **Discussion and Possible Vote on Ending the Portland Economic Development Plan Implementation Program (PEDPIP)**

Background

PEDPIP was launched in December 2011, just after the Portland Economic Development Vision and Plan was adopted by the City Council in November of that year. The intention of this grant/match program was to incent non-profits and City agencies to help implement the Vision and Plan.

Initially, the program was funded with \$250,000 from the PDC's loan funds, specifically from UDAG, the most flexible PDC funds. The UDAG funds are program income from a long expired federal program. The \$250,000 was fully utilized toward the end of 2014, at which time the City Council removed a \$250,000 cap that had been placed on funding for PEDPIP and authorized the PDC's Board to utilize its Unrestricted Loan Funds to recapitalize PEDPIP. These funds include UDAG as well as bond funds that the City has paid off in full. Since then, the PEDIP budget for each fiscal year (July 1-June 30) is established on July 1st, setting aside 10% of the PDC's Unrestricted Funds for the Program. In FY2019 it was \$32,744 and all except for about \$2,000 was awarded in September 2018.

Since the initial \$250,000 was granted, \$220,245 more of Unrestricted PDC loan funds have been used for grants to non-profit and City projects. To date, thirty-eight projects have been awarded grants through PEDPIP, totaling \$470,245. The specific projects that have received PEDPIP grants are noted in the attached spreadsheet titled *PDC Approved Grants for PEDPIP*.

Discussion

At this time, more than seven years after PEDPIP was launched, staff is suggesting that it may be time to end the program. PEDPIP served its purpose in helping to facilitate the implementation of many objectives of the August 2011 Vision and Plan, and then some. While the Work Plan is updated every two years by the stakeholders (Portland Downtown, Portland Chamber of Commerce, Visit Portland, Creative Portland and the City's Economic Development Department), implementation of new projects/programs is primarily achieved through these organizations.

Recommendation

Staff is recommending that the Portland Economic Development Plan Implementation Program be concluded this fiscal year. The reasons include that the objectives of the program have essentially been met, the amount of available funds each year for PEDPIP can best be utilized for commercial lending and it seems worthwhile to focus on the PDC's core mission (commercial loans, brownfields loans and grants and job creation grants). If the Board agrees with city staff, a vote in the form of a recommendation to the City Council is needed. _

Attachment

Spreadsheet: PDC Approved Grants for PEDPIP

**Portland Development Corporation
Preliminary Draft Operating
Report FY20
For Month Ending
7/31/2019**

Operating transfer from EDF	28,522

Total Funds Available	28,522

		Current	Year to	Percent	
FY20 Expenditures	Budget	Month	Date	of Budget	Balance
Administrative Services	575	0	0	0.0%	575
Postage	300	0	0	0.0%	300
Travel, Training, Meetings	4,000	0	0	0.0%	4,000
Contractual Services	10,500	0	0	0.0%	10,500
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	75	75	10.1%	675
Total FY20 Expenditures	28,522	75	75	0.3%	28,447

**Downtown Portland Corporation
Schedule of Loans Receivable
For the Month Ending July 31, 2019**

Cust # Ln #		Account No. & Name	Date of Loan	Maturity Date	Original Loan	Not Yet Disb.	Total Disb .	Outstanding Princ. Bal.
-----Committed/Disbursed Funds-----								
Portland Business Fund 271 (UDAG/Unrestricted):								
7527	1622	320 P St., LLC (Casco Bay Elec.)	5/30/2018	6/1/2028	\$200,000	0	\$200,000	\$192,042
7158	1561	Forefront Brick South, LLC	11/18/2016	12/1/2026	\$100,000	\$0	\$100,000	\$79,819
Sub-Total PBF (UDAG)								\$271,861
Portland Business Fund 272 (Restricted - CIP):								
7124	1554	Creative Portland	10/11/2016	11/1/2023	\$25,000	\$0	\$25,000	\$15,565
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	\$130,000	\$0	\$130,000	\$73,490
Sub-Total PBF (Bonds/CIP Restricted)								\$89,055
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	\$12,500	\$0	\$12,500	\$1,886
6120	1380	Portland Trading Co. LLC	4/26/2013	8/1/2018	\$15,000	\$0	\$15,000	\$11,585
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	\$37,335	\$0	\$37,335	\$12,525
7092	1559	Vin Bar, LLC	7/26/2016	9/2/2021	\$50,000	\$0	\$50,000	\$29,941
Sub-Total Micro Capital Fund								\$55,938
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	\$55,000	\$0	\$55,000	\$20,045
6868	1512	Billdotcom, LLC	8/29/2015	9/1/2022	\$102,500	\$0	\$102,500	\$90,683
7091	1546	Skunk Ape, LLC	7/21/2016	8/1/2023	\$75,000	\$0	\$75,000	\$46,406
7479	1611	On Time Transportation	3/26/2018	4/1/2023	\$10,000	\$0	\$10,000	\$7,598
7554	1664	Quattrucci & Rouda, LLC	3/19/2019	4/1/2029	\$100,000	\$0	\$100,000	\$96,509
Sub-Total PBF (Bonds/CIP Unrestricted)								\$261,240
FAME Fund 277:								
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	\$83,333	\$0	\$83,333	\$5,083
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	\$101,200	\$0	\$101,200	\$89,200
6973	1524	Auto-Care, LLC	2/5/2016	3/1/2021	\$32,500	\$0	\$32,500	\$24,593
7029	1533	BayCycle	5/13/2016	9/1/2023	\$20,000	\$0	\$20,000	\$12,599
7103	1548	Cakeworks, Inc.	8/5/2016	9/1/2022	\$62,500	\$0	\$62,500	\$56,241
7157	1560	Forefront Brick South, LLC	11/18/2016	12/1/2026	\$250,000	\$0	\$250,000	\$199,548
7276	1580	Union Bagel	6/20/2017	1/1/2021	\$46,000	\$0	\$46,000	\$25,586
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	\$132,954	\$0	\$132,954	\$78,982
7176	1565	Adele Masengo Designs, Inc.	1/6/2017	2/1/2022	\$15,000	\$0	\$15,000	\$12,084
7528	1623	KJ Monument Square, LLC	6/1/2018	12/1/2025	\$25,000	\$0	\$25,000	\$23,370
7532	1629	CAG RE, LLC	8/15/2018	9/1/2023	\$50,000	\$0	\$50,000	\$42,012
7529	1624	Cousins Seafood, LLC	7/11/2018	8/1/2023	\$20,000	\$0	\$20,000	\$16,807
7293	1582	Wallace James	7/14/2017	8/1/2022	\$100,000	\$0	\$100,000	\$70,318
7553	1661	Maine Family Services	2/8/2019	3/1/2024	\$25,000	\$0	\$25,000	\$23,247
7357	1593	747 Congress LLC	1/25/2017	7/1/2022	\$150,000	\$0	\$150,000	\$132,171
7561	1674	Calendar Sailing Company	5/2/2019	6/1/2024	\$50,000	\$0	\$50,000	\$49,425
7562	1675	Gallery Acquisition Co. Inc.	5/16/2019	6/1/2026	\$75,000	\$0	\$75,000	\$74,363
Sub-Total FAME Fund								\$935,631
FAME SSBCI 279:								
6199	1390	Inn at Diamond Cove LLC	7/10/2013	10/1/2019	\$200,000	\$0	\$200,000	\$151,633
6867	1511	Billdotcom, LLC	8/19/2015	9/1/2022	\$92,500	\$0	\$92,500	\$81,838
7233	1570	KODA, LLC	3/31/2017	4/1/2027	\$100,000	\$0	\$100,000	\$91,624
Sub-Total FAME SSBCI								\$325,094
Brownfields Loan Fund 278 and 280								
6555	1457	Forefront Partners, LP/Fund 278	7/30/2014	2/1/2020	\$200,000	\$0	\$200,000	\$120,205
		Forefront Partners I, LP/Fund 280	4/12/2018	7/12/2028	\$350,000	\$339,769	\$10,231	
Sub-Total Brownfields								\$120,205
Grand Total Loans						\$339,769	\$2,753,553	\$2,059,024
Allowance for uncollectable loans at 15%								\$308,854
Total with Allowance for uncollectable loans:								\$1,750,170

7/31/2019 - Preliminary and Subject to Change

Bal. of Unrestricted/Uncommitted Funds as 7/1/18:	327,435
PEDPIP Cap for FY19 (as 7/1/2019) at 10% of above:	32,744
PEDPIP Commitments for FY19 to date:	30,000