

PORTLAND FISH PIER AUTHORITY
BOARD OF DIRECTORS
December 13, 2021, 3:00 PM

Via Zoom Link Below

PFPA Board Members:

Class A Director: Member of the Portland City Council/Open

Class B Director: Representing the Fishing Industry/Meredith Mendelson, Maine Dept. of Marine Resources

Class C Director: Representing the Commissioner of MDOT/Matthew Burns, Treasurer

Ex Officio Director: Representing the City Manager/Brendan O'Connell, Finance Director

Ex Officio Director: President of the Board of Directors of the Portland Fish Exchange/Ellen Sanborn, Vice President

1. Zoom Public Meeting Information

- a. Please click the link below to join the webinar:

<https://us06web.zoom.us/j/96966359474?pwd=MFhKSmZKZKFRWnYyWUx0YmpoZkRxQT09>

Passcode: 599003

Or One tap mobile :

US: +13126266799,,96966359474# or +16465588656,,96966359474#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592 or +1 346 248 7799 or +1 720 707 2699 or +1 253 215 8782

Webinar ID: 969 6635 9474

International numbers available: <https://us06web.zoom.us/j/96966359474?pwd=MFhKSmZKZKFRWnYyWUx0YmpoZkRxQT09>

2. Approval of November 8, 2021, meeting Minutes.

- a. Draft Minutes attached.

Action Item - Public Comment

3. Potential Infrastructure and Program Funding through CARES Act Funding - Bill Needelman, Waterfront Coordinator, Jodie York, PFX GM, Meredith Mendelson, Maine DMR Deputy Commissioner

- a. Update on status of potential funding. See attached - the request summary provided to DMR.

4. Financial Update - Statement produced by Anne Bilodeau, Deputy Director/Finance Dept., presented by Bill Needelman.

- a. The Board will have an opportunity to meet Ms. Bilodeau and introduce themselves at a future meeting.

5. Facilities update - Staff Kathy Alves, Facilities Director, and Phil DiPierro, Project Manager, will provide a verbal briefing at the meeting on the following items in addition to regular maintenance updates:

- a. Facilities update attached.

6. Portland Fish Exchange Update - Ellen Sanborn, PFEX President, Jodie York, GM

- a. PFEX landings report attached.

7. Strategic Planning - Fish Pier tenant survey results, draft strategies, and next steps - Bill Needelman, Carole Martin

- a. See attached Memo and Survey Results

8. Marine Trade Center Lease Amendments - Greg Davidson, Marine Trade Center Associates

- a. Representing the Marine Trade Center (MTC) Associates, Jason Howe had previously provided for the Board's consideration in executive session a letter summarizing potential amendments to the current Lot 2 Ground Lease. The terms proposed have been updated, and staff has communicated to the Davidsons and Attorney Howe recommendations based on Board guidance provided at the November 8, 2021, meeting. Staff is seeking the Board's continued guidance on specific terms with the hope of returning to the Board with revised Lease terms for potential vote in February 2022.

NOTE: Consistent with Exec Session Statute 1 MRSA 405(6)(C) & (E), the Board may go into Executive Session to discuss Agenda Item 9 (Marine Trade Center Lease Amendments).

Revised proposed terms and staff recommendations, provided separately under confidential cover.

9. Next Meeting Schedule - Board and Staff

10. Adjournment

Draft Meeting Minutes

**PORTLAND FISH PIER AUTHORITY BOARD OF
DIRECTORS**

**November 8, 2021 3:00pm
(Re-scheduled from October 4)**

**Remote Meeting Format – ZOOM
Platform**

PFFPA Board members present

Class A Director: *Member of the Portland City Council
Nicholas Mavodones, President,*
Class B Director: *Representing the fishing industry
Meredith Mendelson, Department of Marine Resources (attending
until item 4 on the agenda)*
Class C Director: *Representing the Commissioner of the Maine DOT
Matthew Burns, Treasurer*
Ex-Officio Director: *Representing the City Manager
Brendan O’Connell, Finance Director (arriving after item 2 on the
agenda)*
Ex-Officio Director: *President of the Board of Directors of the Portland Fish Exchange
Ellen Sanborn*

Staff present

Kathy Alves, Public Buildings and Ports Director
John Peverada, Parking Manager
Michael Goldman, Associate Corporation Counsel
Mary Davis, acting HEDD Director
Phil DiPierro, Project Manager
Jodie York, PFX General Manager
Bill Needelman, Waterfront Coordinator (note taker)

Public

Approximately 6 members of the public attended at attendees

- 1. Digital check in to Zoom:**
- 2. Approval of July 26, 2021 Meeting Minutes**
Motion to approve. Moved by Sanborn, 2nd by Burns
No Public Comment
Motion passed by vote of 4-0 by all present, O’Connell absent

Note: On September 29, 2021, the Board convened to review results from the Seafood Industry Survey as part of the on-going strategic planning process. No actions of the board were moved or taken. The October 4 meeting was canceled for lack of quorum. On October 14, the Board again failed to make a quorum. Board members Mavodones and Mendelson were provided a briefing on the agenda materials, but no actions were taken.

- 3. Potential Infrastructure and Program Funding through CARES Act Funding - Bill Needelman, Waterfront Coordinator, Jodie York, PFX GM, Meredith Mendelson, Maine**

DMR Deputy Commissioner

Needelman introduced the item noting that City of Portland and Portland Fish Exchange staff members responded to an invitation from Maine DMR to generate a potential list of projects for implementation through use of federal CARES Act funds. Board member Mendelson represented the department.

Staff outlined the list of projects and program subsidies that are currently under consideration for funding by DMR.

A. Maintenance of Public Infrastructure

1. Above Mean Low Water Piling and Sheet Pile Repair:	
TEC Structural Assessment Recommendations	\$650,000
2. Camel Replacement	\$ 60,000
3. Two Refrigeration Compressor Replacements for the Portland Fish Exchange	\$ 73,500
Subtotal	\$783,500

B. Reconfiguring and Adding Infrastructure

4. Open-use Hoist	\$200,000
5. Interior Roadway Re-Alignment	\$150,000 (likely not to be funded)
6. Vessel Services Ice Storage/Delivery System	\$300,000-\$500,000
Subtotal	\$650,000- \$850,000

C. Subsidizing Costs to Fishing Vessels Accessing the Portland Fish Pier

Portland Fish Exchange Requests

7. Seller Fee Rebate for Vessels Landing Fish at the Portland Fish Exchange	\$880,000
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Vessel Services Requests

8. Ice and Fuel Rebate Program	\$500,000 to \$2,000,000
Subtotal	\$1,380,00 to \$2,880,000

Total Request **\$2,813,500 to \$4,513,500**

Board members were supportive of the list of projects and thanked the department for the opportunity to submit.

4. **Financial update** - Material produced by Rhonda Girard, Finance, presented by *Bill Needelman, Waterfront Coordinator*.

Needelman referred the Board to the *October 2021 Financial Statement* and there were no questions from the Board.

President Mavodones noted that November 5, 2021 was Rhonda Girard's last day of service day to the City of Portland and the Portland Fish Pier and thanked her for her service to the Portland Fish Pier.

5. Facilities update - Kathy Alves, Facilities Director, Phil DiPierro, Project Manager

Phil DiPierro provided the Board with a *Facilities Update* of recent projects as summarized in the meeting packet.

6. Portland Fish Exchange update –Ellen Sanborn, PFX President, Jodie York, GM
Jodie York presented *PFX Landings Report* noting improved landings in September, though still below budget. Prices remain better than previous years, but still below \$2/lb. Refrigeration repairs are ongoing

Ellen Sanborn noted the recent tour of the PFX and Fish Pier for congressional delegation staff. The tour was attended by staff from all three offices of the DC delegation and was led by Ellen Sanborn, Nick Mavodones, Jodie York, and Needelman.

Sanborn asked the Board to provide a vote to document the budget adjustment needed from the year's earlier water line repair. Portland Fish Pier Authority funds were used to pay for an emergency waterline repair totaling \$100,215. It was hoped that insurance would cover the cost, but the claim was denied.

Motion to affirm and approve the April 2021 of expenditure \$100,215 for an emergency waterline repair at the Portland Fish Exchange. Moved by Mavodones, 2nd by Burns

No Public Comment

Vote 4-0, approved by all present (Mendelson absent)

7. Strategic Planning – Fish Pier Tenant Survey Results and next steps. Bill Needelman

Needelman noted that the Portland Fish Pier Tenant Survey was complete with 100% participation by all ground lease tenants, long-term parking lease tenant, and first floor marine use sub-tenants. The results of the survey will be the focus of a **meeting concentrating on Strategic Planning**, tentatively scheduled for the regular meeting date on **December 13, 2021**.

8. Bristol Seafood Signage – Communication. Bill Needelman

Needelman directed the Board to the signage and flag pole proposal by Bristol in the meeting packet. The Board expressed no concerns, subject to approval by City regulatory process for the signs. No action was required.

Taken Out of Order: Board and Staff Appreciation of President Nick Mavodones' service to the Portland Fish Pier.

Board and staff members expressed thanks and good wishes to President Mavodones on his retirement from the City Council and the Portland Fish Pier and Portland Fish Exchange Boards of Directors. Ben Martens, in Public Comment expressed thanks from the fishing community. Needelman promised a much coveted Port of Portland hat.

9. Marine Trade Center Lease Amendments –
Greg Davidson, Marine Trade Center Associates

Representing the Marine Trade Center (MTC) Associates, Jason Howe had previously provided for the Board's consideration in executive session a letter summarizing potential amendments to the current Lot 2 ground lease. The terms proposed have been updated and staff has communicated to the Davidsons and Attorney Howe recommendations based on Board guidance provided at the July 26 meeting. Staff asked for an executive session seeking the Board's continued guidance on specific terms.

Motion: Consistent with Exec Session statute--1 MRS 405(6)(C) & (E) the Board will go into Executive Session to discuss Agenda Items 9 (Marine Trade Center Lease Amendments.) Moved by Sanborn, 2nd by Burns

No Public Comment

Vote 4-0, Passed by all present (Mendelson absent)

Motion: To come out of Executive Session. Moved by O'Connell, 2nd by Burns
Vote 4-0, passed by all present (Mendelson absent)

8. Next meeting schedule, Board and Staff

Board and staff discussed **December 13, 2021** for the next meeting concentrating on strategic planning

9. Adjournment at +/- 4:55pm

Attachments:

Agenda Item 2:	Draft Minutes from the July 26, 2021 meeting
Agenda Item 4:	Financial Statements
Agenda Item 5:	Facilities Update
Agenda Item 5:	TEC Conditions Report
Agenda Item 6:	PFX Landing Report
Agenda Item 6:	Waterline Repair Reimbursement Request
Agenda Item 8:	<i>Marine Trade Center Negotiations - Under separate confidential cover</i>



CITY OF PORTLAND
Housing and Economic Development Department

MEMORANDUM DRAFT

To: Meredith Mendelson, Deputy Commissioner, Maine Dept of Marine Resources
From: Bill Needelman, Waterfront Coordinator
Subject: Potential Use of State CARES Act funding for Portland Fish Pier and Portland Fish Exchange Improvements:
Date: October 5, 2021
CC: Mary Davis, Acting HEDD Director
Brendan O'Connell, Finance Director
Kathy Alves, Ports and Public Buildings Director
Jodie York, Portland Fish Exchange, GM
Alan Tracy, Vessel Services, President

Introduction:

As requested by the Maine Department of Marine Resources, the City of Portland through the Department of Housing and Economic Development does hereby request consideration of funding for certain infrastructure projects and business support.

The intent of the requests is three-fold:

- Stabilize and improve the infrastructure of the Portland Fish Pier as an anchor facility serving the State of Maine's seafood economy;
- Stabilize fish landings at the Portland Fish Exchange, providing a platform for return to a sustainable level of landings experienced in years preceding the pandemic; and,
- Stabilize availability for fuel, ice, and accessory supporting services on the Portland Fish Pier campus.

The above goals will be achieved through funding for:

- Providing needed maintenance of public infrastructure;

- Reconfiguring and adding infrastructure intended to increase the value and utility of the Portland Fish Pier to the Maine seafood economy;
- Subsidizing costs to fishing vessels accessing the Portland Fish Pier through rebates of fees and charges directly associated with unloading, auctioning, fueling, and icing of vessels.

A. Maintenance of Public Infrastructure

1. Above Mean Low Water Piling and Sheet Pile Repair: TEC Structural Assessment Recommendations

Project Summary: Following the recommendations of a 2021 inspections report by TEC Associates, the requested funds will address corrosion and material degradation of pier structural components that experience intertidal flooding/airing and routine splash exposure. The recommended repairs will provide cleaning, chipping, persistent coatings/wraps, and repair for exposed steel and concrete structure members including pilings, sheet piles, and cross bracing.

The comprehensive repairs will benefit the quay (1750 linear feet of steel sheet pile perimeter) and 6 finger piers. The benefiting portions of the Portland Fish Pier include the Portland Fish Exchange, the Marine Trade Center, Vessel Services, and all associated berthing, fueling, and loading infrastructures.

Funding Request: \$650,000

2. Camel Replacement

Project Summary: The fendering system of the Portland Fish Pier relies on floating camels at the waterline which require periodic repair and replacement. The requested funds will allow replacement of two 40-foot composite camels, with associated anchors, chain, and hardware. New camels will ensure the safety of vessels and crew berthing at the Portland Fish Exchange and allow for additional berthing spaces.

Funding Request: \$60,000

3. Two Refrigeration Compressor Replacements for the Portland Fish Exchange

Project Summary: The Portland Fish Exchange (PFE) seeks funding to reimburse one refrigeration compressor and the fee associated with diagnosing the compressor issues and to replace a second cooler compressor. The first compressor needed to be replaced

on short notice in an emergency situation during the summer of 2021. Both compressors continuously shut off putting valuable fish in the cooler at risk. After a very thorough investigation the problem was established and the only resolution was to ultimately replace both compressors.

Funding Request:

\$73,500

B. Reconfiguring and Adding Infrastructure

4. Open-use Hoist

Project Summary: Responding to consistent industry demand for expanded and improved 24/7 availability for loading and unloading access for fishing vessels, the requested funds will address a longstanding need for Portland Harbor's fishing fleet. The facility is intended to be available for vessel-to-truck unloading of product (vessel owner to vessel owner only - contract unloading is conducted through the Portland Fish Exchange,) and for truck-to-vessel loading of gear, bait, stores, and supplies. Use of the hoist would be managed by (PFX, City of Portland?) and would be available to all commercial fishing and aquaculture vessels who demonstrate adequate insurance, training, and agree to terms of service (to be developed.)

Funding Request:

\$200,000

5. Interior Roadway Re-Alignment

Project Summary: The Portland Fish Pier was constructed as a multi-tenant ground lease subdivision with common use areas and infrastructure. Vehicular access primarily utilizes the signalized Center Street/Commercial Street intersection at the north easterly entrance, while a non-signalized secondary entrance is located near the Gulf of Maine Research Institute at the westerly edge of the site. The westerly entrance, originally a gated fire access point, runs southerly from Commercial Street along the westerly boundary before curving east to a right angle intersection with the primary pier access drive.

The curving access drive defines the westerly and southerly bounds of a vacant development lot located along Commercial Street. Despite decades of availability and several advertised requests for development proposals, Lot 1-1 has proved too constrained (15,000 sq ft) to add significant value to the seafood economy. Realigning the westerly roadway by shifting its intersection with Commercial Street to the east, axial to the primary Fish Pier drive, will double the development potential of Lot 1-1. A larger

Lot 1-1 will allow greater flexibility to design potential seafood processing developments, gear yards, and or parking.

Achieving the new alignment requires establishing a new curb cut on Commercial Street and the conversion of an +/-185 foot portion of an existing commercial parking lot into a 24-foot dual direction travel corridor from Commercial Street to the existing common area circulation system. The estimate below includes closing and repairing the existing curb cut, as well as pedestrian infrastructure, road paint, and curbing.

Funding Request:

\$150,000

6. Vessel Services Ice Storage and Delivery System

Project Summary: Vessel Services needs to make significant changes to the existing ice storage and delivery system to ensure reliability and efficiency. VS has already significantly upgraded icemaking equipment at significant cost. The storage and delivery system will be upgraded but those improvements will undoubtedly result in a significant increase in the price of ice to the fishing community. Current estimates for between \$400,000 and \$500,000. A grant of \$300,000 from the CARES would accomplish much of what is necessary and be able to keep the price of ice at its affordable level which will enable VS to continue affordable, reliable service. The more ice fishermen take the higher quality the fish at the auction, leveraging the value of the investment. The additional benefit of this project would be the freeing up of space at Vessel Services that would be used to address other needs in the community such as small scale processing and a frozen product shipping service.

Funding Request:

\$300,000-\$500,000

C. Subsidizing Costs to Fishing Vessels Accessing the Portland Fish Pier

Portland Fish Exchange Requests

7. Seller Fee Rebate for Vessels Landing Fish at the Portland Fish Exchange

Project Summary: The Portland Fish Exchange (PFE) seeks funding to rebate seller fees for all groundfish vessels landing at the PFE. This rebate would be used to offset the seller fees that vessels incur when they sell their fish on the auction.

A rebate would encourage more vessels to land in their home port and have a positive economic impact on local area businesses as well as allow for a greater profit to the vessels. A decrease in trip costs would permit vessels to increase the amount of ice that they are able to use fishing, which would in turn increase the quality of the fish, and ultimately increase the fish prices on the auction.

Vessels would receive a full refund for all of the unloading and sorting fees associated with placing fish on the auction until June of 2023 or until the funds have been diminished. The goal would be to increase fish landings to 3.5-5 million lbs during this timeframe and offer a fee forgiveness up to \$.14/pound of offloaded fish for each vessel. In order to accommodate the increased landings and expand on the facility hours of operation, additional full-time staff would be required. Hiring three full-time operations staff would allow the PFE to handle these increases.

Seller Rebate Request:	\$700,000
Increased Staffing:	<u>\$180,000</u>
<u>Funding Request:</u>	\$880,000

Vessel Services Requests

8. Vessel Services – Ice and Fuel Rebate Program

Program Summary: The goal is to subsidize the cost of fishing trips from/to the Portland Fish Pier to stabilize the cash flow of critical services to ensure their sustainability. Vessel Services is the only ice and fuel distributor serving the commercial fishing fleet in Portland Harbor and has seen significant decline in business, as exacerbated by the pandemic.

A "typical" small day boat trip takes 3 tons of ice (\$100/per ton) and 500 gallons of fuel (currently \$2.75/gallon) resulting in approximately \$1675 of fixed costs per trip. *Note: Ice and fuel costs are compounded with offloading fees at the Portland Fish Exchange (PFX) and other costs. Assuming a typical load of 5000 lbs of fish with PFX fees at \$0.14 per pound, the current cost of a "typical" trip is about \$2400 for ice, fuel and fees - plus staffing, vessel upkeep, insurance, stores,"*

The Ice and Fuel Subsidy could be a fixed amount per trip. Assuming 1000 "typical" trips per year, an Ice and Fuel subsidy of \$500 per trip would translate to a \$500,000 program with a \$1000 subsidy translating to a \$1,000,000 request for a single year. *At \$1000/trip, the subsidy may not be sufficient to incentivize larger vessels, but would likely have a robust impact on the day boat and smaller vessel fleet.*

Alternatively, the per trip subsidy could be substituted with or augmented by percentage rebates on ice and fuel costs. Equitable limits on participation will be developed to ensure reasonable access to the program by both large and small vessel – likely requiring limits on utilization by larger vessels. As a means to ensure a mix of small and large

vessel participation, a program of (\$1,500,000 to \$2,000,000) with a per trip limit is requested for consideration.

Funding Request: \$500,000 to \$2,000,000

Summarized Totals

A. Maintenance of Public Infrastructure

1. Above Mean Low Water Piling and Sheet Pile Repair:	
TEC Structural Assessment Recommendations	\$650,000
2. Camel Replacement	\$ 60,000
3. Two Refrigeration Compressor Replacements for the Portland Fish Exchange	<u>\$ 73,500</u>
Subtotal	\$783,500

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4. Open-use Hoist	\$200,000
5. Interior Roadway Re-Alignment	\$150,000
6. Vessel Services Ice Storage/Delivery System	<u>\$300,000-\$500,000</u>
Subtotal	\$650,000- \$850,000

C. Subsidizing Costs to Fishing Vessels Accessing the Portland Fish Pier

Portland Fish Exchange Requests

7. Seller Fee Rebate for Vessels Landing Fish at the Portland Fish Exchange	\$880,000
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Vessel Services Requests

8. Ice and Fuel Rebate Program	<u>\$500,000 to \$2,000,000</u>
Subtotal	\$1,380,00 to \$2,880,000

Total Request \$2,813,500 to \$4,513,500

**Fish Pier Authority
FY22 Budget Status
As of Nov 30, 2021**

**Agenda 4
Financial Statement**

	FY22 Budget	YTD	Balance	%	FY21 YTD	FY22 vs. FY21	%
Revenue:							
<i>Miscellaneous</i>	14,395	2,188	12,207	15.2%	3,495	(1,306)	-37.4%
<i>Berthing</i>	29,376	12,240	17,136	41.7%	12,240	0	0.0%
<i>Parking</i>	336,670	164,908	171,762	49.0%	159,622	5,286	3.3%
<i>Ground Rent (Leases)</i>	199,833	89,296	110,537	44.7%	81,222	8,074	9.9%
			-				
Total Revenue	580,274	268,632	311,642	46.3%	256,579	12,054	4.7%
Expenditures:							
<i>Admin. and Maint. Services</i>	94,060	27,320	66,740	29.0%	28,623	(1,303)	-4.6%
<i>Travel/Training/Meetings</i>	1,500	0	1,500	0.0%	0	0	0.0%
<i>Contractual Services</i>	20,200	4,382	15,818	21.7%	10,542	(6,161)	-58.4%
<i>Engineering Services</i>	26,000	3,145	22,856	12.1%	3,284	(139)	-4.2%
<i>Printing/Copying</i>	400	817	(417)	204.3%	400	417	0.0%
<i>Equipment Repair</i>	10,000	7,759	2,241	77.6%	3,008	4,751	158.0%
<i>Land/Pier/Building Repair</i>	215,000	19,087	195,913	8.9%	127,802	(108,715)	-85.1%
<i>Insurance</i>	14,369	0	14,369	0.0%	0	0	0.0%
<i>Supplies</i>	13,500	613	12,888	4.5%	7,010	(6,397)	-91.3%
<i>Electricity</i>	15,000	1,581	13,419	10.5%	2,970	(1,388)	-46.7%
<i>Debt Service</i>	11,612	1,139	10,473		1,332	(193)	-14.5%
Total Expenditures	410,029	65,841	355,800	16.1%	184,969	(119,128)	-64.4%
Net Revenues Over(Under) Expenditures	170,245	202,791	(44,158)		71,609	131,182	183.2%



PORTLAND MAINE

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To: Portland Fish Pier Authority Board
From: Philip DiPierro, Facilities Project Manager
Date: December 10, 2021
RE: Facilities Update
CC: Kathy Alves, Facilities Director

Please find below a listing of the monthly improvements to the Portland Fish Pier by the Public Buildings and Waterfront Department:

Updates for November 2021

- Tech Associates is working on a bid package, including plans and specs, for the pile jacket and pier repair project. The project will be based on the results of the inspection that was completed in March.
- A local camel vendor was recently contacted to provide pricing for adding camels to various locations around the facility. I met with Fish Pier staff to identify locations to install the camels.
- Ongoing repairs continue throughout the facility to address a list of maintenance items.

Updates for October 2021

- Tech Associates has been directed to develop bid documents including plans and specs for the pile jacket and pier repair project. The project will be based on the results of the inspection that was completed in March.
- Thyng Paving completed the paving repairs to the trenches where the water lines were repaired earlier this year.
- Seabreeze Property Services completed the fall cleanup work included in their maintenance contract. They also completed sweeping along the fleet berthing area, the service piers, and the bulkhead adjacent to the Marine Trade Center.
- A fourth ladder was replaced at sorting pier 1 outside the PFX. One ladder along the bulkhead wall in the net yard is scheduled to be repaired.
- Recent maintenance repairs included welding the lower whaler back into place along the home fleet berthing area, and repairing the fender at the southeast corner of Service Pier #1 by Vessel Services.
- Ongoing repairs continues throughout the facility to address a list of maintenance items. Items include completing the installation of the pile covers for the composite piles that were recently driven, maintenance of camel chains along the transient berthing area, etc.

Updates for August 2021 - September 2021

- Tech Associates developed a basic list that prioritizes repairs that are most needed to the piers and bulkhead in the immediate future. The list is based on the results of the inspection that was completed in March. Staff is also in the process of determining whether or not all the recommendations listed in the report should be bid as one complete project or if work should be completed in phases. A decision will be made once funding sources have been identified.
- Seabreeze Property Services completed the cleanup of the vegetation, installation of rip rap, and loaming and seeding of the fence line between the west parking lot and the GMRI.

- Three ladders were replaced throughout the Fish Pier complex. The City worked with a contractor to install 3 new ladders along the bulkhead outside the Marine Trade Center, and one ladder is scheduled to be replaced at sorting pier 1 outside the PFEX. One ladder along the bulkhead wall in the net yard is scheduled to be repaired.
- Zebra Striping completed the “work limits and access delineation” striping of the repair berth apron adjacent to the Marine Trade Center.
- Waterworks Diving Services spent one day cleaning camels around the service piers and at the transient berthing space along the bulkhead wall.
- Ongoing repairs continues throughout the facility to address a list of maintenance items. The items include repairing the fender at the southeast corner of Service Pier # 1, completing the installation of the pile covers for the composite piles that were recently driven, repair of the lower whaler along the home fleet berthing area, maintenance of camel chains along the transient berthing area, etc.

Updates for June 2021 - July 2021

- Tech Associates is in the process of completing a work scope and RFP based on the results of the inspection of the piers and bulkhead that was recently completed.
- A water leak was discovered last month in the service lateral to the Douty Brothers building. Jimino Plumbing and Heating was hired to replace the line from the PWD water main to the building. Les Wilson & Sons was subcontracted to complete the emergency repair from the main to the meter pit outside the building. High ground water levels were observed during the water line replacement construction.
- The City is working with a local marine contractor to facilitate the repair of a list of maintenance items. The items include repairing the fender at the southeast corner of Service Pier # 1, completing the installation of the pile covers for the composite piles that were recently driven, repair of the lower whaler along the home fleet berthing area, maintenance of camel chains along the transient berthing area, etc.
- Several pier ladders are scheduled to be repaired or replaced throughout the Fish Pier complex. The City is working with two contractors to complete the work.
- The City’s Water Resources Division completed catch basin cleaning and sweeping throughout the facility. The trench drains in front of the PFEX building have also been flushed and cleaned.
- Zebra Striping has been hired to complete the “work limits and access delineation” striping of the repair berth apron adjacent to the Marine Trade Center. Striping is expected to be completed in August.

Updates for April 2021 - May 2021

- Tech Associates completed the inspection, and supplied a report, of the steel and coating conditions for all Sorting Pier piles, Service Pier piles, and bulkhead sheet piles above MLW, including bracing conditions and ultrasonic steel thickness readings. The report indicates that maintenance is needed, and Facilities plans to meet with Tech Associates this week to discuss a scope of work and the RFP process.
- A water leak was discovered last month in the service lateral to the Fish Pier building. Jimino Plumbing and Heating was hired to replace the line from inside the Fish Pier building back to the PWD water main. Les Wilson & Sons completed the emergency repair from the main to the building exterior wall, and Jimino completed the installation of a new water line from the building exterior wall to the utility room. High ground water levels were observed during the water line replacement construction.
- The fender at the southeast corner of Service Pier # 1 has pulled away from the side of the pier and is scheduled to be repaired.
- Approximately half of the pile covers for the composite piles that were recently driven, have been received and installed. The remaining pile covers will be installed in the near future.
- Several sections of the lower whaler along the home fleet berthing area are disconnected from

- the bulkhead. A contractor will be hired to repair it.
- Several of the camel chains along the transient berthing area are in need of maintenance. The City is working with a contractor on the scope of work and pricing.
- Several pier ladders are scheduled to be repaired or replaced throughout the Fish Pier complex.

Updates for February 2021 - March 2021

- Tech Associates completed the inspection of the steel and coating conditions for all Sorting Pier piles, Service Pier piles, and bulkhead sheet piles above MLW, including bracing conditions and ultrasonic steel thickness readings. A condition report is expected to be submitted this month.
- The fender at the southeast corner of Service Pier # 1 has pulled away from the side of the pier and is scheduled to be repaired.
- Approximately half of the pile covers for the composite piles that were recently driven, have been received and installed. The remaining pile covers will be installed in the near future.
- Several sections of the lower whaler along the home fleet berthing area are disconnected from the bulkhead. A contractor will be hired to repair it.
- Several of the camel chains along the transient berthing area are in need of maintenance. The City is working with a contractor on the scope of work and pricing.
- The City has renegotiated the grounds maintenance contracts with Seabreeze Property Services for the 2021 through 2023 seasons. Spring cleanup is scheduled to begin this month.
- Trench drain repairs inside the Fish Exchange building have been completed.
- Repairs to several steel columns inside the Fish Exchange building have been completed.
- Several pier ladders are scheduled to be repaired or replaced throughout the Fish Pier complex.

Updates for December 2020 - January 2021

- Tech Associates has been hired to complete the inspection of the steel and coating conditions for all Sorting Pier piles, Service Pier piles, and bulkhead sheet piles above MLW, including bracing conditions and ultrasonic steel thickness readings. A report has not yet been submitted.
- The fender at the southeast corner of Service Pier # 1 has pulled away from the side of the pier and is scheduled to be repaired.
- Approximately half of the pile covers for the composite piles that were recently installed have been received. They are in the process of being installed in the Net Yard area.
- Several sections of the lower whaler along the home fleet berthing area are disconnected from the bulkhead. A contractor will be hired to repair it.
- Several of the camel chains along the transient berthing area are in need of maintenance. The City is working with a contractor on the scope of work and pricing.
- The City is in the process of renegotiating the grounds maintenance contracts with Seabreeze Property Services for the 2021 season.

Updates for October 2020 - November 2020

- The City is currently working with Tech Associates to schedule a site visit to inspect steel and coating conditions for all Sorting Pier piles, Service Pier piles, and bulkhead sheet piles above MLW, including bracing conditions and ultrasonic steel thickness readings.
- The fender at the southeast corner of Service Pier # 1 has pulled away from the side of the pier and is scheduled to be repaired.
- Pile covers are in the process of being ordered for the composite piles that were recently installed. They will be installed once we receive them.
- Several sections of the lower whaler along the home fleet berthing area are disconnected from the bulkhead. A contractor will be hired to repair it.
- Several of the camel chains along the transient berthing area are in need of maintenance. The City is working with a contractor on the scope of work and pricing.



PORTLAND FISH EXCHANGE

Portland Fish Exchange Management Report for December 2021

Groundfish Landings	<u>Actual</u>	<u>Budgeted</u>	<u>Variance</u>	<u>Avg Fish \$/lb.</u>
August	80K lbs.	157.5K lbs.	-77.5K lbs.	\$2.42
September	145K lbs.	192.5K lbs.	-47.5K lbs.	\$1.75
October	148K lbs.	280K lbs.	-132K lbs.	\$1.76
Total Landings YTD (10/31/21)	496K lbs.	945K lbs.	-449K lbs.	\$1.70
Off-auction landings.				
August	34K lbs.	91K lbs.	-57K lbs.	
September	12K lbs.	0 lbs.	12K lbs.	
October	4.7K lbs.	0 lbs.	4.7K lbs.	
Total Off-auction YTD (10/31/21)	64K lbs.	350K lbs.	-286K lbs.	
Pumping				
August	0 lbs.	125K lbs.	-125K lbs.	
September	0 lbs.	125K lbs.	-125K lbs.	
October	0 lbs.	0 lbs.	0 lbs.	
Total Pumping YTD (10/31/21)	74K lbs.	500K lbs.	-426K lbs.	

Landings Notes:

- No contract unloading in October
- Continued to offload vessels participating in Fishermen Feeding Mainers program

Operations Notes:

- Submitted joint draft funding proposal to DMR for CARES I leftover funding on 11/1/21 with the Fish Pier Authority
 - Requested funding for PFE compressor/pipe refrigeration replacement, 2 pier camel replacements, & seller fee rebates up to Dec 2022

Facility Report:

- New refrigeration issues were discovered since replacing one compressor; pipes throughout the system are the wrong size for the evaporators & compressors in cooler (requesting funding for refrigeration repairs as part of CARES 1 funding)
- Cleaning, painting, & maintenance continue

**Portland Fish Pier Authority
Strategic Planning Goals
With Accompanying Recommended Strategies
(factors in industry and tenant input)
December 2021**

DRAFT

Goal One – Broaden the range of services and access to a greater diversity of harvesters.

Strategies –

- Broaden engagement with existing industries served to reach all northern New England.
- Expand services to include lobster, aquaculture and groundfish.
- Work collaboratively to support training/industry expert access to those utilizing Fish Pier services.
- Cultivate a broader base of private leaseholders.
- Adopt methods that reflect a wider array of open hours for the auction and services/amenities.

Goal Two – Maintain stable and robust infrastructure.

Strategies –

- Make storage available for commercial fishing equipment.
- Add central infrastructure needed to accommodate the aquaculture/lobster industries.

Goal Three – Create a public face to demonstrate value to the community.

Strategies -

- Update/brand the Fish Pier and its relevance to the community.
- Develop regionwide awareness of the Fish Pier brand.
- Develop and launch weekly on-site retail presence.
- Develop an annual calendar of well-designed twice-a-year public educational opportunities in collaboration with likeminded partners.



Economic Development Department

To: Portland Fish Pier Authority Board of Directors

From: Bill Needelman, Waterfront Coordinator

Date: December 10, 2021

Re: Fish Pier Tenant Survey Results, Draft Strategies, and Next Steps for Strategic Planning

CC: Carole Martin, Consultant
Mary Davis, Acting HED Director
Jodie York, Portland Fish Exchange General Manager

Introduction:

Following a September 29, 2021 meeting of the Portland Fish Pier Authority Board of Directors, City of Portland Housing and Economic Development staff worked with strategic planning consultant, Carole Martin to design and conduct a survey of Portland Fish Pier tenants. The purpose of the **Tenant Survey** was to gauge Fish Pier tenant opinions on the three priority goals previously identified. The results reported herein are intended to augment previous seafood industry inputs and to inform strategic planning product. The Tenant Survey is also intended to engage the current fish pier tenants in the process as those most impacted by potential operational and physical changes moving forward.

Also attached under separate cover are **draft strategies** produced by Strategic Planning consultant, Carole Martin.

Background:

The Portland Fish Pier Authority Board of Directors entered into a formal process of strategic planning during the late spring of 2021. Consultant Carole Martin was hired to guide the process with staff support from the office of the Waterfront Coordinator. The formal process followed collection of seafood industry feedback during the summer of 2020 and included an extensive survey of seafood industry sectors over the summer of 2021. Based on industry input and Board direction, the process identified three broad goals to assist with decision making:

- **Goal one – Broaden the range of services and access to a greater diversity of harvesters.**
- **Goal two – Maintain stable and robust infrastructure.**
- **Goal three – Create a public face, to demonstrate value to the community.**

Following direction by the Board, the Tenant Survey delved deepest into the issues regarding *Goal three - Create a public face, to demonstrate value to the community.*

The December 13 meeting of the Portland Fish Pier Authority Board of Directors provides an opportunity to discuss the results of the Tenant Survey within the context of Strategic Planning. These results have been circulated to the full Fish Pier contact list with the meeting packet.

Methodology:

The Tenant Survey was conducted on the Google Forms format with links to the survey distributed by email. The Waterfront Coordinator circulated the survey to all ground lease tenants as well as first floor marine use subtenants of the Marine Trade Center and the Portland Fish Exchange. Long-term parking lease holders (not month-to-month) were also included. In all, 13 parties were asked to contribute. After repeated requests for response, **100% of invitees filled out the survey.**

The survey posed a total of 17 questions with a combination of short answer and multiple choice formats. As noted above, the majority of the questions explored Goal three.

Staff is extremely grateful for the participants' time and contribution.

Strategies for consideration:

Ms. Martin has developed draft strategies based on previous Board discussions as informed by stakeholder input throughout this process – including the Tenant Survey. The strategies are organized under the three broad goals listed above.

With input and agreement of the Board, PFPA and PFX staff and Ms. Martin will use the strategies as the framework to establish prioritized action steps for presentation at the next meeting of the Board.

Next Steps:

At the next meeting of the Board, staff will present a prioritized list of actions organized by goals, strategies, and timeline for implementation.

Survey Results:

Below, the tenant survey questions and aggregated responses are reported in full.

Portland Fish Pier Tenant Survey Results

October 2021

*****Fish Pier Tenant Survey*****

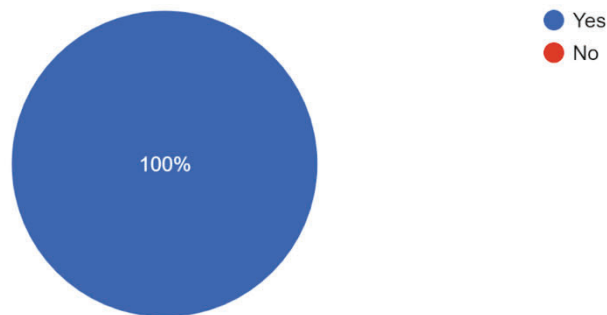
Following a broad survey to the Seafood Industry, the Portland Fish Pier Authority is seeking input from Fish Pier Tenants. The following questions explore issues related to three identified priority goals that will inform strategic thinking for the facility moving forward:

- Goal one – Broaden the range of services and access to a greater diversity of harvesters.
- Goal two – Maintain stable and robust infrastructure.
- Goal three – Create a public face, to demonstrate value to the community.

Questions:

1. Are the three priorities above a good framework for improving the Fish Pier and decision making for a 5 to 10 year horizon?

13 responses



2. Are there other priorities to consider? Short Answer

11 responses

- Supporting collaboration and innovation between tenants
- Concentrate on the first 2
- All of these priorities need to be balanced against existing operations and investments on the Fish Pier. Adding users and activities will impact existing operations and a great deal of thought and planning need to be done to make sure any changes are in harmony with existing operations.
- none come to mind at this time
- A retail front won't do it. Privatization is necessary for survival
- There is not enough Fish landing to maintain Fish Pier, so lease to other tenant who is willing to use actively for the facility
- None that are coming to mind
- Marine industry training support
- Profit/Financial Stability for FPX/FPA

- Allowing lobster to be landed by staggers. This will probably never happen but it would be a immediate solution to lack of landings
- Develop a sustainable economic model

Concerning Goal one - Broaden the range of services and access to a greater diversity of harvesters.

3. Who is missing on the Fish Pier? Who is the Fish Pier currently not serving?

12 responses

- Lobster and logistics
- Low numbers on the commercial boats
- Lobster industry
- unknown
- Ground Fishermen. Stay away from Lobster
- Service
- Limited aquaculture presence on the pier
- Job placement service
- Aquaculture/Farming of fish
- Shellfish
- Aquaculture
- Lobsterman? Aquaculture

4. Where are do you see opportunities?

12 responses

- Logistics
- Aqua culture seems to generate more than commercial fishing at the present time
- The fish exchange is underutilized in both its physical and human resources. Much more could be done in that space.
- unknown
- Privatization
- Again there is not enough Fish landing to maintain the facility, so lease to someone who can use the facility more actively.
- Expanding opportunities with lobstermen & aquaculture
- Support current industry while adding new entrants
- Creativity without becoming the Portland Lobster Exchange
- Aquaculture, lobster auction
- Retail sales
- Aquaculture

Concerning Goal two – Maintain stable and robust infrastructure.

5. What are the gaps or specific infrastructure needs on the Fish Pier?

8 responses

- None
- Open exchange to all fisheries
- unknown
- Knowledgeable industry experts
- Storage for commercial fishing equipment in secure location that is locked and rented to not owners
- fish cultivation/farming
- na
- Infrastructure needs would be based on individual tenant/subtenant needs.

6. Where are do you see opportunities?

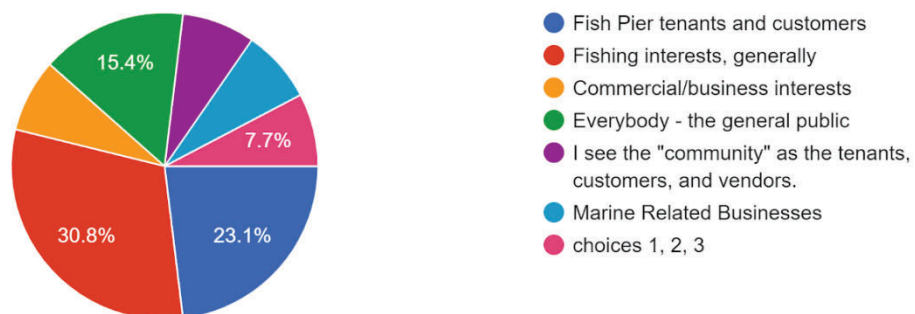
9 responses

- Logistics/cross dock
- Same as before Aquaculture
- unknown
- Privatization
- Same as above answer
- Out reach to community
- N/A
- na
- determine infrastructure needs if any for lobster/aquaculture and any changes needed for the home fleet.

Concerning Goal three – Create a public face, to demonstrate value to the community.

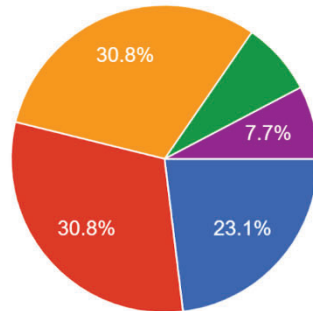
7. Who is the Fish Pier community?

13 responses



8. From the list above, which definition of community provides the greatest potential benefit to the Fish Pier?

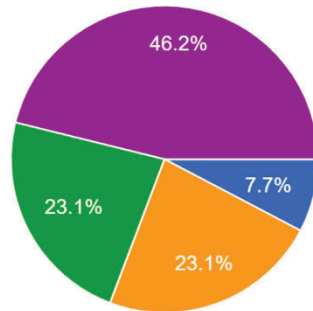
13 responses



- Fish Pier tenants and customers
- Fishing interests, generally
- Commercial/business interests
- Everybody
- I see the "community" as the tenants, customers, and vendors. I see the success of the pier based on the success of its tenants (current and future). I believe the pier's vision should be an adaptable one that can respond...

9. Which geographic region should the Fish Pier serve?

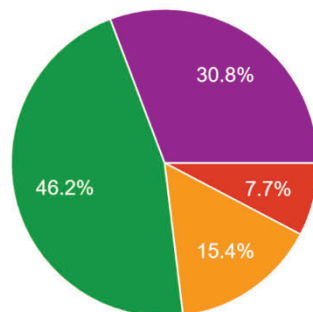
13 responses



- The Portland Waterfront/Commercial Street
- The City of Portland
- Portland Harbor/Southern Casco Bay
- Maine
- Northern New England/Northern East Coast

10. From the list above, which regional service area provides the greatest potential benefit to the Fish Pier?

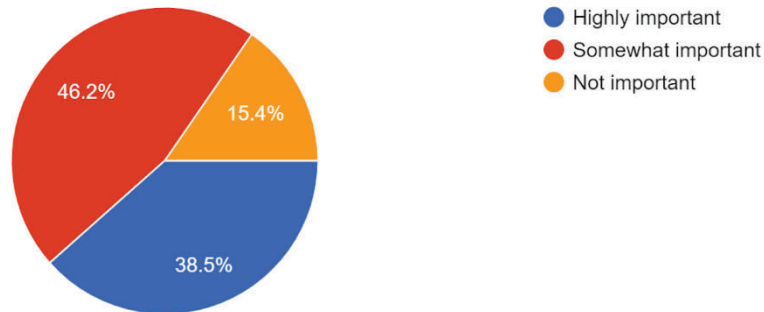
13 responses



- The Portland Waterfront/Commercial Street
- The City of Portland
- Portland Harbor/Southern Casco Bay
- Maine
- Northern New England/Northern East Coast

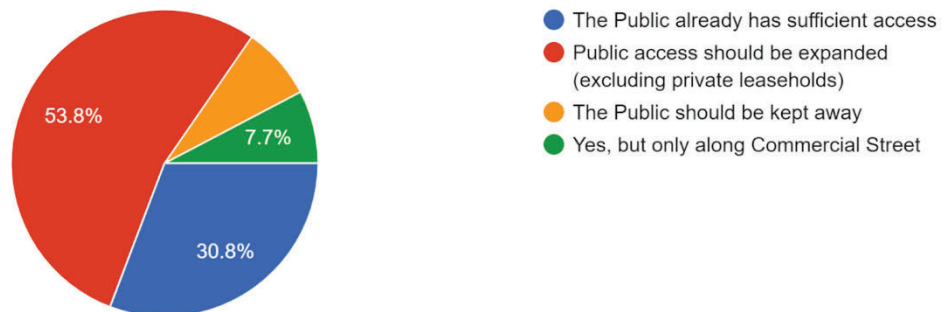
11. Is Public support for the Fish Pier important?

13 responses



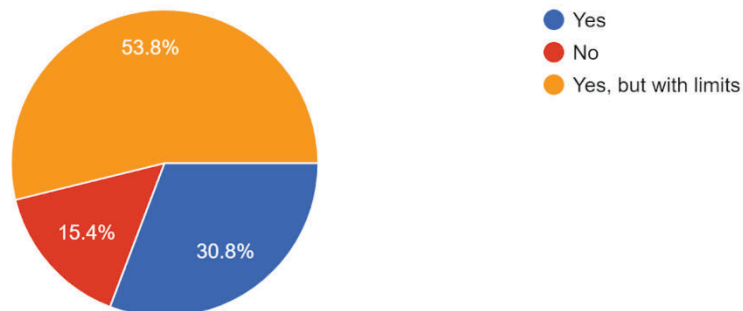
12. Should the Public be provided increased access to the Fish Pier?

13 responses



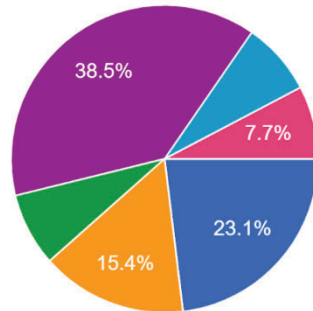
13. Should the Fish Pier be made available to marine related events? (such as the Walk the Working Waterfront open house)

13 responses



14. If you believe the Public should be able to buy fish on the Fish Pier, which of these would you support? Check all that apply.

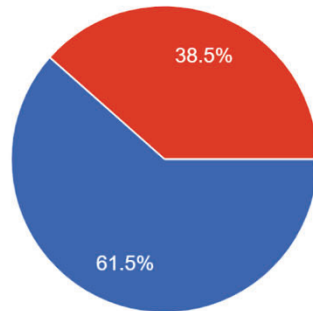
13 responses



- Weekly "fisherman's market" truck sales in the parking lots
- Retail sales at a Commercial Street oriented ground lease storefront (private)
- From the boats, from trucks, any way that is legal and safe
- A seafood restaurant
- No public sales should be allowed on the pier
- all of these could have a place if done...
- I'm open to the exchange of fish direct...

15. Should the Fish Pier engage in "branding" or promotion to raise the profile of Portland Seafood?

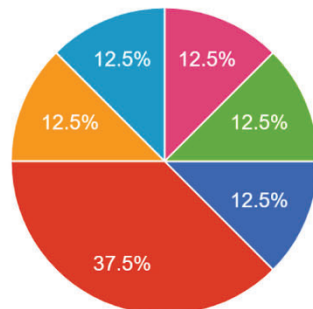
13 responses



- Yes
- No

16. If "Yes" to question X above, check all that you support:

8 responses



- Hats, T shirts, and branded merchandise
- Promoting a "Landed at the Portland Fish Exchange" label
- Monthly or quarterly newsletter/email notices on Fish Pier News
- Expanded social media presence
- Updated logo and signage
- all of the above
- I think pier needs to market to whomever it can
- All of the above, but it will only let me...

17. Should the Fish Pier Tenants convene as a group to discuss these questions?

12 responses

