

PORTLAND FISH PIER AUTHORITY
BOARD OF DIRECTORS
December 9, 2019, 3:00 PM
Room 209
389 Congress Street

1. Approval of October 21, 2019, Meeting Minutes.

- a. Draft October 21, 2019 Minutes are attached.

2. Financial Update - Produced by Rhonda Girard, Finance, presented by Bill Needelman.

- a. An up-to-date financial summary is attached.

3. Portland Fish Exchange Update - Bert Jongerden, PFX, Tom Valleau, PFX President

4. Facilities Update - Phil DiPierro, Project Manager

- a. A summary of recent projects is attached.

5. Marine Trade Center, Lots 2 and 3, Request to Renegotiate Land Lease

- a. Sam and Greg Davidson, representing the Marine Trade Center, LLC, have provided a letter to the Board requesting an opportunity to open the standing land lease on Lots 2 and 3 of the Portland Fish Pier.

No decision or action is asked of the Board at this time. Staff requests that the Board go into executive session to review the request and provide direction to staff moving forward. Staff expects to work with the Davidsons on a draft lease amendment, or restatement, for Board consideration at the February meeting.

Consistent with Executive Session statute 1 M.R.S.A. 405(6)(C) and (E), the Board may go into executive session to discuss this item.

The letter from Marine Trade Center, LLC, and the existing Lot 2 and 3 lease, as amended, are included in the meeting packet. Draft terms/issues for negotiation proposed by the Marine Trade Center, LLC, will be circulated under confidential cover.

6. Portland Fish Pier Strategic Planning - All

- a. The Board is asked to consider options for a strategic planning process for the Fish Pier. This effort is intended to tightly coordinate with the Portland Fish Exchange. The topic of strategic planning for the Fish Pier follows previous discussions by both Boards responding to industry constituent requests.

The following topics will be discussed:

- Charge to the Strategic Planning Process
- Scope of Issues
- Budget for the Process

Staff will use the results of the Board's discussion and feedback from stakeholders at the meeting to draft a scope of services document. The scope document will create the basis for a request for proposals from qualified firms to provide consulting services to draft a strategic plan for the Board's consideration.

The PFX Board has been invited to attend the meeting and to engage in the discussion as a first step in a formal strategic planning process.

Staff requests that the Board open the discussion to tenants, stakeholders, and the public to inform the generation of a planning scope.

A memo, including background information and an outline of topics for discussion, is included in the meeting packet.

Draft Meeting Minutes

**PORTLAND FISH PIER AUTHORITY BOARD OF
DIRECTORS**

October 21, 2019, 3:00pm

Room 209

389 Congress Street

PFFA Board members present:

Class A Director: Member of the Portland City Council - Nicholas Mavodones, President
Class B Director: Representing the fishing industry - Meredith Mendelson, Department of Marine Resources
Class C Director: Representing the Commissioner of the Maine Department of Transportation – Matthew Burns, Treasurer.
Ex-Officio Director: Representing the City Manager - Brendan O'Connell, Finance Director
Ex-Officio Director: President of the Board of Directors of the Portland Fish Exchange – Thomas Valleau, Vice President

Staff present:

Phil DiPierro, Facilities
Greg Mitchell, Economic Development
Michael Goldman, Corporation Counsel
Bill Needelman, Waterfront Coordinator
Bert Jongerden, PFX

Public present

John Hathaway, MSSC
John Norton, Cozy Harbor
Roger Woodman
Alan Tracy, Vessel Services
Monique Coombs, MCFA
Bill Coppersmith, MLU

1. Approval of August 12, 2019 Meeting Minutes

The August 12, 2019 minutes were approved with a typo correction on page 2 (*FOIA* changed to *FOAA*.)

Moved by Mr. Valleau, 2nd by Mr. Burns, Passed 5-0

2. Financial update - Produced by Rhonda Girard, Finance, the up to date financial statement was presented by Bill Needelman.

3. Portland Fish Exchange update - Bert Jongerden, PFX, Tom Valleau, PFX President

BJ noted that landings as of May 1 were +/-962,00lbs which were off budget (1.2 mill lbs.) The shortfall was offset by off auction landings of whole monkfish leaving PFX in the black for Oct. Weather dependent moving forward. No vessels turned away.

MM inquired what accounted for the off auction increase.

BJ noted that fishermen were taking advantage of a strong year class.

MM: Boats? Fees?

BJ: Gill netters, 10cents/lb.

4. Facilities update - Phil DiPierro, Project Manager.

A summary of recent projects was provided. Cathodic protection prebid was held in August with 3 bids coming in. There was a big range in estimates with contract awarded to Waterworks Diving Services anticipated to start in the fall.

TV inquired about the firm.

PD: Local firm with a track record.

PD also noted upgrades to the electric panel, pavement striping addressing parking and vehicle speeds at the MTC. Seabreeze will clean up at the PFX, pavement sweeping, weeding, .. Next projects will include paving at the MTC and a sign directing visitors to the Harbor Master office.

TV inquired about the start of cathodic protection. PD noted soon, with a need to order new anodes.

5. Lot 1-1 Development – Status Update Bill Needelman

Following an advertised Request for Proposals, City of Portland Purchasing Division received a single development proposal for Lot 1-1 from *Maine Sustainable Seafood Center LLC* (John Hathaway and Shucks Maine Lobster.) A copy of the proposal was included with the 10-21-19 meeting packet.

Mr. Hathaway provided a brief overview of the proposal and answered questions from the Board.

Consistent with Exec Session statute--1 MRS 405(6)(C) & (E) the Board voted to go into Executive Session to discuss this item (Moved by MM, 2nd by MB, Passed 5-0.)

After coming out of executive session the Board voted unanimously (moved by Mr. O'Connell, 2nd by Mr. Valteau, passed 5-0) to authorize a letter to Mr. Hathaway to provide MSSC assurance that the PFX will not request or entertain offers on Lot 1-1 from any entity prior to its regularly scheduled meeting on April 13, 2020. During this due diligence period, MSSC will further refine the development concept and will work with the City of Portland Economic Development staff and Corporation Counsel to answer questions needed to fully evaluate the proposal for the Board's review and consideration.

There was no public comment

7. Taken out of order.

Portland Fish Exchange Request for Lease Amendment - Bert Jongerden, PFX, Tom Valteau, PFX President

Tom Valleau, PFX President, described the request to amend the Portland Fish Exchange lease with the Portland Fish Pier Authority. The goal of the request is to reduce PFX operating costs and make the PFX profitable. TV noted the regularity of PFPA reimbursements to the PFX to cover year end shortfalls. Financial stability will aid in recruitment of staff and customers. The PFX is valued by customers who want to see the exchange remain. The specific requests include:

- reduction in rent to \$1.00/year (from \$30k/year,)
- have PFPA cover insurance costs (\$58K/year,) and
- have PFPA cover periodic repairs and maintenance (variable, +/-30k/year.)
- If there are years with profit, would be shared back with the PFPA.

Mr. Valleau then recused himself except as needed to answer questions and run the meeting (upon Mr. Mavodones' departure.) Mr. Mavodones also stated his expectation to recuse himself.

Ms. Mendelson noted that it would be valuable to have Mr. Mavodones' opinion on the request before he departed.

NM stated that the revised lease would be more financially predictable for the PFX.

MM: There is no question that the PFX is valuable for the entire state. She is less comfortable with the product proposed, noting that the strategic planning process may be informative. Fiduciary responsibility dictates caution.

M Burns: Not yet fully informed, but he has seen comparable situations in other organizations. Wanted to see "nuts and bolts" on what is causing the shortfall.

At this point in the meeting, Mr. Mavodones left for a City Council meeting

Public Comment

John Norton, Cozy Harbor: Can see giving the employees of the PFX security knowing there is a future for the exchange moving forward. He supported the value of the auction, but expressed a concern with the potential for contract unloading of fish by the PPFX – the auction is a public purpose: contract unloading is not.

Alan Tracy, Vessel Services: Supportive of the PFX proposal, however, other businesses don't have this option. What happens if landings go even lower? Need to look at governance to patch holes. Maine boats are unloading in Mass. Can be solved.

Monique Coombs, MCFA: Fisherman have similar concerns. This is an opportunity for different thinking.

Bill Coppersmith, MLU: IF PFPA is subsidizing the PFX, new management may be needed. Need to see the whole picture. Moving money doesn't solve the problem. Need transparency on the \$.

Closed public comment

Bert Jongerden: The original PFX lease was written 30 years ago – different now with far fewer

fish.

- Subletting portions of the facility
- New technology for auction
- Reduced staff
- Loss of herring quota

Much has been done, but the PFX is an expensive building to run (+/- \$1million/year) and all depends on what comes out of the ocean. Off-auction unloading is only done for whole monkfish.

On insurance, need to insure the entire building – not just the business

The facility is in excellent condition with recent repairs.

The PFX needs to keep going, but they are losing boats because of (*inability to unload dragged – added by editor*) lobster.

TV: Looking for Motion.

MM: Looking for options. Staff should bring forward options for:

- Insurance
- Capital expenditures
- Capital fund options

Rent is easy.

TV: Table?

BO: City budget in future?

Motion to table to a future meeting (Moved by Mendelson, 2nd by Burns)

Public Comment:

John Norton: This situation is not unusual

Motion passed 3-0, Valleau recused, Mavodones absent

6. Portland Fish Exchange Request for Year End Financial Reimbursement - Bert Jongerden, PFX, Tom Valleau, PFX President

The meeting packet included a request from Tom Valleau, PFX President, for reimbursement of \$51,670 to make up for an operating loss for the fiscal year ending April 30, 2019.

Bert Jongerden: As with previous years, the PFX is looking to the PFPA to make up an operating loss for the past fiscal year.

BO: Expressed support for the request

MM: Would like a clearer picture of the PFX Board discussion in their minutes. (BJ to put PFPA board and staff on meeting material distribution.) Supports the reimbursement.

Public Comment

Alan Tracy: There needs to be a study commissioned to study landings throughout the NE.

BJ: Done in the past by the State.

John Norton: Looking at this as a business operator...missed comment..
Closed public comment

Motion to approve the reimbursement as requested (Moved by Mendelson, 2nd by Burns.) Motion passed 3-0, Valleau recused, Mavodones absent

8. 9. Portland Fish Pier Authority Annual Meeting of the Corporator and make-up of the Board of Directors and Portland Fish Pier Strategic Planning

The Board held a general discussion on the need for planning the future of the Fish Pier, governance, and the Fish Exchange, combining the final two items on the agenda. Members of the public were recognized by Mr. Valleau in the discussion and no motions were moved or acted on.

As Mr. Needelman was participating in the discussion as well as taking notes, these minutes do not include all statements made by all parties.

TV: Staff should come back with options for bylaws changes (referring to governance.)

A discussion ensued regarding value of a joint meeting of the Fish Exchange and PFPA Boards.

BJ: Suggested that the PFPA take the lead.

The Board held a discussion on relative roles of the Boards.

John Norton: This is a Fish Pier issue – not just exchange.

MM: The PFX and PFP are so connected – as are all of the businesses on the Fish Pier – that it is difficult to separate. The broad goal is *Sustainability of the Industry*.

Alan Tracy: This process is critical. Need an objective 3rd party and an information basis for decision making.

TV: Need a Charge for the process and a Scope of Services.

MM: and a shared baseline of industry needs: Berthing, PFX history, shared understanding of infrastructure and the state of the industry in Portland.

TV: Reiterated – Charge and Scope.

BJ: Will assist.

Meeting adjourned at 5:20

Materia included with the 10-21-19 meeting packet, not included with these minutes

General Information: Orientation aerial photo, Context, Lots, and Leases

Agenda Item 1,	August 12, 2019 Meeting Minutes
Agenda Item 2,	Financial Update
Agenda Item 4,	Facilities Update
Agenda Item 5,	Lot 1-1 Development Proposal, Maine Sustainable Seafood Center LLC (Confidential financial information will be circulated under separate cover for review during executive session.)
Agenda Item 6,	Portland Fish Exchange request for financial reimbursement, Tom Valteau, President of the PFX, October 2019
Agenda Item 7,	Portland Fish Exchange request for Lease Amendment, Tom Valteau, President of the PFX, October, 2019
Agenda Item 8,	Letter from Maine Department of Marine Resources, Patrick C. Keliher, Commissioner, October 9, 2019

Fish Pier Authority
FY20 Budget Status
As of Nov 30, 2019

Revenue:	FY20 Budget			FY19 YTD			FY20 vs. FY19	
	Budget	YTD	Balance					%
Miscellaneous	17,120	1,792	15,328		4,015	(2,223)		-55.4%
Berthing	29,376	12,240	17,136		12,448	(208)		-1.7%
Parking	330,226	139,621	190,605		224,227	(84,605)		-37.7%
Ground Rent (Leases)	182,456	74,688	107,768		93,935	(19,247)		-20.5%
Total Revenue	559,178	228,341	330,837		334,625	(106,283)		-31.8%
Expenditures:								
Admin. and Maint. Services	45,094	3,089	42,005		4,107	(1,018)		-24.8%
Travel/Training/Meetings	1,500	0	1,500		0	0		0.0%
Contractual Services	19,276	11,031	8,245		11,099	(68)		-0.6%
Engineering Services	23,000	147	22,853		0	147		0.0%
Printing/Copying	400	0	400		0	0		0.0%
Equipment Repair	10,000	1,842	8,158		9,567	(7,724)		-80.7%
Land/Pier/Building Repair	215,000	840	214,160		3,990	(3,150)		-78.9%
Insurance	13,119	0	13,119		0	0		0.0%
Supplies	13,500	516	12,984		807	(291)		-36.0%
Electricity	15,000	2,855	12,145		2,961	(106)		-3.6%
Stormwater	20,304	0	20,304		0	0		0.0%
Debt Service	12,486	22	12,464		5,222	(5,200)		-99.6%
Total Expenditures	388,679	20,343	368,336		37,753	(17,411)		-46.1%
Net Revenues Over(Under) Expenditures	170,499	207,999	(37,500)		296,871	(88,873)		-29.9%



PORTLAND MAINE

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To: Portland Fish Pier Authority Board
From: Philip DiPierro, Facilities Project Manager
Date: December 6, 2019
RE: Facilities Update
CC: Kathy Alves, Facilities Director

Please find below a listing of the monthly improvements to the Portland Fish Pier by the Facilities Department:

Updates for October - November 2019

- We are currently working with Waterworks Diving Services to finalize the contract for the Cathodic Protection Project so that work can begin. The new anodes have been ordered by Waterworks Diving Services.
- Zebra striping completed additional striping in the Net Yard to better delineate the area for commercial fishing activities, and adjacent to the Marine Trade Center in an effort to slow traffic making it safer for pedestrians leaving the building.
- General maintenance throughout the complex - additional sweeping, pallet removal and disposal, etc.

Updates for August - September 2019

- A total of 3 bids for the cathodic protection project have been received. Waterworks Diving Services is the low bidder. We are currently working with Waterworks Diving Services to finalize the contract so that work can begin this fall.
- A new upgraded fire alarm panel was installed in the electrical building behind Vessel Services.
- Zebra striping has been hired to complete additional striping in the Net Yard to better delineate the area for commercial fishing activities, and adjacent to the Marine Trade Center in an effort to slow traffic making it safer for pedestrians leaving the building. Speed bumps or speed tables are also being considered if the striping fails to work.
- Seabreeze Property Services has been hired to complete maintenance services, ie weeding, trash removal, sand removal, trench drain maintenance, etc. around the Fish Exchange Building.
- Approximately 950 square feet of gravel parking area will be paved near the northwest corner of the Marine Trade Center to help promote positive drainage in the area.

Updates for June - July 2019

- The cathodic protection project is currently out to bid. A pre-bid meeting was held at the facility on Wednesday July 31, 2019, to discuss the project with interested parties/contractors. A total of 5 contractors attended the pre-bid meeting. Bids are due by 3:00 pm on Wednesday August 14, 2019.
- Speed limit and boundary limit striping in the Net Yard area was completed.
- Seabreeze Property Services has completed sweeping services of the parking lots and roads throughout the facility.

- Catch basin cleaning of the entire facility was completed by the City's Sewer Department.
- Approximately 950 square feet of gravel parking area will be paved near the northwest corner of the Marine Trade Center to help promote positive drainage in the area.

Updates for April - May 2019

- Seabreeze Property Services has started summer maintenance services including mowing, weeding, pruning, and mulching plant beds. They are also being scheduled to sweep the parking lots and roads throughout the facility.
- Catch basin cleaning will be scheduled with the City's Sewer Department after the parking lot has been swept.
- The bid package for the cathodic protection project has been finalized for bidding.
- Approximately 950 square feet of gravel parking area will be paved near the northwest corner of the Marine Trade Center to help promote positive drainage in the area.

Updates for February - March 2019

- BTT Marine Construction Company was hired to complete pile maintenance work around the Service Piers and Net Yard areas.
 - 5 Wooden piles within the Service Piers area were replaced with 5 composite piles that were removed from the Portland Ocean Terminal project.
 - 3 wooden piles in the Net Yard area were replaced with 5 composite piles that were removed from the Portland Ocean Terminal project.
 - Several piles in the Service Pier area were raised and re-bolted.
 - Several Chocks and wales were also repaired and rebolted.
- The Net Yard farelead and roller assembly was resecured to the concrete curb, and the face of the sheet pile wall below the roller was reinforced with additional composite piles (2 piles were removed and 4 composite piles were reinstalled).
- A new 10 yard dumpster was delivered to the site and positioned outside the Fish Exchange Building. The fish gear recycling area has been closed and the new dumpster will now be used to dispose of the gear.
- The bid package for the cathodic protection project is in the process of being finalized for bidding.
- Seabreeze Property Services is in the process of being scheduled to start spring cleanup and winter sand removal throughout the facility.

Updates for October 2018 - January 2019

- Seabreeze Property Services completed sweeping the Net Yard and the rear of the Marine Trade Center.
- Waterworks Diving Services spent two days cleaning camels around the service piers and along the berthing space on both sides of the pier.
- Tec Associates was hired to complete a Limited Routine Inspection of the sorting piers and the service piers, including an underwater inspection. Wayne Duffett, PE, is in the process of preparing a written report, which is expected to be submitted soon.
- In an effort to eliminate illegal dumping in the Net Yard, a decision has been made to relocate the Net Yard fishing gear recycling area. The current area will be used for parking, and a locking dumpster will be located in close proximity to the Fish Exchange building.
- We plan to complete pile and pier maintenance around the service piers, sorting piers, and berthing space. Various piles will be replaced, some will be pulled and re-bolted, and issues with chocks and wales will be addressed.
- Cathodic protection for each pier has reached the end of its' useful life. We will be looking into soliciting bids to replace the anodes.

Updates for September 2018

- Seabreeze Property Services completed sweeping of the parking lots and roads throughout the facility (except for the Net Yard), completed landscape maintenance including, weeding, tree pruning, mulching plant beds, and providing stone drip edge around portions of the Fish Exchange building.
- Speed limit striping in the Net Yard area was completed.
- A basic visual inspection was completed by City staff of the service piers and the sorting piers to assess the condition of the piles, chocks, wales, ladders, hardware, etc. The inspection will be used as a guide to schedule future maintenance work and repairs.
- A sink hole was discovered behind the sheet pile along the seawall between Vessel Services and the Marine Trade Center. We are in the process of evaluating the damage in order to complete repairs.
- Staff has contacted three engineering firms for proposals to complete a “Limited Routine Inspection” of the sorting piers and the service piers. The inspection will include assessment of the steel piles and cross bracing, pile caps, beams, decking, mooring hardware, and the fender system, with options for an underwater inspection and vertical load ratings.
- A new fire alarm panel has been installed to replace the failed panel in the electrical building behind Vessel Services.
- Camel cleaning has been scheduled with Waterworks Diving Services and is expected to be completed this month.
- Broken piles around the various piers are planned to be replaced.

Updates for May 2018 – August 2018:

- Seabreeze Property Services is being scheduled to sweep the parking lots and roads throughout the facility, to complete landscape maintenance including, weeding, tree pruning, mulching plant beds, and providing stone drip edge around portions of the Fish Exchange building.
- The erosion and drainage repairs have been completed in the netyard area.
- The sidewalk repair along the Portland Fish Pier Road has been completed.
- The catch basin lowering project has been completed.
- Speed limit striping in the netyard area is to be completed within the next month.
- Broken piles around the various piers are planned to be replaced.
- We are in the process of getting proposals to add concrete curbing at various locations around the inside and outside of the Fish Exchange building; to replace sections of the channel-grate drains inside the Fish Exchange building; and to install a dumpster pad under the dumpster at Cozy Harbor.
- Emergency repairs were made to a leaking water line the serves the building leased by Mr. Tamaki.

Updates for February 2018 – April 2018:

- Seabreeze Property Services has been scheduled to start spring cleanup and winter sand removal throughout the facility.

Updates for December 2017 – January 2018:

- The Fish Exchange electrical upgrade is complete as of January 27th.
- The first phase of the ventilation system at the PFEX is scheduled to be installed Saturday, 2/10/18 in the locker room area. The second phase of the system will be installed in the breakroom.

Updates for August - November 2017:

- A new 25yd self-contained compactor was installed at the Fish Exchange.
- Drainage issues in the parking lot at Bristol Seafood were addressed. A catch basin install along with grading and paving improved an ongoing drainage problem in the front parking lot.
- We will be installing a ventilation system at the PFEX in the locker room/common

area. Updates for July 2017:

- Pavement striping has been completed in various areas of the facility. These are changes that were discussed at the Fish Pier Authority Meeting to help with parking issues.
- The first phase of the electrical upgrade for the Fish Exchange has been completed. The components are being designed and will be ready for install in November approximately.
- New composite camels have been installed. (4) at the Fish Pier and (2) at the Fish Exchange.
- We have placed an order for a new 25yd self-contained compactor for the Fish Exchange.

Updates for June 2017:

- The majority of winter sand and spring cleanup was completed in May. Seabreeze will return to finish a few areas.
- We are getting quotes on pavement striping. Work tentatively scheduled for July/August.
- Bert and the electrician are working with CMP to coordinate the first phase of the electrical upgrade project.

Marine Trade Center, LLC

2 Portland Fish Pier, Ste. 303
Portland, ME 04101

Agenda 5
Marine Trade Center, LLC letter
Tel: (207) 773-7122
Fax: (207) 761-6844
Email: gdauidson@davidsonassoccpa.com

November 27, 2019

Mr. Nick Mavodones, President
Portland Fish Pier Authority
Portland, ME 04101

Dear Mr. Mavodones:

We have been an initial and continuing tenant and business on the Portland Fish Pier for 35 years. During this time there has been significant fishing industry and economic change. At this time, we would like to respectfully request the opportunity to update and refresh our Lease so that we may continue to operate over an extended period of time and through further commercial fisheries and general economic change.

We look forward to working with the Portland Fish Pier Authority and the City of Portland to make this happen.

Sincerely,



Samuel G. Davidson



Gregory S. Davidson



CITY OF PORTLAND
Economic Development Gregory A.
Mitchell, Director

MEMO

TO: Nick Mavodones, President Portland Fish Pier Authority and Board Members
FROM: Bill Needelman, Waterfront Coordinator
DATE: December 6, 2019
RE: Strategic Planning for the Portland Fish Pier

CC: Greg Mitchell, Economic Development Director
Bert Jongerden, Portland Fish Exchange General Manager

Introduction

The Board of Directors of the Portland Fish Pier Authority has directed staff to establish a charge and scope for developing a strategic plan for the facility. This information will be used as the basis for a request for proposals by qualified firms to provide professional services to facilitate and draft such a plan.

Below, Economic Development staff suggests a starting point on charge and scope as the basis for discussion at the December 9 meeting of the Board. Subject to stakeholder feedback and Board direction, staff will use this information to begin the procurement process to hire a consulting team.

Draft Charge for the Strategic Planning

In broadest terms, strategic planning for the Portland Fish Pier will evaluate the physical, operational, and administrative structure and function of the facility and make recommendations for decision making over the next 10-year horizon. Such an evaluation will not happen in a vacuum, and the several operating assumptions will constrain the process:

- Existing approved lease and sub-lease agreements will remain in effect.
- The facility will remain publicly owned and the footprint of the Fish Pier will remain consistent.
- Deed restrictions (from the State of Maine to the City of Portland) tying the Fish Pier to the seafood economy will remain in effect.
- Other constraints as dictated by the Board of Directors.

Draft Scope of Strategic Planning:

Given the passage of time since the Fish Pier's origins in the 1980s, the scope of planning should be sufficiently broad to address the dramatic changes to the fishing industry over that time. Additionally, the scope must be forward thinking to address anticipated future changes and uncertain effects of climate change, development pressures to working environments on and off the Portland Waterfront, and growth and opportunities in aquaculture.

At a minimum, the following topics need to be evaluated. These issues are a starting point for discussion and result from brainstorming between PFX and Economic Development staffs.

- **The history and origins of the Fish Pier as compared to present needs and the role of the facility in today's seafood industry.**
- **Physical plant/layout and design.** The common areas, pier design, berthing supply, parking supply, circulation, services, and infrastructure of the Fish Pier remain largely consistent with the 1980's conditions at the time of construction. An engineering and layout analysis reflecting today's conditions and uses is needed. Additionally, potential changes in tenants or industry needs suggest changes to infrastructure, berthing, dockage, parking, utilities, ...
- **Revenue and business plan.** The business plan and revenue model for the pier are solid, resulting consistent revenues and modest surpluses from year to year. As the facility design and function is considered for change, its business model should be likewise evaluated.
- **Tenant mix.** The process should evaluate the businesses on the pier to understand if recruitment of additional or different businesses should be undertaken.
- **Industry needs.** As noted above, the world of fishing and seafood has changed dramatically over the last 30 years – and will continue to change given the reality of climate change. What does the seafood industry need now? What will the industry need moving forward? What will be the role of lobster and aquaculture on the Fish Pier moving forward? What is the role of the PFX? See below.
- **Portland Fish Exchange.** What is the current role of the PFX in the regional seafood economy? What drives harvesters and buyers to the PFX? What drives harvesters and buyers to competing ports or business models? How can the Fish Pier assist in creating

stability for the PFX? What additional services or different operational/business practices will attract more harvesters and buyers to the PFX? These are only a few of the questions that could be asked about the Exchange, its relationship to the seafood economy, and its place on the Fish Pier.

- **Climate Change.** What will the Fish Pier need to do to become more resilient in the face of a changing ocean?
- **Other issues?**

Budget:

The above draft scope is a serious undertaking requiring the assistance of a multifaceted team of consultants. Staff suggests that a budget of up to \$50,000 be authorized to initiate and complete this process.

Next Steps:

After receiving feedback on scope and charge, with the Board's agreement staff will work with City Purchasing to draft a Request for Proposals for Consulting Services for advertisement as soon as possible.



CITY OF PORTLAND
Economic Development Gregory A.
Mitchell, Director

MEMO

TO: Nick Mavodones, President Portland Fish Pier Authority and Board Members
FROM: Bill Needelman, Waterfront Coordinator
DATE: December 6, 2019
RE: Strategic Planning for the Portland Fish Pier

CC: Greg Mitchell, Economic Development Director
Bert Jongerden, Portland Fish Exchange General Manager

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- The facility will remain publicly owned and the footprint of the Fish Pier will remain consistent.
- Deed restrictions (from the State of Maine to the City of Portland) tying the Fish Pier to the seafood economy will remain in effect.
- Other constraints as dictated by the Board of Directors.

Draft Scope of Strategic Planning:

Given the passage of time since the Fish Pier's origins in the 1980s, the scope of planning should be sufficiently broad to address the dramatic changes to the fishing industry over that time. Additionally, the scope must be forward thinking to address anticipated future changes and uncertain effects of climate change, development pressures to working environments on and off the Portland Waterfront, and growth and opportunities in aquaculture.

At a minimum, the following topics need to be evaluated. These issues are a starting point for discussion and result from brainstorming between PFX and Economic Development staffs.

- **The history and origins of the Fish Pier as compared to present needs and the role of the facility in today's seafood industry.**
- **Physical plant/layout and design.** The common areas, pier design, berthing supply, parking supply, circulation, services, and infrastructure of the Fish Pier remain largely consistent with the 1980's conditions at the time of construction. An engineering and layout analysis reflecting today's conditions and uses is needed. Additionally, potential changes in tenants or industry needs suggest changes to infrastructure, berthing, dockage, parking, utilities, ...
- **Revenue and business plan.** The business plan and revenue model for the pier are solid, resulting consistent revenues and modest surpluses from year to year. As the facility design and function is considered for change, its business model should be likewise evaluated.
- **Tenant mix.** The process should evaluate the businesses on the pier to understand if recruitment of additional or different businesses should be undertaken.
- **Industry needs.** As noted above, the world of fishing and seafood has changed dramatically over the last 30 years – and will continue to change given the reality of climate change. What does the seafood industry need now? What will the industry need moving forward? What will be the role of lobster and aquaculture on the Fish Pier moving forward? What is the role of the PFX? See below.
- **Portland Fish Exchange.** What is the current role of the PFX in the regional seafood economy? What drives harvesters and buyers to the PFX? What drives harvesters and buyers to competing ports or business models? How can the Fish Pier assist in creating

stability for the PFX? What additional services or different operational/business practices will attract more harvesters and buyers to the PFX? These are only a few of the questions that could be asked about the Exchange, its relationship to the seafood economy, and its place on the Fish Pier.

- **Climate Change.** What will the Fish Pier need to do to become more resilient in the face of a changing ocean?
- **Other issues?**

Budget:

The above draft scope is a serious undertaking requiring the assistance of a multifaceted team of consultants. Staff suggests that a budget of up to \$50,000 be authorized to initiate and complete this process.

Next Steps:

After receiving feedback on scope and charge, with the Board's agreement staff will work with City Purchasing to draft a Request for Proposals for Consulting Services for advertisement as soon as possible.