



ECONOMIC DEVELOPMENT COMMITTEE

DATE: Tuesday, April 21, 2020

TIME: 5:30 PM

LOCATION:

Public Comment will be taken on action items.

ZOOM Meeting.

You are invited to a Zoom webinar.

When: Apr 21, 2020 05:30 PM Eastern Time (US and Canada)

Topic: Remote Meeting EDC

Please click the link below to join the webinar:

<https://zoom.us/j/97530169647>

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International numbers available: <https://zoom.us/u/a3VYePXB>

1. Review and accept Minutes of previous meeting held on February 18, 2020.

- a. See attached draft Minutes.

2. Portland Downtown proposed Fiscal Year 2021 Work Plan and Budget for discussion - Casey Gilbert

- a. Please see attached drafts of FY2021 Work Plan and budget.

3. **City of Portland Workforce Training Pilot Program results and discussion - Greg Mitchell, Julia Trujillo Luengo, Anita St. Onge, and Antoinette Mancusi**
 - a. See attached Memo.
4. **Portland Development Corporation COVID-19 Program response - Greg Mitchell**
 - a. See attached Memo.
5. **Discuss possible partial City business fee refunds while Stay at Home Orders are in place - Councilor Costa/Chair**
 - a. No meeting material. Verbal Committee and staff discussion at meeting.
6. **EDC 2020 Work Plan discussion - Councilor Costa/Chair**
 - a. See attached updated approved EDC 2020 Work Plan.

Next Meeting Dates: May 5 and May 19, 2020

Minutes
Economic Development Committee
February 18, 2020

NOTE: These meetings are now live-streamed, which can be viewed at this link:

<http://www.portlandmaine.gov/1695/Economic-Development-Committee> These

Minutes provide a record of those in attendance, general discussion taking place, and motions made.

A meeting of the Economic Development Committee (EDC) of the Portland City Council was held on Tuesday, February 18, 2020, at 5:30 p.m. in Room 209 on the second floor of Portland City Hall. Present from the Committee was its Chair Councilor Justin Costa and members Councilors Tae Chong and Spencer Thibodeau. Committee member Councilor Nicholas Mavodones could not be present. Also present was Mayor Kate Snyder, and Councilors Pious Ali and Belinda Ray, both arriving as noted herein. Present from the City staff were City Manager Jon Jennings, Economic Development Director Greg Mitchell, Senior Executive Assistant Lori Paulette, and Parking Manager John Peverada.

Chair Costa noted no action items on this Agenda to vote on. There will be an update on the Harbor Dredge project, and a City staff update on a recent TIF CEA BID application from Portland Foreside, followed by an executive session for two items, but not related to the Portland Foreside TIF Application.

Item #1: Review and accept Minutes of previous meeting held on January 21, 2020.

On motion made by Councilor Chong, seconded by Councilor Thibodeau, the Committee voted unanimously to accept the Minutes as presented.

Item #2: Portland Harbor Dredge Project/BUILD Grant and Funding Allocation Update for Committee Discussion.

Mr. Jennings said that this update is presented today due to the expedited deadline by the Federal Government for the BUILD Grant application (formerly known as the TIGER grant) in the next two months. Dredging has been a longstanding issue for both Portland and South Portland. City staff believes this is the most important economic development opportunity for the waterfront, and its future for many years. This project involves many organizations, including Federal, State, and City, for this \$30 Million project. The BUILD grant application will be for \$20 Million and will include a \$5 Million match from State, and \$5 Million in tipping fees from the Cities of Portland and South Portland and private pier owners. Mr. Jennings estimated that the City's holdings on the waterfront for dredging tipping fees would be in the \$1 Million range. He has had positive feedback from the Waterfront Working Group and pier owners he has spoken with, who, again, will be required to pay tipping fees. Berthing is now limited due to no dredging for quite a number of years. Mr. Jennings then explained the CAD cell, where a hole is dug, filled with dredge material, and then permanently covered, adding that it is cost prohibitive to truck out dredged materials or go into deeper water. Mr. Jennings closed saying that he is working with Federal delegation to get support for the application.

(Councilor Ray joined the meeting at this point.)

Councilor Thibodeau thanked Mr. Jennings and the team, including Waterfront Coordinator Bill Needelman, for the update, noting that the Transportation and Sustainability Committee would also have this on their Agenda at the next meeting, and that the National League of Cities should be updated as well at the upcoming March event.

Chair Costa echoed those comments and asked about timing for decisions on tipping fees, and Mr. Jennings noted that it will be a work in progress but it will be 2 to 3 years before work actually begins. During that time, tipping fees will be further refined.

Chair Costa noted for the public that the Committee has talked about this project a number

of times, which results today in not having very many questions, and then thanked staff for the update.

Item 3: Presentation on Portland Foreside Project Tax Increment Financing (TIF) Credit Enhancement Agreement (CEA) Request, along with establishment of a new Business Improvement District (BID) for Committee Discussion.

Chair Costa introduced this item noting that the City received this application for the proposed major project at the site, and he decided to put it on the Agenda to begin the discussion and for public disclosure. It is not an action item for the Committee, and staff has no recommendation at this time, noting that Mr. Mitchell will walk the Committee through the many parts of this application.

Mr. Mitchell first updated the Committee on the geography, noting that the Portland Foreside property, a portion of the MDOT rail/trail corridor, and City properties at Ocean Gateway and Maine State Pier would first need to be taken out of the current Waterfront TIF (WTIF) District, and then create a freestanding Portland Foreside Transit Oriented Development (PFTOD) TIF District with a Credit Enhancement Agreement (CEA), along with creating a Business Improvement District (BID).

(Councilor Ali joined the meeting at this time.)

Mr. Mitchell noted that the current WTIF is an area-wide municipal TIF District, with one CEA in it for Merrill's Wharf for the development of the former Cumberland Cold Storage facility. Amending the WTIF to create the PFTOD TIF District would remove 70 acres from WTIF, made up of the three owners as noted previously – Portland Foreside, MDOT, and the City. One reason to create this PFTOD TIF District is that it would have a life span of the maximum 30 years; whereas, the WTIF now has a life span of 12 years, at which time the current WTIF would expire. Another TIF could be then be created with new original assessed values at that time.

Chair Costa noted the Committee and Council were proactive in amending the WTIF to include the Portland Foreside property and others before assessed values increased. In doing so, it provides the City with increased tax sheltering savings, noting that all property owners in TIF Districts pay the same tax rate.

Mayor Snyder asked if the remaining properties in the WTIF would be unaffected, and Mr. Mitchell indicated that they would not be affected.

Councilor Ray asked if WTIF revenues could be used for dredging and public transit, and Mr. Mitchell noted that improvements to Commercial Street, including pedestrian improvements, are eligible for TIF funding. Dredging is also an allowable use, as well as the proposed new pier. He also noted that the Downtown TOD TIF District can support investment in transit City-wide.

Councilor Ray asked if removing the noted properties would provide for a lower increased assessed value for the WTIF, and Mr. Mitchell indicated that it would. The City captured the WEX development and the rest of Thames Street at its lowest value, as it did when it added the Portland Foreside property.

Councilor Ray asked if other properties could be removed from the WTIF and create a freestanding District, and Mr. Mitchell said that that could be done.

Chair Costa noted that the Waterfront Central Zone ordinance also provides restrictions on use, asking if that was relevant to this discussion. Mr. Mitchell noted indirectly. The Waterfront Growth Area Ordinance allows for a property in that area to be added to the WTIF when ready.

Mr. Mitchell then said the next step after removing the properties from the WTIF is to create the freestanding PFTOD TIF District. He noted that there are State Statutory limits on how much acreage and original assessed value a municipality can TIF. TOD TIF Districts, however, are exempt from those limits, so this would free up 70 acres and associated original assessed property valuation from those limits.

Mr. Mitchell then described the TOD TIF BID Application, noting that this proposed TOD TIF would be for 30 years at 100% capture, with Increased Assessed Value (IAV) in years 1 and 2 having 100% of the IAV revenue going to the City for use in this TOD TIF District. Years 3 to 22, would be the 20-year Credit Enhancement Agreement where 65% of the IAV captured revenue would go to the BID, and 35% captured and retained by the City for use in this TOD TIF District. Years 23 to 30 would have 100% of the IAV captured revenue going to the City for use in this TOD TIF District. All of the original assessed value goes to the City General Fund. Built in performance factors in the CEA would have documentation on their investment and taxes paid in full before reimbursement.

Mr. Mitchell then described the proposed uses of TOD TIF revenue in the district, which would include roads, utilities, and public access improvements proposed to be on both Developer and on City-owned real estate.

Chair Costa asked if the proposed uses have been itemized at this point in this new application, and Mr. Mitchell indicated in the negative; it would be when authorized to move forward to negotiate the same.

Councilor Thibodeau said that he would need to receive opinions and advice from Corporation Counsel and Bond Counsel on the proposed financial arrangements, including bonding need and uses.

Mr. Mitchell then moved onto the proposed BID, which would be similar in form to the BID structure the City currently has with Portland Downtown (PD). The BID would include only the 10 acres owned by Portland Foreside. The PD comes before the City Council each year for it to authorize the assessment fee in the BID; this would need to be done for this one as well.

Chair Costa asked about governance for the BID, and Mr. Mitchell said that it is governed

by its own Board of Directors, independent of the City, noting that the PD is a 501c4 organization. The City does not have a say in Board of Directors make-up.

David Packard, Vice Chair of the PD Board, added that State law determines how a 501c4 is set up, with the PD Bylaws defining the Board. Mr. Mitchell also noted that the BID Board can amend their own Bylaws.

Councilor Ray asked about BID limits, and Mr. Packard said that the area limits are 2% of the City's total acreage and PD is now close to the limit.

Mr. Mitchell then noted in the packet, on p. 23 of 60, that CEA funds would go to the BID, with the City issuing debt, and the BID being responsible for debt repayment. Bond proceeds would be used to build common infrastructure and City projects.

Chair Costa noted that the BID would have two sources of funding, from the CEA and the special assessment.

Mr. Mitchell noted that the Developer's attorney can explain more about this later in detail. He also noted that with Portland's TIF Policy, he reminded the developer about that Policy requiring compliance with the City's Green Building Code; in construction phase of a TIF-assisted project, it must compensate all employees the wage rates and benefits as required under applicable State prevailing wage law or Portland City Ordinance, whichever is greater; and third-party underwriter to review and provide documentation of TIF revenue funds as a financial necessity for the project to proceed.

Chair Costa noted that if it is determined that TIF revenue assistance is not needed, this would not move forward.

Mayor Snyder referred to p. 48 of 50, and Mr. Mitchell said that those are only estimates at this time provided by the Applicant based on timing of development and the IAV anticipated.

Mayor Snyder noted that the proposed BID has a single property owner, whereas the PD has

several owners and asked if this was an issue. Casey Prentice, representing Portland Foreside, noted that currently there is a single owner, but there are plans for subdivision into many tax parcels resulting in multiple owners in the BID.

Mayor Snyder asked about the assessment revenue going to BID to pay the debt service from the City issuing the bonds. Mr. Prentice said that some of the debt service also would be covered from CEA revenue, which goes to the BID to not only pay debt services but common area maintenance.

Councilor Thibodeau noted the estimates on the mil rate for 30 years, which is difficult to determine, particularly with the revaluation underway. The City also needs to determine performance guarantees for the CEA and BID for performance or non-performance. If not performing, how would that affect the BID and developer? Would there be liens for non-payment of the BID assessment, and what affect would that have on paying the bond debt? Any impacts to the City's bond rating? Councilor Thibodeau said that at this time he has more questions than answers.

Councilor Chong said that he would like to see a cash flow chart on how the numbers would work. This would help him to determine if it would be or not be a benefit to the City. What would the City be liable for? Who profits? Why bonding? How debt paid off? If it is determined to be fair, he would be fine with the project, but he needs to see the need and how it benefits the City and the Developer.

Mr. Mitchell said that more information would be provided. This is preliminary to get this out to the Committee and public.

Councilor Thibodeau asked for more information on phasing, development costs therefor, bonding, and timing. Time changes over periods of time and he would like a better understanding of how long will it take to complete all phases, costs, and the bonding.

Councilor Ray described issues she is having to reconcile going forward, particularly the City okaying demolition of the former erecting shop building (often referred to as Building 1) because the developer would provide a public easement from Fore Street down to the water, and now it appears TIF revenue would fund that improvement. In addition, when the City sold the triangle to Portland Foreside, Portland Foreside was going to build the internal road, and now TIF revenue also would appear to be used for that in this scenario. She sees the benefit to create a free-standing TIF District for the property for the City's benefit, not particularly for the developer's benefit.

Councilor Costa noted that he put this application on the Agenda for public disclosure, noting that the City has no position, with Mr. Mitchell providing this high level summary of what is being requested. The City needs to think carefully on the financing structure for all parties and the precedent for this type of structure.

Councilor Ali also had questions about full build out and construction employment wages.

Councilor Chong said that it is an impressive proposal, but questions the financial necessity of the freestanding TIF District for the developer, understanding its complexity, and thanked all for the work.

Chair Costa appreciated the feedback, and it is not necessary to answer all questions at this time. This was a chance to review a significant proposal/application and the preliminary question for the City is to discuss possible next steps. If the City decides to move forward, there will be additional meetings and opportunities for public comment.

Item #4: Executive Session: Pursuant to 1 M.R.S.A. 405(6)(C), the Committee will go into executive session to provide staff direction on the following:

- a) **Possible TIF CEA public-private partnership to stimulate parking structure investment for public use; and,**
- b) **Possible land exchange agreement to secure privately-owned property for municipal use.**

Councilor Thibodeau said that he talked with Corporation Counsel West Chuhta, with the result being that he has a conflict in that his employer is involved with these items so will be leaving the meeting at this time, noting that he did not look at the confidential material.

On motion made by Councilor Chong, seconded by Chair Costa, the Committee voted unanimously (2-0) to go into executive session at approximately 7:05 p.m. pursuant to 1 M.R.S.A. 405(6)(C) to provide direction to City staff on real estate negotiation matters. At approximately 7:42 p.m., the Committee came out of executive session and the meeting adjourned.

Respectfully,

Lori Paulette

FY21 Budget and Development Plan



Portland Downtown stimulates a thriving, vibrant, and sustainable downtown community

FY20 Highlights



- *Drive Less, Do More* campaign with City of Portland and regional transit partners
- Purchased new self-watering planters to beautify downtown
- Welcomed new board members and conducted annual board check-ins
- Increased event sponsorships by 20%
- Record attendance at Merchant Meetings
- Created Pandora's Winter Lights Walking Tour Brochure
- Awarded CDBG grant in partnership with City of Portland to refresh pedestrian wayfinding signs and add bike racks
- Developed new 5-year strategic plan

Budget Comparison



FY20

- Assessment income
\$1,018,037
- Total income
\$1,082,037
- Supplemental Services
expense \$404,862
- Total expense
\$1,082,037

FY21 (draft)

- Assessment income
\$1,036,500 (+ 1.8%)
- Total income
\$1,101, 650
- Supplemental Services
expense \$425,000
- Total expense
\$1,101,080

Notes on FY21 budget



- While assessment revenue does show a small increase (1.8%), it is anticipated that the mil rate will actually decrease, based on estimated valuation
- Staffing changes are reflected in reduction in employee costs
- Events are budgeted to be break-even, so budget is not impacted if events are cancelled
 - Horse + Wagon Rides will likely be discontinued
- Increase in programmatic expenses to support social service organizations
- Overall, a very conservative budget has been planned and approved by our Finance + Executive Committees

Strategic Plan Comparison



2015-2020

- Vitality
- Experience
- Growth
- Advocacy

2020-2025

- Serve
- Enhance
- Engage
- Achieve

2020-2025 Strategic Plan Guiding Principles



- Portland Downtown is a community builder
- Portland Downtown is a key advocate for the downtown community
- Portland Downtown is a strong partner and collaborator
- Portland Downtown strives to be increasingly environmentally sustainable
- Portland Downtown believes in organizational sustainability

FY21 Development Plan



- Welcome new executive director
- Focus on advocacy for stakeholders
- Evaluate programs and services: value, outcomes and impact
- Implementing new 5-year plan and aligning committee goals with plan
- Improve downtown experience for those who live, work, do business, and visit
- Increase board engagement and ensure all stakeholders are well represented in board seat allocation
- Communicate organizational mission, goals and values to stakeholders and increase stakeholder engagement
- Assess impacts of COVID-19 on downtown stakeholders and develop partnerships, advocacy and programs to support

PORTLAND DOWNTOWN BUDGET FY21

Estimated valuation \$961,998,370

	FY21 DRAFT Budget	FY20 budget
INCOME		
ASSESSMENT INCOME	\$ 1,036,500.00	\$ 1,018,037
EVENT INCOME		
LIGHT UP YOUR HOLIDAYS		
TREE LIGHTING SPONSORSHIPS	\$ 11,000.00	\$ 10,000.00
WINDOW DISPLAY CONTEST SPONSOR	\$ 1,000.00	\$ 1,000.00
HORSE + WAGON RIDE SPONSORSHIPS	\$ -	\$ 5,000.00
SHOP FOR A CAUSE SPONSORSHIP	\$ 2,500.00	\$ 2,500.00
MERRY MADNESS TICKET SALES	\$ 22,500.00	\$ 19,000.00
MERRY MADNESS SPONSORSHIP	\$ 7,500.00	\$ 7,500.00
Total Light Up Your Holidays	\$ 44,500.00	\$ 45,000.00
POLICE AWARDS BREAKFAST	\$ 5,000.00	\$ 5,000.00
DOWNTOWN WORKER APPRECIATION DAY	\$ 4,000.00	\$ 3,000.00
SUMMER KICK OFF WEEKEND		
SQUARE HOP SPONSORSHIP	\$ 4,000.00	\$ 2,000.00
Total Summer Kick Off Weekend	\$ 4,000.00	\$ 2,000.00
Total EVENT INCOME	\$ 57,500.00	\$ 55,000.00
DIRECTORY PARTNERSHIP/CONTRIBUTION	\$ 5,000.00	\$ 5,000.00
GRANT INCOME	\$ 1,500.00	\$ 2,500.00

CONTRIBUTIONS INCOME	\$	750.00	\$	750.00
PARK & WORK INCOME	\$	400.00	\$	750.00
Total Income	\$	1,101,650.00	\$	1,082,037.00

Expense

CLEAN INITIATIVES				
SUPPLEMENTAL SERVICES CONTRACT	\$	425,000.00	\$	404,862.00
FIXED FEE FOR DID ADMIN	\$	10,365.00	\$	9,650.00
ESTIMATED NONCOLLECTION	\$	10,365.00	\$	10,180.37
REPAIRS & IMPROVEMENTS	\$	7,500.00	\$	5,000.00
Total Clean Initiatives	\$	453,230.00	\$	429,692.37

EMPLOYEE COSTS

PAYROLL	\$	246,000.00	\$	268,500.00
HEALTH & DENTAL	\$	35,000.00	\$	30,000.00
LIFE & DISABILITY INSURANCE	\$	3,650.00	\$	3,500.00
PAYROLL PROCESSING FEE	\$	1,350.00	\$	1,200.00
PAYROLL TAX EXPENSE	\$	17,500.00	\$	18,796.00
EMPLOYEE PARKING & BUS	\$	5,000.00	\$	3,500.00
UBIT (Federal Transportation Tax)	\$	-	\$	800.00
SIMPLE IRA MATCH	\$	4,000.00	\$	4,000.00
Total Employee Costs	\$	312,500.00	\$	330,296.00

PROGRAMS & PARTNERSHIPS

WINTER LIGHTS/PANDORA LACASSE	\$	60,000.00	\$	62,000.00
VISITOR INFORMATION BOOTH/VISIT PORTAND	\$	10,000.00	\$	10,000.00

POLICE CADET PROGRAM EXPENSE	\$	35,000.00	\$	31,000.00
LEARNING WORKS	\$	20,000.00	\$	16,500.00
MILESTONE HOMETEAM	\$	10,000.00	\$	6,500.00
PEER OUTREACH WORKER PROGRAM	\$	5,000.00		
Total Programs & Partnerships	\$	140,000.00	\$	126,000.00

RENT & UTILITIES

RENT	\$	21,000.00	\$	20,000.00
CAM CHARGES	\$	10,000.00	\$	9,720.00
TAXES- PERSONAL PROPERTY	\$	600.00	\$	400.00
ELECTRIC	\$	1,700.00	\$	1,700.00
GAS	\$	1,400.00	\$	1,500.00
TELEPHONE & INTERNET	\$	3,800.00	\$	3,800.00
Total Rent & Utilities	\$	38,500.00	\$	37,120.00

OPERATIONS

BANK SERVICE CHARGES	\$	100.00	\$	100.00
CLEANING	\$	4,800.00	\$	4,200.00
COPIER	\$	3,200.00	\$	3,500.00
IT SUPPORT	\$	1,250.00	\$	1,250.00
MEMBERSHIPS, DUES & SUBSCRIPTIONS	\$	4,500.00	\$	4,000.00
EQUIPMENT EXPENSE	\$	2,000.00	\$	2,000.00
POSTAGE	\$	3,500.00	\$	4,500.00
SUPPLIES	\$	4,000.00	\$	4,000.00
WEBSITE HOSTING + DEVELOPMENT	\$	1,400.00	\$	1,250.00
SUBCONTRACTORS	\$	4,000.00	\$	4,000.00
CONTINGENCY FUND	\$	5,000.00	\$	4,829.00

RESERVE FUND	\$	20,000.00	\$	20,000.00
Total Operations	\$	53,750.00	\$	53,629.00

MARKETING

GENERAL MARKETING	\$	12,500.00	\$	15,000.00
DIRECTORY DISTRIBUTION	\$	4,000.00	\$	5,000.00
SPONSORSHIPS/PARTNERSHIPS	\$	3,000.00	\$	3,000.00
Total Marketing	\$	19,500.00	\$	23,000.00

INSURANCE

DIRECTORS & OFFICERS	\$	650.00	\$	650.00
GENERAL/EVENTS/LIQUOR	\$	6,000.00	\$	6,000.00
WORKERS COMPENSATION	\$	1,200.00	\$	1,100.00
Total Insurance	\$	7,850.00	\$	7,750.00

PROFESSIONAL FEES

ACCOUNTING	\$	3,500.00	\$	3,500.00
ANNUAL ELECTIONS	\$	2,000.00	\$	2,500.00
LEGAL	\$	5,000.00	\$	4,000.00
Total Professional Fees	\$	10,500.00	\$	10,000.00

ORGANIZATIONAL ACTIVITIES

STAKEHOLDER + VOLUNTEER APPRECIATION	\$	2,500.00	\$	2,500.00
MEETINGS	\$	2,500.00	\$	2,500.00
PROFESSIONAL DEVELOPMENT	\$	7,500.00	\$	7,500.00
Total Organizational Activities	\$	12,500.00	\$	12,500.00

EVENTS

LIGHT UP YOUR HOLIDAYS

LUYH GENERAL MARKETING	\$	5,000.00	\$	4,500.00
TREE LIGHTING: MARKETING	\$	4,500.00	\$	4,500.00
TREE LIGHTING: PERFORMERS	\$	2,500.00	\$	1,500.00
TREE LIGHTING: SECURITY	\$	-	\$	1,000.00
TREE LIGHTING: STAGE & SOUND	\$	3,500.00	\$	1,000.00
TREE LIGHTING EVENT MANAGEMENT	\$	500.00	\$	500.00
RETAIL EVENTS	\$	5,000.00	\$	4,500.00
WAGON RIDES	\$	-	\$	6,800.00
MERRY MADNESS: MARKETING	\$	2,000.00	\$	2,000.00
MERRY MADNESS: EVENT	\$	12,000.00	\$	9,500.00
MERRY MADNESS EVENTBRITE FEES	\$	3,250.00	\$	3,000.00
MERRY MADNESS: EVENT MANAGEMENT	\$	1,500.00	\$	1,500.00
Total Light Up Your Holidays	\$	39,750.00	\$	40,300.00
POLICE AWARDS BREAKFAST	\$	4,500.00	\$	4,500.00
DOWNTOWN WORKER APPRECIATION DAY	\$	4,000.00	\$	3,500.00
SUMMER KICK OFF WEEKEND				
SQUARE HOP ENTERTAINMENT	\$	3,000.00	\$	2,000.00
SQUARE HOP MARKETING	\$	1,000.00	\$	1,000.00
Total Summer Kick Off Weekend	\$	4,000.00	\$	3,000.00
TOTAL EVENTS	\$	52,250.00	\$	51,300.00
PARK AND WORK	\$	500.00	\$	750.00
TOTAL EXPENSE	\$	1,101,080.00	\$	1,082,037.37
NET INCOME (LOSS)	\$	570.00	\$	(0.37)



Strategic Plan 2020–2025

**Serve
Enhance
Engage
Achieve**

Portland Downtown 2020–2025 Strategic Plan DRAFT(7) 2.13.2020

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I. Introduction

Organizational Mission

Portland Downtown's mission is to stimulate a thriving, vibrant, and sustainable downtown community.

Founding Purposes

The Downtown Improvement District (DID) was founded in 1992. Its purposes:

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

Portland Downtown was established in 1992 in accordance with an act of the Maine State Legislature under the "Maine Municipal Development Districts" statute. It was incorporated as a 501(c)(4) non-profit, and is funded by a development district assessment on downtown district property. Portland Downtown qualifies for Internal Revenue Code (IRC) section 501(c)(4) as a social welfare organization, and its mission-driven services regarding safety, cleanliness, and management of the downtown that provide for social welfare, while funded by property owner constituents, must be available to the community as a whole to qualify for the IRC designation.

Organizational Overview

Portland Downtown¹'s most recent strategic plan (2015-2020) centered around four pillars: Vitality, Experience, Growth, and Advocacy. The previous five years marked a period of growth for the organization, both geographically and fiscally. An expansion of the district allowed the organization to deliver its unique set of supplemental services, programs, and events to a group of stakeholders that had identified need and was experiencing residential and commercial growth that supported inclusion in the downtown improvement district (DID). A healthy budget allowed the organization to contribute to a reserve account and plan for long-term sustainability. The amendment of state legislation to remove the expiration date for development districts, including DIDs, further cemented the organization as a viable tool for economic development in downtown Portland.²

¹ The downtown improvement district 501c4 nonprofit organization.

² The geographic area in the City of Portland, Maine, that spans roughly east-west from Franklin Street to State Street, and north-south from Cumberland Avenue to Commercial Street.

Growth and development present both challenges and opportunities. Policy issues, such as transportation, sound, and homelessness were avenues of opportunity for the organization to become more involved in advocacy. Ad-Hoc Committees worked in tandem with staff to develop strategic advocacy policies with a lens of partnership and collaboration. The success was evident in the completion of a parking study, the launch of the “Drive Less, Do More” multi-modal marketing campaign, a revamped sound ordinance, and a Community Development Block Grant (CDBG) grant award to support a Peer Outreach Worker (POW) program with Amistad. Investments in new banners, flower pots, and trash cans enhanced the downtown experience, as did a revised and improved Master and Supplemental Services Agreement with the City of Portland. The board welcomed new events and said goodbye to others, with the ultimate goal of achieving balance and positive outcomes for DID taxpayers, stakeholders, and the community.

The organization’s success was not only celebrated internally, but externally as well. During the duration of the plan, Portland Downtown received several awards, recognizing fruitful collaborations, creative endeavors, and a healthy organizational culture:

- International Downtown Association (IDA) Award of Excellence, Leadership and Management (Downtown Cadet Program): 2016
- IDA Merit Award, Marketing and Communication (Portland Downtown: Revamped and Revitalized): 2016
- IDA Merit Award, Leadership and Management (Busting Graffiti Downtown): 2017
- Indie Biz Awards, Portland Ambassador: 2017
- Maine Psychological Association, Psychologically Healthy Workplace: 2017
- Way2Go Maine, Choice Award (Small But Mighty): 2017
- IDA Merit Award, Events and Programming (Shop for a Cause Day): 2018

For all intents and purposes the 2015-2020 strategic plan was fulfilled to the best of ability of all involved. Revisiting the plan regularly to track progress and tying committee goals to the plan’s strategies were two of the main determinants of the success of the plan. A dedicated staff, active and engaged board, and thoughtful partnerships helped ensure positive outcomes.

As the organization turns its attention toward the next five years, the focus will remain on the organizational mission and the founding purposes as stated above. Advocacy and creative partnerships will continue to be foundational to the work of the organization and for the value that can be offered to stakeholders by leveraging energy, intellect, and passion. The cleanliness and safety of downtown will remain foundational to our mission, but with a new perspective of bringing clean and safe to the next level, and ensuring the best experience possible for the downtown community. With a reputation as a go-to organization that gets things done, we will refocus our energy on continual organizational excellence, ensuring that our internal policies reflect best practices, and that we have the organizational capacity to deliver on our promises. Paramount to our success will be engaging more of our stakeholders and the community in all facets of the organization; committee participation, fiscal sponsorship, and a deep understanding of and passion for the mission. Amplifying the work that we do through intentional

communications and promoting the unique assets of our downtown will be essential to the success of this new plan.

The 2020–2025 plan welcomes and encourages active participation in Portland Downtown’s mission. It is a call to leverage the collective assets of a thriving community to enhance the downtown core, the heart of Portland.

II. Strategic Planning Process

Portland Downtown’s strategic planning process was comprised of two phases: (1) Strategic Research and (2) Plan Development. The process was conducted over the course of one year (February 2019 – January 2020) during which the Strategic Planning Ad-Hoc Committee met twice per month as well as for additional work sessions as needed. Committee Co-Chairs Doane Dorchester and Dawn Homa reported regularly to the Board of Directors about the committee’s process and progress. The plan’s anticipated adoption date is March 19, 2020, and implementation will begin in July 2020.

Strategic Planning Ad-Hoc Committee

Board of Directors members:

Doane Dorchester, Co-chair
Dawn Homa, Co-chair
Bob Keegan
Sue-Ellen McClain
David Packard

Staff members:

Taffy Eaton
Amy Geren
Casey Gilbert
Adam MacDonald

Strategic Planning Consultant: Elizabeth Hall

Phase One: Strategic Research

The strategic planning process kicked off with a two-day board and staff retreat in February 2019, during which participants brainstormed mission and vision statements, discussed Portland Downtown’s organizational values, mapped out a challenges-opportunities-weaknesses-strengths (COWS) analysis, and identified strategic priorities. Following the retreat, a search was conducted for a strategic planning consultant. Liz Hall was hired to facilitate the strategic planning process.

External Information Gathering

The Committee developed a master questionnaire of strategic questions that would be posed to a variety of stakeholders, including downtown property owners, business owners and leaders, nonprofit organization leaders, City of Portland officials, and the general public through surveys, focus groups, and one-on-one interviews. Research was conducted through a broad-reaching survey (1,249 respondents), three focus groups (40 participants), and nine one-on-one stakeholder interviews.

Surveys: Using Portland Downtown’s email list of more than 17,000 unique addresses, a survey was distributed using Survey Monkey. The survey was also promoted in the organization’s digital newsletter and on social media platforms. More than 1,200

people responded to the survey, providing responses to multiple choice, rating, and qualitative, open-ended questions.

Focus Groups: Portland Downtown conducted three 1.5-hour focus groups with individuals who work or live in the downtown improvement district.

1. Vibrancy Focus Group: retail, food and beverage, arts, and entertainment leaders (16 participants)
2. Collaborators Focus Group: City of Portland officials, Portland Downtown event sponsors, program partners, as well as economic development and nonprofit organization leaders (14 participants)
3. Clean & Safe Focus Group: City of Portland officials, public health and resources representatives, and active clean and safe initiative advocates (11 participants)

Stakeholder Interviews: Members of the Portland Downtown Board of Directors conducted strategic interviews with: downtown property owners; members of the Portland City Council; a representative from a higher education institution; leaders of nonprofit and economic development organizations; and entrepreneurs in the food and beverage industry:

1. Pious Ali, City Councilor, City of Portland
2. Glenn Cummings, President, University of Southern Maine
3. Jill Duson, City Councilor, City of Portland
4. Bob Fowler, Executive Director, Milestone Recovery
5. Quincy Hentzel, CEO/President, Portland Regional Chamber of Commerce
6. Mary Allen Lindemann, Co-founder and Community Builder, Coffee By Design
7. Josh Miranda, Owner, Blyth and Burrows
8. Tim Soley, Co-founder, East Brown Cow
9. Vin Veroneau, President and CEO, J.B. Brown & Sons

Internal Information Gathering:

Surveys: In October 2019, 16 board and staff members completed an internal organizational survey that garnered their insights into the organizational culture, areas for improvement, and their personal contributions to Portland Downtown's work.

Document Review: Additional sources were used in the development of the plan, including:

- Organizational documents in the Board Resources web portal
- 2019 board member check-in report
- 2015-2020 Portland Downtown Strategic Plan review
- Marshall Communications' annual marketing studies

Phase Two: Plan Development

Following the internal and external information gathering and data analysis, the committee began developing the framework for the strategic plan: identifying major themes and priorities, evaluating the organization's mission statement, and determining the organization's key objectives and the strategic goals to achieve those

objectives in the coming 5 years. Over the course of 4 months, many drafts, and feedback from the board of directors, the committee expanded on the plan framework to create a roadmap for Portland Downtown's work from 2020-2025.

Mission redevelopment: Based on the information collected both internally and externally, the committee decided to update the organization's mission statement. It was decided that a shorter and more concise mission statement would be easier to communicate to the general public. An emphasis was placed on the organization's role as a "stimulant" in the community, recognizing that it could not improve the district on its own, but relies on strong partnerships to achieve its goals. While cleanliness and safety are still goals of the organization, it was decided that "thriving" and "vibrant" could better encompass the enhanced experience we wanted to evoke. "Sustainability" arose as a concern from multiple stakeholders: the financial stability of the organization; the impact we have on the environment around us; and the desire for sustainable, continued growth in the area. Additionally, we wanted to make sure and note that we are representing and advocating for our "community."

After much discussion the Board of Directors voted to adopt a new mission statement: **Portland Downtown stimulates a thriving, vibrant, and sustainable downtown community.**

III. Strategic Plan Guiding Principles

The following guiding principles reflect organizational best-practices, build upon themes that emerged from both external and internal data collection and document review, and provide guidance as a result of the strategic planning process as a whole:

1. *Portland Downtown is a community builder.* Survey respondents, focus group participants, and interviewees highlighted the work that the organization does to create a strong sense of community through fun and welcoming events, clean and safe initiatives, efforts to convene stakeholders, and working to promote community resources.
2. *Portland Downtown is a key advocate for the downtown community.* The organization's reputation as a respected representative of the downtown district's interests, and its ongoing efforts to field input and collect data from its constituencies, make it a lead voice for downtown merchants, business owners, downtown property owners, employees, and residents.
3. *Portland Downtown is a strong partner and collaborator.* External research respondents recognize the strong partnerships that the organization has built with the City of Portland, fellow non-governmental organizations, media, and event partners, and the trusting relationship the organization has with its many constituencies. They appreciate that PD works to bring people together to find consensus and solutions for community issues. The partnerships identified in the strategic plan reflect current partnerships in 2020, and are subject to change in the coming 5 years.
4. *Portland Downtown strives to be increasingly environmentally sustainable.* The general public and Portland Downtown staff and board members raised concerns about the downtown's environmentally sustainable practices as a whole. Portland Downtown is well positioned to encourage and create opportunities for the downtown community to take steps to become increasingly environmentally conscious and apply

planet-friendly practices. The organization will continue to examine its practices through an environmental lens, and make improvements as determined.

5. *Portland Downtown believes in organizational sustainability.* The organization will uphold fiscally responsible practices, regularly evaluate its programs and partnerships for mission-alignment, and ensure that adequate staffing and resources are allocated to accomplish its work.

Key Objectives & Strategic Goals

1. Serve as a lead representative and advocate for the overall health and prosperity of the downtown district and the downtown community.

Why This Matters Portland is facing a time of growth³ and change, and the past decade of prosperity for the city has been accompanied by many challenges: traffic, transportation⁴, and parking⁵ demands; rent increases for residents and businesses⁶; workforce shortages⁷; meeting the needs of the community⁸; homelessness⁹; substance use disorder¹⁰; and climate change¹¹. Portland Downtown is uniquely positioned to field input from its DID taxpayers and stakeholders, and represent their interests as well as the long-term interests of the downtown community.

Key Objectives

1. Serve as the representative for the downtown community's interests.
2. Expand opportunities for district stakeholders to provide input to the direction of Portland Downtown's advocacy.
3. Be a proactive convener of area nonprofit organizations and agencies to collaborate in addressing issues that challenge the health and prosperity of the downtown district community.
4. Support area institutions whose expertise and work are dedicated to addressing priority advocacy issues for the district.
5. Create education and awareness initiatives that activate the public in creating a healthy, clean, safe, and vibrant downtown district.

Strategic Goals

Programs & Initiatives

- Establish an Advocacy Committee to review, track, and make recommendations on issues that concern the downtown district.
 - o Regularly evaluate the effectiveness of advocacy efforts.

³ City of Portland Permitting & Inspections Department

⁴ Portland Peninsula Transit Study, Nelson Nygaard, 2008

⁵ City of Portland Parking Study for Downtown, The Old Port, and The Eastern Waterfront, Fort Hill Infrastructure, 2017

⁶ City of Portland Housing Report, 2019; Rental Market Survey, Portland, Maine, Stepwise Data Research, 2018

⁷ Maine Center for Workforce Research and Information

⁸ City of Portland 2030 Comprehensive Plan

⁹ Maine's Plan to End & Prevent Homelessness, 2008 (Amended 2011; 2017)

¹⁰ State of Maine Opioid Response Plan, 2019

¹¹ City of Portland Municipal Climate Action Plan, 2008

- Conduct regular forums to educate and field input from stakeholders and the public about issues affecting downtown Portland.
- Advocate for improvement of the city’s transportation landscape through the work of the Multi-modal Transportation Committee.
- Represent Portland Downtown on city and civic boards, committees, task forces, and study groups to inform and influence decision-making.

Policy Influence

- Annually review the Portland Downtown Advocacy Policy, and update as needed.
- Maintain strong relationships with City Councilors and civic leaders through ongoing outreach.
- Review and determine courses of action on issues that affect the downtown district, in accordance with Portland Downtown’s Advocacy Policy. Issues may include, but are not limited to:

Transportation & Parking	Workforce	Zoning / Permitting	Environmental Sustainability & Climate Adaptation
Tourism Impacts	Housing & Affordability	Sound	Economic diversity and small business support ¹²
Responsible Growth	Homelessness	Panhandling	Graffiti, Vandalism & Littering

Public Influence

- Communicate regularly to DID taxpayers and stakeholders about issues that impact downtown Portland.
 - Encourage engagement with advocacy issues to ensure that a broad range of stakeholders are represented when providing testimony to policymakers in Portland or Augusta.
- Conduct public campaigns and initiatives that create positive outcomes for downtown, which may include, but are not limited to: “Drive Less, Do More” multi-modal transportation campaign, anti-littering messaging, awareness of public health initiatives, promoting shopping local, etc.

Partnerships

- Address advocacy issues as a coalition with local organizations that have issue expertise. Identify local nonprofit organizations to partner with on special projects and advocacy issues.
- Partner with the Greater Portland Chamber of Commerce, Visit Portland, Greater Portland Council of Governments, the City of Portland, and others to develop and influence City policy.
- Support organizations such as MaineWorks, Milestone, Amistad, Opportunity Alliance, Catholic Charities, Preble Street, and others that are working to reduce homelessness and provide social services.
- Partner with Portland METRO, the Portland City Council's Sustainability & Transportation Committee, the City of Portland’s Bicycle/Pedestrian Advocacy

¹² The Value of U.S. Downtowns and Center Cities, Inspired Leaders Shaping Cities, 2018

Committee, the Greater Portland Chamber of Commerce, Casco Bay Lines, South Portland Bus, ShuttleBus Zoom, Portland International Jetport, NNEPRA/Downeaster, the Maine State Public Transit Advisory Council, Maine Department of Transportation, and others to influence effective multi-modal transportation solutions.

- Review existing partnerships regularly for effectiveness and sustainability.

2. Enhance the downtown district to create a positive experience for all.

Why This Matters Increased interest and investment in downtown Portland has created opportunities for commercial and residential growth in recent years. Many sectors are thriving, including fisheries/marine/aquaculture, tourism, and food and beverage. The notoriety of Portland's culinary scene¹³ has made it a global destination and must-visit locale.¹⁴ Downtown also boasts a diverse mix of retail, professional services and nonprofit organizations, which add to the economic health and vibrancy of the city. Portland Downtown's efforts to support high standards for a clean, safe, and vibrant city center has contributed to the city's economic vitality and its earned successes over the years.¹⁵ Maintaining these exemplary standards that the downtown community and visitors appreciate is a mainstay for a long-term prosperity in the downtown district and the greater Portland area.

Key Objectives

1. Work with partners to make downtown increasingly safe and clean for the downtown community.
2. Increase the number of murals and public art in the district.
3. Provide events that are engaging, fun, and sustainable.
4. Enhance placemaking efforts and beautification to create a welcoming environment and define the downtown district through wayfinding tools.

Strategic Goals

Programs & Initiatives

- Evaluate programs and partnerships to ensure that they support the organization's mission and responsibly use the organization's financial resources.

Clean & Safe

- Continue contractual agreement to utilize the Portland Downtown Public Works Crew to ensure proper maintenance and improvements to the downtown.
 - Explore ways in which improvements can be made to the Supplemental Services Contract.
- Seek and respond to feedback from the community regarding safety and cleanliness of the downtown.
- Develop a focused effort to reduce graffiti vandalism.
 - Strengthen and develop new program partnerships.
 - Educate property owners about prevention best practices.

¹³ Bon Appetit, 2018

¹⁴ Conde Nast, 2020; Lonely Planet, 2020

¹⁵ Portland, Maine, Area Consumer Research Reports, Marshall Marketing, 2016, 2017, 2018, 2019

- Strengthen the Downtown Cadet Program by partnering with area organizations and service programs that lend resources and support.
- Monitor downtown safety through various data reporting channels.

Vibrancy

- Produce community events that stimulate downtown Portland's economy, build community, and foster a welcoming environment for all.
 - o Regularly evaluate events and the resources needed to implement them, and make updates or substitutions, as determined.
 - o Ensure sustainable staffing and fiscal models for event management.
 - o Conduct events that bring people downtown.
 - o Prioritize diversity reflective of the larger community in the planning and content of Portland Downtown events.
- Utilize a variety of placemaking elements to enhance the downtown visitor experience and define the downtown district boundaries.
- Continue to enlist local artists to create art installments throughout the downtown district.

Workforce Support

- Build workforce awareness of the affordable modes of transportation in partnership with transportation providers.
 - o Evaluate Park & Work Program and adjust as determined.
 - o Encourage active and mass transportation options.
- Support and build awareness for programs that better connect potential employees and downtown district employers.

Sustainability

- Incorporate Green + Clean Initiatives into downtown clean and safe practices, and support and advocate for City sustainability initiatives and policies.
- Support improved bicycle and pedestrian infrastructure into and within the downtown district.
- Monitor and improve the pedestrian experience through regular updates to downtown streetscapes.
- Support and build awareness for recycling and composting in the downtown district.

Public Influence

- Organize educational opportunities for property owners and business owners to learn about clean and safe prevention practices.
- Support youth development and engagement with jobs related to downtown management by educating students about Portland Downtown and its initiatives.

Partnerships

- Partner with local municipality and organizations on provision of programs, services, and events.
- Partner with the City of Portland Police Department to co-manage the Downtown Cadet Program program.
- Partner with Amistad to continue and expand the Peer Outreach Worker (POW) program.
- Partner with LearningWorks to coordinate the Graffiti Busters program.
- Partner with Visit Portland to support downtown visitors and tourists.
- Partner with Portland Buy Local to support downtown local businesses and worker appreciation.

- Partner with Milestone's HOME Team to provide outreach, support, and services to downtown Portland's most vulnerable populations.
- Partner with the City of Portland's Tobacco Prevention Program to encourage a smoke and tobacco-free environment at community events and in public spaces.

3. Engage the general public in Portland Downtown's initiatives, resources, work, and promotion of the downtown district.

Why This Matters Communicating the value of our work is paramount to advancing Portland Downtown's mission. It's how the organization builds trust and loyalty among its many constituents, including downtown business and property owners, city officials, nonprofit partners, volunteers, sponsors, and more. In addition to outbound communications via print, digital, and social channels, Portland Downtown offers year-round opportunities for DID taxpayers and our stakeholders to convene and become active participants in conversations that matter to them. Through fostering a healthy dialogue and rapport with various audiences, we're able to instill confidence, secure "buy-in," and tackle challenges creatively and collaboratively.

Portland Downtown connects with audiences through:

- **Stakeholder Meetings & Events:** Whether it's a committee meeting, a focus group, a panel discussion, a property owners meeting, or our annual Sponsor & Volunteer Appreciation Party, Portland Downtown regularly provides opportunities to gather, share, learn, network, and celebrate.
- **Email Marketing:** Delivering engaging organizational news and opportunities for fun downtown. Our full email list – over 18,000 strong – is carefully segmented so that the right audience gets the right message at the right time.
- **Community Events:** From Downtown Worker Appreciation Day to Light Up Your Holidays, we produce an exciting array of community events for all to enjoy.
- **Website:** A popular resource for residents and visitors to find out "what's up downtown," averaging more than 20,000 visitors per month. The website also houses a password-protected 'resources' section for board members.
- **Social Media:** Daily original content designed to "surprise & delight" our friends and fans. As of January 2020, we have 34,206 Facebook followers; 9,800 Instagram followers; and 10,073 Twitter followers.
- **Annual Report:** A celebration & showcase of our collaborative efforts to keep downtown clean, safe, and vibrant. The publication highlights our annual achievements, while providing transparent program statistics and financial information.
- **Downtown Map & Directory:** Published in partnership with Portland Press Herald, this is an indispensable guidebook for all things Portland. 145,000 copies are distributed annually to businesses and households throughout Maine, the U.S., and Canada.
- **Walking Tour Brochures:** A series of seven self-guided walking tours with themes ranging from Hidden Public Spaces to Architectural Wonders to Historic Pubs & Shops. These brochures offer families and individuals a free, fun way to explore downtown on foot.
- **Direct Mail:** For special projects – including board elections and the annual DID tax bill – we utilize post mail. These printed pieces clearly educate recipients about our services and encourage them to actively participate in the work of Portland Downtown.
- **TV / Radio:** In partnership with local creatives & media outlets, we create engaging spots for campaigns such as *Drive Less, Do More*.

Key Objectives

1. Continue to create, maintain, and review Portland Downtown's resources and tools that promote downtown.
2. Inform the public about Portland Downtown's mission, programs, and services.
3. Engage the downtown community in Portland Downtown's work.
4. Increase visibility and awareness of Portland Downtown and its work.

Strategic Goals

Programs & Initiatives

- Provide guidance and support to the staff, board, and volunteers to become effective stewards of the organization.
- Enhance organizational visibility through consistent brand usage in urban placemaking efforts.
- Create opportunities for public learning and engagement such as Lunch & Learns, public speaking engagements, etc.
- Develop an orientation process to educate newly elected city officials, property owners, and business owners about Portland Downtown and how they can get involved.
- Increase stakeholder attendance at Portland Downtown public forums and meetings.
- Re-envision Annual Property Owners Meeting to be more inclusive of downtown stakeholders and partners.
- Evaluate, enhance, and maintain Portland Downtown digital and print resources.
- Promote Portland Downtown community events and initiatives to encourage participation and sponsorship.

Public Influence

- Maintain a strong, recognizable Portland Downtown brand.
- Distinguish and clarify Portland Downtown's role as a downtown improvement district (versus Visitors Bureau, Chamber of Commerce, City of Portland, etc.).
- Increase public awareness campaigns of Portland Downtown's initiatives and work.

Partnerships

- Strengthen Portland Downtown's collaborative relationship with the City of Portland and other partner organizations.
- Continue current and explore new partnerships that provide opportunities to enhance digital and print resources.
- Enlist media sponsors to help promote Portland Downtown's events and initiatives.
- Strengthen and expand relationships with media personalities and influencers.
- Leverage existing relationships to contribute to panel discussions, appear as a guest or keynote speaker at events, and find ways to showcase the work and contributions of Portland Downtown.

4. Achieve organizational excellence through sustainable and best practices and strong collaborations.

Why This Matters Portland Downtown's organizational and programmatic excellence is recognized by its collaborators and partners¹⁶, national groups¹⁷, downtown improvement districts across the country¹⁸, and the greater Portland public at large.¹⁹ Sustainable and responsible practices, meaningful partnerships, and staff and board support are the foundation for excellence.

Key Objectives

1. Ensure financial stability through fiscal responsibility.
2. Establish and refine internal practices to ensure organizational sustainability.
3. Maintain and build strong, sustainable relationships with collaborators and partners to achieve mutual goals.
4. Incorporate diversity, equity, and inclusion (DEI) best practices.
5. Refine the roles of the board and staff to provide clarity.

Strategic Goals

Programs & Initiatives

- Regularly review and evaluate organizational practices, policies, and procedures.
- Strengthen board governance, recruitment, onboarding processes, and engagement.
 - o Update and define board and committee leadership practices, roles, and responsibilities.
 - o Develop succession and emergency transition plans for board, committee chairs, and executive leadership.
 - o Review the number and representation of board seats.
 - o Increase outreach to encourage multiple qualified candidates to run for each open board seat.
 - o Explore ways to diversify Board of Directors representation to reflect the downtown community.
 - o Establish a formal onboarding process for all new board members.
 - o Encourage existing board members to mentor new board members.
 - o Support board members in professional development opportunities.
 - Encourage 100% board participation.
- Explore conducting a Diversity, Equity, and Inclusion (DEI) organizational transformation to adopt DEI best practices and systems.
- Ensure Portland Downtown committees work towards achieving the organization's mission and goals.
 - o Regularly review committees and update as needed.
 - o Increase overall committee membership by 10% each year.

¹⁶ Indie Biz Awards, 2017; Maine Psychological Association, 2017; Way2Go Maine, 2017

¹⁷ International Downtown Association (IDA) Annual Conference & Trade Show, 2016, 2017, 2018, 2019; IDA Safety & Security Operations Summit, 2019

¹⁸ IDA Award of Excellence, 2016; IDA Merit Awards, 2016, 2017, 2018

¹⁹ Maine Public Health Association Annual Conference, 2017, 2018; Data Innovation Project Annual Conference, 2017; Tempo Arts Public Art Conference, 2017

- o Document and conduct committee onboarding for new committee members.
 - o Identify potential board members through committee participation.
- Provide Portland Downtown staff with professional development opportunities and resources.
- Document board and staff roles and responsibilities to clarify working relationships.
- Engage volunteers and interns to maximize effectiveness of Portland Downtown's work
- Maintain organizational fiscal responsibility.
 - o Conduct a financial audit by 2022.
 - o Consider implementing a regularly scheduled audit.
- Implement environmentally sustainable organizational practices such as reduction of single-use paper and plastic.
- Develop annual work plans, in support of the strategic plan, that establish measurable goals.
- Provide support for new downtown improvement districts in Portland and consider merger options if they arise.
- If needed, examine district boundaries and expand if appropriate, desired, and beneficial.

Public Influence

- Enhance board members' roles as stewards and ambassadors of Portland Downtown's mission and work.
- Contribute to statewide, national, and international publications.
- Represent Portland Downtown at conferences.

Partnerships

- Evaluate and improve partnerships to achieve Portland Downtown's mission and work.
- Continue to partner with the City of Portland on the Master and Supplemental Services Agreement.
- Foster relationships with current and potential organizational and event sponsors
 - o Secure event and program sponsors and business partners for continued fiscal sustainability.
 - o Identify sponsors to offset Downtown Cadet Program, art installations, and other projects and initiatives as appropriate.

Conclusion

While the prior strategic plan (2015-2020) focused on Vitality, Experience, Growth and Advocacy, the next five years (2020-2025) will use Serve, Enhance, Engage, and Achieve as guideposts for the organization's mission and goals. The past five years were a time for building; expanding the district, growing our partnerships, amplifying our voice in the community, and creating policies to better help us plan, advocate, and sustain the organization. Now, Portland Downtown will build upon that solid foundation by turning to reflect inward on how we can better serve our DID taxpayers, stakeholders and the community. How are we providing value? How are we communicating our mission and inviting people to engage with our work? How can we improve our programs, services, and events to better reach our mission? Who do we want to be as an organization five, ten, twenty years from now? There is important work to be done and equally as important questions to ask ourselves so that we remain a relevant and important part of the fabric of Portland.



CITY OF PORTLAND
Economic Development
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Julia Trujillo, Office of Economic Opportunity Director
Greg Mitchell, Department Director

DATE: April 20th, 2020

SUBJECT: PORTLAND PILOT WORKFORCE TRAINING
PROGRAM UPDATE

This memorandum provides an update on the 2019 Portland Pilot Workforce Training Program to examine direction for the upcoming fiscal year.

BACKGROUND

Discussions regarding the use of tax increment financing (TIF) investment in workforce training started during 2018 under the direction of the EDC during updates and amendments to three city area-wide TIF Districts (Bayside, Downtown/Transit and Waterfront). The option for the city to invest TIF funding in workforce training was added to all three area-wide TIF Districts. The specific language to utilize TIF funds for workforce training includes:

Workforce Training Funds. Costs of services and equipment to provide skills development and training, including scholarships to in-state educational institutions or to online learning entities when in-state options are not available for jobs created or retained.

In April, 2019, the Economic Development Committee proposed a two pronged initial allocation of DTIF investment to cover instructional and administrative costs for students who did not qualify for other established scholarships or funding supports (WIOVA, FEDCAP, PAS, etc) thus filling the service gap .

The first allocation provided \$100,000 funding for Portland Adult Education to augment their existing workforce training programming to include a brand new ELL Banking Training Module and the successful continuation of their Education Academy as well as two Intensive English courses (See Original Full Proposal).

The second allocation was for a total of \$150,000 as a city pilot program to invest in Portland employer workforce training needs. The City issued a Request for Proposals this past summer.

MaineHealth and Coastal Counties Workforce, Inc Proposal won the bid with their new *Frontline Health Care Careers for New Immigrants Program* to train 65 new immigrants for health care careers that do not require a Bachelor's degree.

KEY TRAINING PROGRAM DELIVERABLES AND OUTCOMES

Grantees were required to submit up to three reports as delineated in the original RFP and detailed in the deliverables of the contract:

- Number of overall participants;
- Number and percentage of participants who demonstrate measurable skills gain;
- Number of percentage of participants who demonstrate measurable skills gain*1 resulting in employment;
- Number and percentage of participants who entered employment;
- Number and percentage of participants who earn a credential of value; and
- Number and percentage of participants who earn a credential of value resulting in employment.

GRANTEES RESULTS UP TO DATE

Portland Adult Education

Actions	Baseline	Expected Total Target	PAE TIF Results			
			2019	2020		
			Oct to Dec	Jan to March	Progress	FINAL
Baseline	Total Number of Participants Served by Portland Adult Education	84	40	48	57%	Pending grant extension
Grant Services and Outcomes	Number of participants in Intensive English Course	30	15	14	57%	17
	Number of participants in Intensive English Course funded by TIF	24	12	2	8%	2
	Number of participants who demonstrate a measurable skills gain via Intensive English (CASAS scores improvement)	24	13	N/A	54%	Pending grant extension
	Percent of participants who demonstrate a measurable	100%	87%	N/A		Pending grant

skills gain via Intensive English Course					extension
Number of participants who obtain a job as a result of Intensive English Course	N/A	NA	N/A	0%	Pending grant extension
Number of participants in Intensive Job Readiness	30	13	18	60%	18
Number of participants in Intensive Job Readiness funded by TIF	30	13	18	60%	18
Number of participants who demonstrate a measurable skills gain via Job Readiness such as CASAS Score Improvement.	30	10	8	60%	Pending grant extension
Percent of participants who demonstrate a measurable skills gain via Job Readiness Class such as CASAS Score Improvement.	100%	77%	N/A		Pending grant extension
Number of participants who demonstrate a measurable skills gain via Job Readiness such as job placement or promotion.	26	6	9	58%	Pending grant extension
Percent of participants who demonstrate a measurable skills gain via Job Readiness Class such as job placement or promotion.	85%	46%	50%		Pending grant extension
Number of participants in Education Academy (3 trimesters)	12	12	2	117%	Pending grant extension
Number of participants in Education Academy funded by TIF	4	8	0	200%	Pending grant extension
Number of participants who obtain a credential of value such as Ed Tech III or teacher certification.	12	1	4	42%	Pending grant extension
Percent of participants who obtain a credential of value.	100%	0	28%		Pending grant extension
Number of participants who obtain a job through their credential of value	10	0	4	40%	Pending grant extension
Percent of participants who demonstrate a measurable	80%	0	28%		Pending grant

	skills gain via Education Academy (job placement or promotion)					extension
	Number of participants in Banking Training	12	NA	14	117%	Pending grant extension
	Number of participants in Banking training funded by TIF	6	NA	8	133%	Pending grant extension
	Number of participants who obtain a credential of value such as Today's Teller.	12	NA	14	117%	Pending grant extension
	Percent of participants who obtain a credential of value	100%	NA	100%		Pending grant extension
	Number of participants who obtain a job through their credential of value	10	NA	1	10%	Pending grant extension
	Percent of participants who obtain a job or promotion.	80%	NA	7%		Pending grant extension
Average Outcomes of TIF Investment	Total Number of Participants Served with TIF	64	33	28	95%	Pending grant extension
	Number of participants who demonstrate a measurable skills gain	38	24	30	79%	Pending grant extension
	Percent of participants who demonstrate a measurable skills gain	60%	73%	79%		Pending grant extension
	Number of participants who earn a credential of value	18	1	11	61%	Pending grant extension
	% who earn a credentialed value	28%	3%	39%	17%	Pending grant extension
	Number of participants who obtain employment/advance into a new position	29	6	11	38%	Pending grant extension
	Percent of participants who obtain employment/advance into a new position	45%	18%	38%	17%	Pending grant extension
	Number of participants	20	NA	7	35%	Pending

	who retain new position for 60 days					grant extension
	Percent of participants who retain new position for 60 days	70%	NA	35%	11%	Pending grant extension
Employer Engagement Effectiveness	Total number of employers engaged during the program year.	TBD	16	34	50	Pending grant extension
	Retention of employed individuals with the same employer over the program year.	TBD	TBD	TBD	Baseline Established	Pending grant extension
	The # of employed individuals employed by the same employer continues to grow through the program year	TBD	TBD	TBD	Baseline Established	Pending grant extension

MaineHealth and Coastal counties, Inc.

Actions	Baseline			
		Nov to Jan	Feb to April	Year to Date
Baseline	Total Number of clients served by CCWI	23	15	29
Participant Services	Received Case Management Services/ Career Navigation	10	13	16
	Received Assessment Services	8	6	14
	Received Supportive Services	0	5	5
Training Services	Received Education/ Job Training Activities	2	6	8
	Received English Language Training	15	15	15
	Received On-the-Job Training Activities	0	0	0
	Received Skills Training			
Employment Services	Number of participants that obtained unsubsidized employment.	0	6	6
	Number of participants who received a wage gain	2	0	2
Average	Number of participants	23	29	29

Outcomes of TIF Investment	served via TIF			
	Number of participants who demonstrate a measurable skills gain.	7	0	7
	Percent of participants who demonstrate a measurable skills gain.	30%	0%	30%
	Number of participants who obtain a credential of value.	0	0	0
	Percent of participants who obtain a credential of value.	0	0%	0
	Number of participants who obtain employment/ advance into a new position	0	6	6
	Percent of participants who obtain employment/ advance into a new position	0		0
	Number of participants who retain new position for 60 days	0	0	0
	Percent of participants who retain new position for 60 days	0	0%	0
Employer Engagement Effectiveness	Total number of employers engaged during the program year.	1	1	1
	Retention of employed individuals with the same employer over the program year.	22		22
	The # of employed individuals employed by the same employer continues to grow through the program year			

Please note:

Both service providers have requested no cost extensions as a result of the COVID-19 related challenges. Final results will be included once the contract ends.

CCWI will provide performance metrics for the most current programmatic period (January- March 2020) during the EDC meeting.

INVESTMENT NEXT STEPS

Staff seeks input from the EDC for FY2021 TIF workforce training investments.

After some consideration examining current successes and remaining service gaps, staff recommends further investment within these possible three options:

- A. Continue Current Investments as currently designed and delivered.
- B. Issue a new RFP for FY2021 to broaden or shift current scope
- C. Supplement existing investment with additional funding and a differentiated approach based upon established best practices and attracting additional beneficiaries in order to maximize the impact of overall investments.
Some concepts to consider could be to incorporate: scholarships, job shadow or paid internship opportunities.



To: Economic Development Committee
 From: Anita St Onge, Executive Director, Portland Adult Education
 Date: 04/17/20
 RE: TIF Funded Workforce Development Program Update

Dear Economic Development Committee,

This memo provides an overview of Portland Adult Education's FY20 TIF supported workforce development outcomes as of April 1, 2020.

Table 1. Program Outcomes:

Program	Dates	Students	Enrollment Goal (%)	Certifications	Employment as of 04.01.20	Average Wage	Improved English
Education Academy	Sept - June	14	116%	5 Ed Tech III Certifications 2 Provisional Teaching Certifications	FT Ed Tech 3 at PPS (1) FT Ed tech 3 at Spurwick (1) FT Gallery Officer Portland Museum of Art (1)	\$15	N/A
New Mainer Teller Program	Jan - April 9	14	116%	14 American Bankers Association Today's Teller Certifications	Bangor Savings Teller (1) Infinity Credit Union Teller (1) TD Bank Collections Specialist (1)	\$16.20	N/A
Intensive Job Readiness (2 classes)	Fall (winter pending)	13	86%	N/A	61% employment in production, construction, healthcare, hospitality	\$14.60	77%
Intensive English (2 classes)	Fall (winter pending)	15	100%	N/A	N/A	N/A	87%

Student and Employer Testimonials:

“The New Mainer Teller Training is a great example of the business community, the banking sector, and Portland Adult Education working together on workforce development. I am confident that this is only the beginning of our collaborative efforts.”

- Todd Beacham, Senior VP, Bank of America

“I am so glad to be a part of Portland Public Schools, and I can say to everyone if they have any Bachelor’s degree and you really love to teach, Education Academy can support you to become a teacher in the United States. I want to say thank you so much...because for your help I became a professional educator in the United States.”

- Mario, lawyer and teacher from El Salvador, hired as Ed Tech at King Middle School

“We have acquired very substantial knowledge that will help us become the best bank tellers and grow in our financial and banking careers.”

- Gabriel, Teller Training Student from Rwanda

Community Awards:

Portland Adult Education received the annual Collaborator award from the Portland Regional Chamber of Commerce in January 2020.

Media Coverage:

Teller Training article in MaineBiz:

<https://www.mainebiz.biz/article/new-mainers-get-training-for-financial-services-industry>

Teller Training article in the Forecaster:

<https://www.pressherald.com/2020/02/12/new-program-trains-new-mainers-as-bank-tellers/>

Education Academy article in BDN:

<https://bangordailynews.com/2020/02/26/news/portland/an-academy-for-foreign-trained-new-mainers-is-bringing-teachers-into-public-schools/>

Education Academy article in the Christian Science Monitor:

<https://www.csmonitor.com/EqualEd/2019/0312/This-city-is-short-of-teachers.-It-s-tapping-immigrants-to-help>



Date: 4/21/2020

To: City of Portland Economic Development Committee

From: Coastal Counties Workforce, Inc.

RE: Healthcare Careers for New Immigrants Project Narrative

Context and Background

In November 2020, Coastal Counties Workforce, Inc. (CCWI) was awarded \$150,000 through the City of Portland for *Healthcare Careers for New Immigrants*. *Healthcare Careers for New Immigrants* is a partnership between CCWI, Goodwill Northern New England and MaineHealth. *Healthcare Careers for New Immigrants* will provide 65 new immigrants with a structured set of services that prepare participants for healthcare careers including career coaching; short-term, occupational training; and support for transportation, childcare and other needs. These services will be offered to 50 incumbent workers who are current employees of Maine Medical Center, as well as 15 unemployed or underemployed Portland residents.

Activities and Successes

Grant funding through *Healthcare Careers for New Immigrants* has created the opportunity to place a Career Navigator on-site at Maine Medical Center within the MaineHealth Center for Workforce Development. The career counseling and coaching – to assess Maine Medical Center’s employees’ interests and address their personal and academic barriers – are essential to supporting new immigrants with a path to advancement. The Career Navigator uses a combination of resources to support employees navigate career pathways within MaineHealth. The addition of the Career Navigator role has allowed MaineHealth Center for Workforce Development the ability to better focus on creating new partnerships and programming opportunities to enhance career pathways for current and future employees. As of April 16, 2020, the Career Navigator has served 29 participants which is 45% to goal. It is important to note the building momentum of this role pre-COVID-19 timeframe, as the Career Navigator had been introduced directly to employees and units across Maine Medical Center, as well as met directly with multiple department leaders to help build a foundation for awareness, outreach and walk-in traffic.

The Career Navigator role, in addition to providing career guidance and counseling on career pathways, provides funding for training and wraparound services that alleviate barriers to employment. The work compliments the MaineHealth Center for Workforce Development in efforts to help support current employees all from Maine Medical Center ongoing learning and

development, and specifically the grant supported four incumbent employees at Maine Medical Center from Environmental Services to start in a new a Patient Service Representative Apprenticeship Pilot Program on March 1, 2020. MaineHealth is covering the costs of wages and benefits for the employees and funds from *Healthcare Careers for New Immigrants* funded the cost of the education and training component.

Throughout the first quarter (November 12, 2019- January 31, 2020), the Career Navigator and MaineHealth noted an increase in community referrals from both internal and external partners such as Maine Medical Center Departments, Catholic Charities of Maine and Portland Adult Education. While there were some enrollments made during the start of the second quarter (February 1, 2020- April 30, 2020), enrollments in the program have now been suspended due to the impact of COVID-19. Given the health and safety impact of COVID-19, MaineHealth requested to put a pause on in-person services at Maine Medical Center. Given this interruption in services, the City of Portland has awarded a three-month no-cost extension for the grant. CCWI and MaineHealth will prepare and align the delivery of Career Navigator resources and services in sync with MaineHealth/Maine Medical Center's overall recommendation. We are excited to continue and build on the momentum of this work.



CITY OF PORTLAND
Economic Development
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: April 17, 2019

SUBJECT: Portland Development Corporation COVID-19 Response

OVERVIEW

This Memorandum will provide you an update on the Portland Development Corporation (PDC) Board recent recommended actions on commercial loan and grant programs in response to COVID-19 and Stay at Home Orders. The purpose of this update is informational and no EDC action is requested. However, it is noted that Portland City Council final approval of Proposed PDC Commercial Loan and Grant Programs is required.

PDC COVID-19 RESPONSE

Existing Clients

There are thirty-two (32) active PDC clients associated with approximately \$3 Million in active loans across all industry sectors. In response to COVID-19 and Stay at Home Orders, the PDC offered three (3) month automatic loan payment deferrals to all existing loan clients in good standing.

At the April 16, 2020 PDC Board meeting, the Board approved loan restructuring for five (5) PDC commercial loan clients, most of whose loans were maturing.

Proposed Program Amendments

At the April 16, 2020 PDC Board meeting, the Board voted to establish a new ***Proposed Rapid Response Commercial Loan Program*** to provide commercial financing to existing

Portland small businesses to support rehires. The new Loan Program Guidelines are attached. \$400,000 in existing available PDC loan funds is being reserved to support this program. It is noted that the Program Guidelines require City Council approval. The Program Guidelines will be presented to the City Council at their April 27th meeting for a public hearing.

Also, the PDC Board is scheduled to meet on April 23rd to discuss modifications to one existing PDC Program and the creation of one more program to respond to COVID-19 business impacts.

The two programs include the following:

COVID-19 Business Assistance Grant Program (Amendments to Existing Program).

It is noted the original Business Assistance Program, capitalized annually with CDBG funds, supported new job creation activities for businesses. The Program amendments are designed to provide grant funds to businesses to support rehiring their employees. The Proposed Program Amendments in a redline format are attached. It is noted that the Proposed Program Amendments, if approved by the PDC, require City Council approval. Also, the funding source is proposed to be CDBG/HUD funds subject to Council approval.

Microenterprise Grant Program (New Program).

This New Program is designed to provide \$5,000 grants to businesses with three or fewer employees in which the owner must be low/moderate income. Such assistance would help owners of very small businesses that don't have resources to weather the next few months. The new Proposed Program Guidelines are attached and if approved by the PDC will require City Council approval. The funding source is proposed to be CDBG/HUD funds subject to Council approval.

SUMMARY AND NEXT STEPS

The new ***Proposed Rapid Response Commercial Loan Program*** is scheduled to be presented to the City Council at a public hearing on April 27, 2020 for approval.

The ***COVID-19 Business Assistance Grant Program (Proposed Amendments to Existing Program)*** and ***Proposed Microenterprise Grant Program (New Program)*** will be discussed at the April 23rd PDC Board meeting and, if approved, will be presented at the next available City Council meeting for final approval.

DRAFT

Portland Rapid Response Micro Loan Program

Program Purpose: To provide financial assistance to Portland businesses most impacted by COVID-19, which are in danger of closing, have laid off workers, or have had to close temporarily. Funds available are not intended to substitute for available COVID-19 federal and/or state commercial financing if a business is able to access one or both.

Program Funds: \$400,000 from Unrestricted CIP and UDAG funds, capped at \$250,000 for the first round of the program.

Uses of Loan Funds: Rent, utilities, inventory and payroll, for example,, three months of working capital or essentially startup working capital to ramp back up for those businesses that had to close for a temporary period of time.

Loans upto \$ 10,000 per business: No application fee; Commitment fee: 0.5% (reduced from 1%).

Employee Retention or Rehiring: \$5,000 forgivable within one year of loan closing if at that time at least one-third of the employees (or number of jobs) that were on the payroll on February 1, 2020 are back on the payroll or remained on the payroll.

Interest Rate and Term: 0% interest rate with a 2 year term for repayment. Loan payments begin 6 months after closing the loan.

Eligibility

- Business is located in Portland;
- Sales < \$1,000,000;
- Employed at least 1 person, not including the business owner, up to 8 full-time equivalent people (2 part-time jobs equal 1 full-time equivalent) on February 1, 2020;
- Demonstrate that other available federal and state emergency loan program assistance is not available to assist the company.

Required Submittals

- City of Portland Rapid Response Micro Loan Program Application;
- Personal financial statement - from all owners of the business with 20% ownership or greater;
- 2018 and 2019 (if available) business tax returns;
- Balance Sheet for 2019;
- Profit and Loss for 2019;
- Payroll from early February showing number of full and part-time employees;

- Rejection (email or letter) from SBA Emergency Loan Program, Paycheck Protection Program and/or FAME COVID-19 Relief Business Direct Loan Program or an email acceptable to staff explaining the reasons for not utilizing any of these programs.

Security for Approved Loan

- Unlimited personal guarantees from all with ownership of 20% or greater;
- UCC-1 on all business assets regardless of lien position relative to other lien holders, if any;

Schedule and Process: Expedited loan closing after complete loan application package is received by staff and request is approved by the PDC Board.

Sunset: This program has a termination date of December 31, 2020.

DRAFT

COVID-19 Portland Business Assistance Program for Job Creation

Program Description

The City of Portland's COVID-19 Business Assistance Program for Job Creation (C19BAP) provides grants up to \$210,000 to ~~new and expanding existing~~ Portland businesses for the re-creation (rehiring) of ~~net new~~, permanent full-time jobs for low/moderate income individuals that existed as of February 1, 2020.

Program Objectives

- Job re-creation for low/moderate income individuals;
- ~~New business formation and~~ Stabilize and strengthen existing businesses ~~expansion~~ impacted by the COVID-19 crisis;
- ~~Leverage private investment to support business growth;~~
- ~~Help new and expanding businesses establish credit;~~
- Stabilize and strengthen ~~Enhance the health and vitality of~~ the Portland economy.

Program Requirements/Eligibility

- ~~Re-~~Create one (1) full-time job (at least 1,750 hours/year *) or two part-time jobs (at least 875 hours per year but less than 1,750 per year**) for every \$105,000 of grant funding;
- Applicant business location fits any of the following: In a low income area of the City; Within walking distance to one or more of these areas; or, Easily accessible from these areas via public transportation;
- ~~Re-created (rehired) Net new~~ job(s) ~~created~~ with the help of the grant is marketed to low/moderate income*** individuals, ~~resulting in at least 51% of these jobs going to this population. (For example, if two jobs are created to meet grant requirements, then both must be filled by low/moderate income individuals);~~
- Job(s) is created within nine (96) months of signing a grant agreement;
- Wage paid to ~~new hire(s)~~ rehired employee/re-created job exceeds Portland's minimum wage.

Financing Terms:

- Maximum grant: \$2010,000 per business.
- ~~Required Private Match: Equal to or greater than grant amount.~~
- ~~Private Match Sources: Private investment match includes at least 50% private equity. The remaining 50% may be a bank loan or a loan from the City's Commercial Loan~~

~~Program, if conventional financing is not available. For existing businesses, the 50% equity can include private investment made within the past 12 months.~~

Application Review Criteria/Preferences:

Criteria/Preferences (listed in no particular order):

- Career Potential
 - Job training for new hire(s) or rehired employees in a marketable skill;
 - Potential for job advancement within the company or elsewhere.
- Employer
 - Demonstrated need for grant funds to re--create job(s)/rehire employee(s);
 - ~~Private match exceeds grant amount requested;~~
 - Number of ~~net new~~ re-created jobs exceeds one (1) per \$~~105~~,000 of grant funding.
- Business Sector
 - Growing/Trending up in Portland.
- Compensation and Benefits
 - Quality of compensation and benefits package (for example, wages, health, vacation, sick leave).
- Community
 - Social benefit of business' service(s) and/or product(s) or its level of giving back to the community.

Eligible Funding Activities:

1. Equipment and machinery;
2. Permanent working capital, (e.g., inventory, furniture and fixtures, relocation expense);
3. Working capital expenses (e.g., rent, utilities, salaries, insurance);
4. Up to \$1,000 for Bbusiness consulting services (e.g., accounting, marketing, software ~~training~~, legal assistance);
- 4.5. Training
5. ~~Leasehold improvements, renovation, reconstruction, or restoration of vacant, under-utilized or deteriorated space; building modifications to enhance accessibility to elderly or handicapped persons. (Construction projects must comply with Davis Bacon federal labor standards.)~~

Ineligible Activities:

- a. Refinance existing debt;
- b. Down payment for other financing;
- c. Use of grant funds for activities, ~~(e.g., purchases of equipment and supplies)~~, commenced or completed prior to program funding approval and prior to signing a grant agreement.

Basic Program Qualifications:

- Business must be located within the City of Portland;
- Applicant cannot owe outstanding property taxes, fees, or judgments to the City, and property must be free of all City liens and encumbrances.

Application and Approval Process

The City's Economic Development Department is responsible for administration of the COVID-19 Business Assistance Program for Job Creation, with guidance from the Housing and Community Development Division. Eligible applications are analyzed by an underwriter and then presented to the Portland Development Corporation (PDC) for its review. The PDC has final decision-making authority in approving applicants for grant awards.

Reporting and Tracking (after grant approval)

Jobs: Jobs must be created within nine ~~(96)~~ months of signing a grant agreement after being approved for a grant. Grant recipients will be required to provide quarterly reports until all re-hires are made, and then for one year beyond that.

Property: The City will retain an interest in property improved or equipment purchased (worth \$5,000 or more) with grant funds for up to five (5) years. If such property improvements or equipment are transferred, or otherwise disposed of within the five (5) year period from the date the improvements are completed or equipment is purchased, respectively, the City may require partial repayment (on a pro rata basis) of the grant funds.

Program Actions if Grantee Business is Unable to Meet Job(s) Requirements

~~Six~~Nine (96) months from the date of signing the grant agreement, if a grantee business has been unable to create the required number of jobs, the PDC Board, at its discretion, may require that the grantee return all grant funds that it has drawn down. In the case of a grantee business that has been unable to ~~re-hire/re-create~~retain the required number of job(s) for one year from the time the job(s) was initially re-created, the PDC Board, at its discretion, may require the partial repayment (on a pro-rata basis) of grant funds.

Alternatively, should the PDC Board determine, in its judgement, that the grantee has made a good faith effort to re-create the required number of jobs within ~~six~~nine (96) months of signing the grant agreement or to retain the job(s) one year from the time the job(s) was re-created:

A) The Board may approve the use of any of the following options it deems most appropriate:

- ~~Allow the creation of two part-time jobs for low/moderate income individuals in place of one full-time job to meet the job creation requirement per \$10,000 in grant funds. A part-time job is defined as working at least 875 hours per year but less than 1,750 per year;***~~
- Qualify the business as a microenterprise if the business owner meets HUD's low/moderate income threshold (80% of median HH income) and the business has five or

fewer employees**** This qualification would ~~not~~ require the re-creation of at least one part-time jobs, other than the job that was created for the low/moderate income business owner.

And,

B) The Board will make a determination whether to release the balance of the approved grant funds to the grantee.

NOTE: These actions are retroactive and may be applied to any C19BAP grantee business that has not yet met its job requirements, per these guidelines.

Definitions

*Definition of a full-time job, per the Maine Department of Economic and Community Development;

**** Definition of a part-time job, per the Maine Department of Economic and Community Development;** ~~For the purposes of this Program, low/moderate income is defined by the U.S. Department of Housing and Urban Development as 80% of median household income. A chart showing qualified income levels can be found on the City's website at the following link:~~
<http://www.portlandmaine.gov/DocumentCenter/Home/View/8939>

*****~~Definition of a part time job, per the Maine Department of Economic and Community Development;~~** ~~For the purposes of this Program, low/moderate income is defined by the U.S. Department of Housing and Urban Development as 80% of median household income. A chart showing qualified income levels can be found on the City's website at the following link:~~
<http://www.portlandmaine.gov/DocumentCenter/Home/View/8939>

****Two part definition of a microenterprise, per the U.S. Department of Housing and Urban Development.

DRAFT

COVID 19 - Portland Microenterprise Grant Program (MGP)

Program Description

The City of Portland's Microenterprise Grant Program (MGP) provides grants of up to \$5,000 to existing Portland microenterprises that have been impacted by the COVID 19 crisis.

The definition of a microenterprise* for the purposes of this program, is a business that has three or fewer employees, one or more of whom own the business. The owners must be low/moderate income individuals**.

Program Objective

The stabilization of Portland microenterprises that lease commercial space, whether the business is open or temporarily closed.

Program Requirements/Eligibility

- Continues to keep the business open but with fewer or no employees;
- Temporarily closed the business but needs to pay rent and utilities in order to maintain the lease and reopen after the COVID 19 crisis has subsided;
- Employs or employed at least one person other than the owner(s)
- Owner must be a low/moderate income employee of the business.
- Business was in existence as of December 30, 2019;

Financing Terms:

- Maximum grant: \$5,000 per business.

Application Review Criteria/Preferences:

Criteria/Preferences (listed in no particular order):

- Demonstrated need for grant funds to keep business open and operating at a reduced capacity;
- Demonstrated need for grant funds to maintain business' leased space until business reopens once the COVID 19 crisis has subsided;
- Quality of compensation and benefits package on February 1, 2020 (for example, wages, health, vacation, sick leave).

Eligible Funding Activities:

1. Rent and utilities

Ineligible Activities:

- a. Refinance existing debt;
- b. Down payment for other financing;
- c. Use of grant funds for activities other than those that are noted as eligible

Basic Program Qualifications:

- Business must be located within the City of Portland;
- Applicant cannot owe outstanding property taxes, fees, or judgments to the City and property must be free of all City liens and encumbrances;
- Owner is low/moderate income employee of the business;
- Owner is unable to finance the activity on their own
- Other sources of funding are not available.

Application and Approval Process

The City's Economic Development Department is responsible for administration of the Microenterprise Grant Program, with guidance from the Housing and Community Development Division. Eligible applications are analyzed by an underwriter and presented to the Portland Development Corporation (PDC) for its review. The PDC has final decision-making authority in approving applicants for grant awards.

Reporting and Tracking (after grant approval)

If business is still operating, within six months of the COVID 19 State of Emergency being lifted the payroll will be at the same capacity it was on February 1, 2020. If business is temporarily closed it will be operating within six months of the COVID 19 State of Emergency being lifted. The six month timeframe can be adjusted based on how the COVID 19 restrictions are lifted (i.e. gathering restrictions being a slow roll out).

Definitions:

*For the purposes of this Program, a microenterprise business is defined as a commercial enterprise that has three or fewer employees, one or more of whom owns the business. The owners must be low/moderate income.

**For the purposes of this Program, low/moderate income is defined by the U.S. Department of Housing and Urban Development as 80% of median household income. A chart showing qualified income levels can be found on the City's website at the following link:
<http://www.portlandmaine.gov/DocumentCenter/Home/View/8939>

2020 EDC WORK PLAN AND MEETING SCHEDULE

Updated As of April 16, 2020

MAYOR AND CITY COUNCIL 2020 GOALS

#1 Increase access to rental and home ownership that is safe, affordable and accessible.

#2 Continue efforts to reduce homelessness, assist people experiencing homelessness through city, regional and state efforts.

#3 Increase public transit infrastructure and capacity in the city.

#4 Seek to address the high property tax burden in Portland by passing an affordable combined school/city budget and by pursuing other revenue sources.

PROPOSED EDC MEETING SCHEDULE AND WORK ITEMS

January 7, 2020 (Joint EDC and HHS Committee public hearing on marijuana regulations)

Done.

January 21, 2020 Done.

2020 EDC Work Plan and Goals Discussion.

February 4, 2020 (Joint EDC and HHS Committee meeting on marijuana regulations)

Done.

February 18, 2020 Done.

Portland Harbor Dredge Project/BUILD Grant Update and Federal/State/Local Funding Allocation.

Presentation on Portland Foreside Project Tax Increment Financing Credit Enhancement Agreement request, along with establishment of a new Business Improvement District for Committee discussion with no Committee action.

Executive Sessions to include:

- a) Direction on possible TIF CEA public-private partnerships to stimulate parking structure investment for public use (***City Transit Goal***).
- b) Possible land exchange agreement to secure privately owned property for municipal use.

February 25, 2020 (Joint EDC and HHS Committee public hearing on marijuana regulations)

Done.

Discuss, hold a public hearing, and finalize joint Committee recommendations on proposed marijuana regulations. Recommendations made to the City Council; 1st reading on March 16, 2020.

March 4, 2020 (Joint EDC and Housing Committee Meeting) – Done, except for Executive Session not held.

Presentation on Limited Equity Cooperative Housing Model.

Presentation on changes to HUD/CDBG census tract eligibility.

Disposition of City owned properties with public hearing:

- 21 Randall Street
- 165 Lambert Street
- 43/91 Douglass Street

104 Grant St AFF TIF CEA Request/Presentation with no action.

Executive Session Discussions (City Housing Goal) (NOT TAKEN UP)

Update on City-owned property at 431 Commercial Street (Angelo's Acre); and,

Possible disposition of City-owned property in Falmouth.

March 17, 2020/CANCELED DUE TO COVID-19

Presentation on Roux Institute at Northeastern University.

Presentation on Maine State Pier to Ocean Gateway Redevelopment Plan.

City TIF District Workforce Training Investment Update (PAE and CCW, Inc.) and Staff Recommendation for future investment.

April 7, 2020/CANCELED DUE TO COVID-19

Entertainment license at old Cinque Terre space.

Business license for event spaces.

OEO overview/annual report.

Portland Downtown Annual Work Plan, Special Assessment and State Law change to allow Development District Time Extensions.

April 21, 2020 – Held Via Zoom

Portland Downtown Proposed Fiscal Year 2021 Work Plan and Budget for discussion.

City Workforce Training Pilot Program results and discussion.

Portland Development Corporation COVID-19 Program response.

Discuss possible partial City business fee refunds while Stay at home Orders are in place.
EDC 2020 Work Plan discussion.

April 22, 2020, Joint EDC and Housing Committee Meeting/CANCELED

May 5 or 13, 2020 (Tentative Joint EDC and Housing Committee Meeting)

Executive sessions to discuss affordable housing TIF CEAs requests.

May 19, 2020

June 2, 2020

June 16, 2020

July 7, 2020

July 21, 2020

August 4, 2020

August 18, 2020

September 1, 2020

September 15, 2020

October 6, 2020

October 20, 2020

November 3, 2020

TIF District Annual Activity Report

EDC 2020 Work Plan Accomplishments Communication

November 17, 2020

December 2020

No Committee meetings.

EDD MAJOR WORK PLAN ACTIVITIES NOT SCHEDULED FOR EDC MEETINGS

City issued RFP for Douglass, Randall and Lambert Street Properties for housing development proposals with a June 16, 2020 Deadline

Additional Affordable Housing TIF CEA Requests

Possible Land Exchange Agreement to support realignment of Kennebec Street from Brattle Street to Forest Avenue.

Homeless Service Center RFP Oversight and Developer Selection subject to City Council direction.

Possible industry sector and/or business presentations for public education related to the manufacturing job growth, business/owner perspectives, use of the federal Opportunity Zone Program, etc.

Neighborhood business center planning and marketing.

Portland/Westbrook municipal line beautification including signage, marketing, etc., as well as for Stroudwater and St. John Valley areas, noting Portland is open for business.

City Downtown/ Transit Oriented Development (TOD) TIF District transit investment coordination with the City Sustainability and Transportation Committee.

City revaluation and TIF District Coordination.

Portland Landing Federal \$750,000 Grant

Investment in the “blue economy”.

TIF targeting higher wage jobs, including manufacturing.